

**ANNUAL PERFORMANCE REPORT  
for  
Institutional Support Assistance Grant**

**Project Concern International  
Cooperative Agreement # FAO-A-00-98-00060-00**

**October 1998 – September 1999**

**1 Introduction**

Project Concern International's experience to date and growing familiarity with Title II programming provides an excellent base for further growth in developmentally oriented Title II programs. There is potential for PCI to develop Title II programs in Sub-Saharan Africa and to mentor other USAID-registered PVOs interested in Title II programming, also in Sub-Saharan Africa. PCI's increasing capabilities in Latin America indicate potential for additional programming based upon food security objectives. At the same time, involvement with other food aid mechanisms has helped to broaden the base of PCI's general food aid experience and a growing internal management capability largely due to ISG support, bodes well for future growth that will be responsive both to programmatic and compliance requirements.

With this potential in mind, PCI developed the current Institutional Support Assistance Project. Specifically, PCI identified two focal areas in which to strengthen Title II capabilities:

- Developing Title II programs in Sub-Saharan Africa, while following up with continued possibilities in the greater Horn of Africa, and exploring potential collaboration with other Title II Cooperating Sponsors in Angola or elsewhere
- Integrating, on a regional basis, PCI's Title II programs in Latin America, including the possible development of a Title II program in Guatemala

For the period from FY 1999 to FY 2003, PCI is utilizing Institutional Support Assistance to conduct activities in four key areas:

- Staff development and training that increases the skills of PCI staff in the design and implementation of Title II food aid
- Collaboration with other Title II Cooperating Sponsors through FAM and other global and/or regional collaborative mechanisms

- Pursuit of regionalization strategies that improve the efficiency of PCI Title II programs
- Technical assistance to build capacity of PCI Headquarters and Field Offices to support food aid initiatives

As a result of this Institutional Support Assistance Project, by the year 2003, PCI will have the capacity to develop, manage and evaluate Title II supported food aid programs that meet the critical food needs of targeted groups. In keeping with this strategic objective, the intermediate results of this project are as follows:

**Intermediate Result #1** Increased capacity of PCI headquarters to support the design and implementation of Title II programs worldwide but with a particular focus on Sub-Saharan Africa

**Intermediate Result #2** Increased capacity of PCI to design and implement Title II programs on a regional basis in Sub-Saharan Africa and Latin America

## **2 Achievements During Year 1**

A detailed comparison of accomplishments compared with the goals and objectives for the period can be found in Annex 1 Indicator Performance Tracking Tables. These tables track two kinds of indicators: process indicators, which measure the implementation of process and activities, and impact indicators, which measure the achievement of intermediate results (see above). This annual performance report focuses on the former, reporting progress toward achieving project activities and other processes. The mid-term and final evaluations will emphasize progress toward achieving the impact indicators but will also include an update on process indicators.

**Indicator 1** Numbers of days of technical assistance provided to PCI HQ and field staff by food aid consultants (Target: 180 days)

During the first year of this ISA project, PCI has utilized 194 days of external technical assistance provided by a food aid consultant. This technical assistance has been used to strengthen overall PCI management of Title II programs by making necessary adaptations to existing management systems, while developing additional procedures and practices as needed.

PCI has introduced selected Title II management systems developed in Bolivia and Nicaragua to USDA-funded Food for Progress and 416(b) programs in El Salvador, Nicaragua, Guatemala, and Indonesia. In addition, PCI has used the expertise developed through the ISA project to establish management systems in Zambia for a food aid supported home-based care program for households.

affected by HIV/AIDS. PCI's involvement in this project, funded by the European Union and jointly implemented with a German NGO, will end in early FY 2000. The management systems developed in the EU-funded program can be applied to a similar Title II program proposed for India.

PCI's food aid consultant visited Nicaragua during FY 1999 to streamline the food aid operations (including training all logistics and field staff). Field visits were undertaken to Bolivia and Nicaragua also by senior headquarters staff primarily to streamline field operations and render staff training. In addition to the logistical and control systems, PCI's food aid consultant or other headquarters technical staff have assisted field staff in needs assessments, baseline survey methodologies, and other technical approaches necessary in assuring increased household food security.

Indicator 2 Number of hours of training provided to PCI HQ and field staff by food aid consultants (Target 150 hours)

PCI's food aid consultant travels at least once a month to PCI Headquarters in San Diego to, at a minimum, once a year to each of PCI's overseas offices which implement Title II food aid programs. The purpose of these visits is to train programmatic, administrative, logistical and warehousing staff. One emphasis of these training is compliance with U.S. Government regulations at all levels, in particular, Regulation 11 and Handbook #9.

During FY 1999, the food aid consultant made ten trips to PCI Headquarters and one trip to a PCI overseas office. During these trips, 217.5 hours of training were provided to PCI Headquarters and field staff which included the following Title II-related subjects:

- Inventory control and inventory reconciliation
- Prompt and adequate storage of food commodities
- Segregation of sound and unsound Title II stocks before dispatch to field sites
- Disposal of damaged stocks as per governing regulations
- Ascertaining from designated food beneficiaries regarding actual receipt of food, its appropriate use and explain source of Title II food (if not known)
- Identification of inland losses and treatment of losses (both collectible and uncollectible)
- Claim action and claim pursuits
- How to undertake field visits, what areas are to be reviewed and how to reconcile field deficiencies

Indicator 3 Number of training, workshops and other staff development activities attended by PCI HQ and field staff (Target 12 activities—1 per month)

PCI staff have obtained additional external training by participating in FFP or FAM sponsored workshops in the areas of monetization, monitoring and

evaluation, and local capacity building PCI has collaborated with other Title II cooperating sponsors through participation in FAM-sponsored activities including monetization workshops, annual meetings, working groups, and by utilizing the Food Security Resource Center (FSRC) at FAM The key workshops, collaborative activities, and staff development activities include the following

- November 1998—FAM Monetization Workshop and Annual Meeting—attended by two HQ staff members
- December 1999—FACG meeting attend by Executive Director
- January 1999—Food Security/MCH Workshop meeting in Washington attended by Deputy Director of Programs
- March 1999—ISA Manager represented PCI at meetings with BHR/FFP staff on several food aid issues including Nicaragua
- March 1999—USAID/Bolivia and Title II Cooperating Sponsors in Bolivia (see below)

In collaboration with PCI Headquarters, PCI/Bolivia sponsored a Food Security/MCH Workshop in June 1999 USAID proposed that this workshop be held with all Cooperating Sponsors in Bolivia and Peru to examine and jointly determine ways to optimize the use of food rations to enhance the impact of Title II supported maternal and child health and nutrition (MCHN) programs USAID G/PHN/HN's Food and Nutrition Technical Assistance Project (FANta) provided the technical coordination, preparation and content for the workshop

In January 1999, a planning meeting for the workshop was held in Washington with representatives from USAID/BHR, USAID/LAC, Food Aid Management (FAM), FANta, and Project Concern International (PCI) In preparation for the workshop, FANta, proposed conducting a series of field visits to communities where CSs had Title II MCHN programs to document the current uses of food rations A team comprising representatives from FANta, its subcontractor Tufts University, USAID, and PCI was selected to make the planning visit The team spent one week each in Bolivia and Peru with representatives from the Title II CSs and USAID

Many staff development activities for PCI field staff were conducted by headquarters staff during Year 1 of the ISA These include

- November 1998—Deputy Director of Programs visited Nicaragua to coordinate emergency food aid program
- January 1999—ISA Manager visited Bolivia to assess Title II management capability
- February 1999—Deputy Director of Programs visited Nicaragua to conduct on the spot assessment and formulate extension of emergency program
- March 1999—Assistant Program Officer visited Nicaragua to assist and train field staff in emergency and development activities

- March 1999—PCI Controller visited Bolivia to revamp and streamline financial control of food aid operations
- June 1999—ISA Manager visited Nicaragua to assess staff capabilities for expansion of food aid program
- July 1999—External Food Aid Consultant visited Nicaragua to provide training in food aid logistics to all PCI/Nicaragua logistics and field staff

Indicator 4 Number of country needs assessments conducted in Latin America and/or Sub-Saharan Africa (Target 1)

PCI did not conduct any country needs assessments in Latin America or Sub-Saharan Africa during FY 1999. PCI will continue its efforts to identify potential Title II areas in the above regions and also in other regions where PCI field office personnel have adequate food aid experience. In this regard, discussions have been initiated with some USAID Missions abroad.

Indicator 5 Number of concept papers written and approved for new Title II programs in Latin American and/or Sub-Saharan Africa (Target 1)

During FY 1999, PCI planned to have one concept paper written and approved for new Title II programs in Latin America and/or Sub-Saharan Africa. This target was not achieved for new Title II programs in Latin America and/or Sub-Saharan Africa. However, PCI was able to utilize non-ISA funds to prepare a concept paper for a Title II program in India. PCI's food aid proposal in the prescribed format of the Government of India is awaiting approval from two Ministries (Social Welfare and Empowerment, and Finance). The recent general elections in India had considerably delayed the approval process. Upon receipt of GOI clearance, PCI will submit the Title II concept paper to the USAID Mission in India, which is very receptive to PCI's involvement in food aid (in coordination with PCI's existing HIV/AIDS matching grant activity).

The increased capacity of PCI HQ and field staff to design Title II programs has indirectly contributed to successful proposals to USDA for a Food for Progress regional project in Central America. PCI has also successfully participated in a consortium of six PVOs that in 1999 was awarded 416(b) commodities that were monetized in Indonesia. In addition, PCI collaborated with Partners of the Americas to submit a Food for Progress proposal to USDA for a joint project in Honduras. This proposal, however, was not approved.

Indicator 6 Number of DAPs written and approved for new Title II programs in Latin American and/or Sub-Saharan Africa (Target 0)

PCI did not plan to have any DAPs written or approved for Latin America and/or Sub-Saharan Africa during FY 1999. Therefore, the target for this indicator was zero. It is anticipated that during FY 2000, PCI will have at least one DAP written and approved.

### **3 Challenges to Project Implementation**

There were several difficulties in implementing the Institutional Support Assistance project during FY 1999. Foremost among these challenges to project implementation was the turnover in PCI staff at both headquarters and in the field. Among the changes in key personnel at PCI headquarters was the resignation of PCI's long-term Executive Director, Daniel E. Shaughnessy, in February 1999. Mr. Shaughnessy had extensive experience in Title II food aid management and was an important source of technical knowledge in this area for PCI. After an exhaustive search for a replacement, Paul B. Thompson was appointed President and Chief Executive Officer of PCI in August 1999. Mr. Thompson has an excellent base of knowledge of food aid programs and will add considerably to the depth of PCI's technical capabilities in food aid programming.

Key personnel changes in the field included the hiring of Chris Roesel as Country Director for PCI in Bolivia replacing Dudley Conneely and the appointment of Robert Aldana as Country Director in Guatemala replacing Tom Tauras. Both Mr. Conneely and Mr. Tauras had extensive experience with Title II food aid programming, although the latter had not been, during FY 1999, involved with any Title II or ISA-related programming activities. Finally, Stefan Paquette departed from PCI in July 1999 after providing valuable technical direction for the start-up of the EU-funded food aid program in Zambia.

Another challenge to PCI's implementation of the ISA project during FY 1999, was the indefinite halt of the Title II development program in Nicaragua as a result of Hurricane Mitch in November 1998. The consequent emergency program in Nicaragua required a significant amount of attention from PCI headquarters' food aid management staff and external food aid consultant, thereby detracting from implementation of many planned ISA project activities. It should be noted that with the timely assistance of ISA funds, PCI was able to handle the 1998 Hurricane Mitch emergency relief efforts in Nicaragua and to manage the transition from emergency to development activity which is now underway.

### **4 Other Pertinent Information**

There are several additional, significant accomplishments of PCI's Institutional Support Assistance project that are not related directly to the process indicators detailed in Section 2 above. These include the following:

- The completion of PCI's A-133 audit for fiscal year 1999 during which no food aid deficiencies were identified. This is the sixth consecutive year that there have been no significant findings by PCI's external auditors in relation to food aid programming. This achievement is directly attributable to the technical

assistance provided by external food aid consultants under the ISG (completed in September 1998) and Year 1 of the ISA

- The creation of the new technical position of Monitoring and Evaluation Officer at PCI headquarters. This full-time position, established in July 1999, provides support and assistance to program staff at headquarters and in the field as it relates to monitoring and evaluation (M&E). Priority is the strengthening of M&E skills of PCI staff in the field and at HQ. This initiative, endorsed by PCI's Board of Directors, will greatly improve the monitoring and evaluation of all PCI programs, including Title II food aid programs.
- PCI continued to explore the possibilities of joint programming with other Title II cooperating sponsors during Year 1 of this ISA project. PCI is a member of the PVO consortium in Indonesia that recently monetized 180,000 mt of 416(b) wheat flour. Another potential area of collaboration that PCI continued to pursue during FY 1999 was joint monetization in collaboration with other Cooperating Sponsors in Latin America.
- PCI also continued collaborating to varying degrees with other USAID-registered PVOs who, although not registered as Title II Cooperating Sponsors, have expressed an interest in developing their own capacity to manage Title II food aid programs. Included among those are International Relief Teams and International Medical Corps.

## Annex 1

### Indicator Performance Tracking Tables Title II ISA Program FY 1999 – 2003 Project Concern International

Revised January 26, 2000

#### A Process Indicators

Indicator	FY 99 Target	FY 99 Achieved	FY 99 % Achieved v Target	FY 00 Target	FY 01 Target	FY 02 Target	FY 03 Target	LOA Target	LOA Achieved	LOA Achieved v Target
# of days of technical assistance provided to PCI HQ and field staff by food aid consultant	180	194	108%	180	180	180	180	900	194	22%
# of hours of training provided to PCI HQ and field staff by food aid consultant	150	217.5	145%	150	150	150	150	750	217.5	29%
# of training workshops and other staff development activities attended by PCI HQ and field staff	12	12	100%	12	12	12	12	60	12	20%
# of country needs assessments conducted in Latin America and/or Sub Saharan Africa*	1	0	0%	1	1	2	2	7	0	0%
# of concept papers written and approved for new Title II programs in Latin American and/or Sub Saharan Africa*	1	1	100%	1	1	2	2	7	1	14%
# of DAPs written and approved for new Title II programs in Latin American and/or Sub Saharan Africa	0	0	0%	1	1	2	2	6	0	0%

\*Country needs assessment and concept paper were prepared during FY 99 for a proposed Title II program in India. This program development work was completed utilizing non-ISA funds. If the concept paper is endorsed, it is PCI's intention to request permission to use ISA funds to conduct a detailed country needs assessment.

B Impact Indicators

Indicator	Baseline Status	FY 99 Achieved	FY 00 Target*	FY 01 Target	FY 02 Target	FY 03 Target	Final Target
# of HQ staff with skills in food aid management increased from 2 to 6	2	3	4	6	6	6	6
# of collaborative activities with other Title II Cooperating Sponsors increased from 0 to 2	0	0	1	1	2	2	2
# of Latin American regional food aid units increased from 0 to 1	0	1	1	1	1	1	1
# of Sub Saharan regional food aid units increased from 0 to 1	0	0	1	1	1	1	1
# of staff of Latin American regional food aid unit with skills in food aid management increased from 0 to 4	0	1	2	2	2	2	4
# of staff of Sub-Saharan Africa regional food aid unit with skills in food aid management increased from 0 to 4	0	0	2	2	4	4	4
# of active agreements with other Title II CS s in Latin America region increased from 0 to 2	0	0	1	1	2	2	2
# of active agreements with other Title II CS s in Sub-Saharan Africa region increased from 0 to 2	0	0	1	1	2	2	2

\*Progress to be reviewed during Mid-Term Evaluation in March 2001