

Integrated Planning Process

**Environmental & Organizational  
Assessment (EOA) Guide**

-- Version 3.0--



*Targeting the vulnerable through  
increased access & equitable service delivery*

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## International Services: EOA Planning Guide

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## Acronym List

AIDS	Acquired Immune Deficiency Syndrome
ARC	American National Red Cross
CAS	Cooperation Assistance Strategy
DIP	Detailed Implementation Plan
EOA	Environmental and Organizational Assessment
IRD	International Relief and Development
ISD	International Services Department
LOP	Life of Program
MCUA	Multiple Criteria Utility Assessment
M&E	Monitoring and Evaluation
NGO	Non-governmental Organization
NHQ	National Headquarters
NIRC	Needs, Interest, Resources, and Capacities
NS	National Society
OD	Organizational Development
ONS	Operating National Society
PDP	Performance Development Plan
PMP	Performance Monitoring Plan
PNS	Participating National Society
PRA	Participatory Rural Assessment
PVO	Private Voluntary Organization
RCRC	Red Cross and Red Crescent Societies
RF	Results Framework
RRA	Rapid Rural Appraisal
SWOT	Strength, Weaknesses, Opportunities, and Threats
TS	Technical Solutions
UNAIDS	United Nations (agency on) AIDS
UNICEF	United Nations International Children's Fund
USAID	United States Agency for International Development
WHO	World Health Organization

## Introduction

**Document Purpose:** The EOA is a country-level environmental and organizational assessment that provides field and NHQ management with information to determine the following:

1. Whether or not ARC should begin (or continue) in a country
2. What opportunities to pursue and how these will lead to achieving goals such as reduced morbidity, or others consistent with ARC strategic directions
3. Guidance on the manner in which opportunities should be pursued in order to build the capacity of the Red Cross/Red Crescent Partner
4. Guidance on the manner in which opportunities will enhance the Red Cross/Red Crescent Movement delivery system by building capacity, mobilizing and empowering communities, brokering partnership and leveraging resources

**Author:** ARC field personnel as determined by ARC field management; in non-ARC presence countries, ARC desk officers will complete the EOAs; Technical Solutions unit personnel can assist.

**Benefits:** The EOA provides objective, verifiable information upon which ARC management can make decisions; it provides a rationale to partners and stakeholders clarifying ARC direction in a given country; it gives you a snapshot for proposal development and input into both staff and senior management briefings

Template in brief:

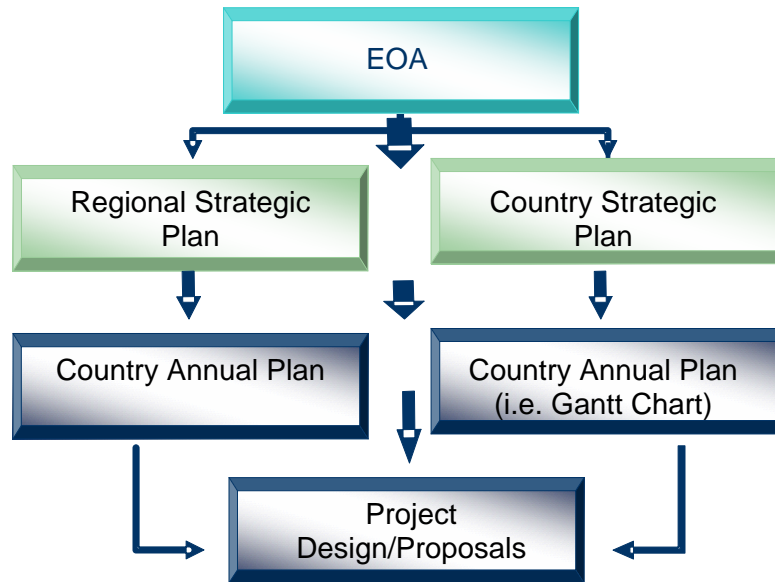
**Cover:**

- *Country Map*
- *Name of Country*
- *Month, Year Completed*
- *Primary Authors*

**Format:**

- *Summary Indicators*
- *Country Overview*
- *ONS Overview*
- *Donor Scan and Resources*
- *Stakeholder Analysis*
- *Program Recommendations*
- *Capacity Building Recommendations*

## 1. OVERVIEW OF THE INTEGRATED PLANNING PROCESS (IPP)



IPP facilitates the development of global, regional, and country-level initiatives designed to increase access to quality and equitable services, by strengthening the Red Cross Movement service delivery system.

The planning process has three primary components:

1. **EOA: Environmental & Organizational Assessment:** A broad assessment tool designed to determine the value-added of ARC involvement by examining the needs, interests, resources, and capacities within a targeted country.
  - i. **Geographical Targets:** To be determined by regional (field and NHQ) and International Programs senior management together based on previous positive geographical experience and perceptions of needs, interests, resources, and capacity.
  - ii. **Timing:** EOAs are developed every three years and updated annually. EOAs can be done at any time, but should follow a regular schedule so as to better facilitate other components of the IPP. EOAs should be completed or updated between June and August each year.
  - iii. **Responsibility:** Where ARC has a presence, ARC field personnel as determined by ARC regional management will complete the EOAs with support provided by the Regional Program Officer. For non-presence countries, ARC Program Officers will complete the EOAs. Technical Solutions personnel can assist the regional teams.
2. **Regional Strategic Planning:** A road map for a targeted region (and in some cases, countries) that articulates ARC's comparative advantage in a region. The plan specifies goals and objectives that can be pursued over a three-year period that will have a positive impact on the broader strategic goals of the American Red Cross.
  - i. **Geographical Targets:** To be determined by regional (field and HQ) and International Programs senior management together based on

previous positive geographical experience coupled with EOA findings and recommendations. The target will include the specific countries for a given region.

- ii. Timing: Regional Strategic Plans are to be created or updated every three years and should be completed between September and November. This will facilitate the development of country annual plans and budgets for the following fiscal year.
- iii. Responsibilities: Developed by ARC field personnel as determined by International Programs management with participation from Regional Directors, Program Officers, and Technical Solutions personnel.

b. **Country Annual Planning**: The operationalization of the Regional Strategic Plan. Updated annually, the country plan specifies who will do what and when. It also demonstrates the link to the broader regional strategic direction.

- i. Geographical Targets: Each country specifically identified by the Regional Strategic Plan.
- ii. Timing: Prepared/updated annually between February and May during the budgeting process. Implementation follows the ARC fiscal year and will incorporate staff performance development plans.
- iii. Responsibilities: Carried out by ARC field personnel whose country has participated in a regional strategic planning process. Country annual plans are to be completed in the field with input from Regional Program Officers.

3. **Project Design & Proposal Writing**: Technical guidance designed to help field and NHQ teams produce quality projects at both the country and regional levels. The process helps staff more easily meet and exceed donor requirements and can contribute to resource development.

- i. Geographical Targets: The majority of opportunities will be pursued within countries identified by the EOA and Regional Strategic Planning Process.
- ii. Timing: Varies and will depend on donor requirements.
- iii. Responsibilities: Generally carried out by teams consisting of Regional field and NHQ personnel together with technical staff, M&E and Business Development. Inputs are also provided by support units i.e. Business Operations, Finance, Risk, Legal etc.

## 2. EOA INTRODUCTION

The EOA is the start of the ARC Integrated Planning Process. Three tracks may be pursued following the completion of the EOA:

1. Typically, EOAs in a region or sub-region will help form a Regional Strategic Plan (RSP); Countries participating in an RSP will then complete a Country Annual Plan, operationalizing the RSP at the country level; following this, projects will be pursued.
2. Often EOAs will lead directly to proposals and projects. The country may not have identified enough opportunities to warrant the development of a Strategic Plan
3. Occasionally the EOA may lead to the development of a Country Strategic Plan. This could occur when the EOA has identified significant opportunity; the country already has a sizeable portfolio; and/or when the country is considerably different from the other countries in its sub-region. Following the Country Strategic Plan, the team develops an annual Gantt chart specifying roles and responsibilities (instead of developing a full country annual plan).

### EOA Process Overview

- ARC field teams review relevant planning documents e.g. Federation Strategy 2010, ARC ISD Strategic Plan, ARC ISD Business Plan, ONS Strategic Plan, Federation Country Assistance Strategy, ARC ISD Vision Guidance & Core Competency sub-Strategies
- ARC field teams review existing data as required by EOA template
- Team synthesizes and analyzes data, completing EOA template, focusing on program and OD recommendations
- NHQ Reviews EOA and provides additional input (e.g. data & recommendations) as needed
- NHQ Sr. Management approves EOA

A country-level environmental and organizational assessment (EOA) examines the physical, social, economic, institutional, and environmental situation of the country, the National Society, and the communities it serves. The EOA summarizes basic country information and is to be completed every three years, but should be updated annually.

The EOA provides an overview of a country. It is the foundation upon which regional strategic plans are built. More importantly, in addition to providing recommendations for Red Cross intervention, it provides National Headquarters with facts and field recommendations on whether or not to pursue or continue a relationship with a National Society.

The EOA is the start of the information collection and analysis. The objective is to gather the right balance of information to allow decision makers (both in the field and at National Headquarters) to make an informed decision on whether or not a potential opportunity is worth pursuing without raising the expectations of our partners and the communities they serve. It also provides insight into ways in which ARC can further improve Red Cross service delivery systems by focusing on partnership brokering, community mobilization and local partner capacity building.

### EOA Methods & Tools

- **Secondary data review**
- **Key informant interviews (as needed)**
- **EOA template**
- **Suggested Data Sources**
- **Sample EOA**
- **Federation CAS, ONS, ARC Planning Documents**
- **ARC ISD P4: Planning Process, Policies &**

The methods used should not be overly resource or time intensive. The first time an EOA is completed for a country will be the most time consuming; in subsequent years, the process will be much quicker. Different levels of data exist for the countries in which ARC operates. Field and HQ teams should make every effort to gather credible and comprehensive information. Sources of data are suggested in this guide, but users are also encouraged to gather additional information in order to provide an appropriate overview of the country and the challenges facing it.

### 3. EOA GUIDANCE BY TEMPLATE SECTION

#### A. Country Snapshot and Summary of Key Indicators

This section provides a snapshot of the country and highlights key indicators in areas of concern to the ARC. Data are presented in table form and analysis of causes and trends are summarized later in the document. This document is approximately three pages long.

It is important to note that the recommendations will focus on ARC core competencies and strategic pillars. Data, however, should be somewhat broader-based (including, for example, agricultural production or GDP) so that management, both field and NHQ, can make informed decisions about entering or continuing in that country. There will be causes of problems and recommendations made that fall outside our core competencies. However, to the extent possible, ARC should make every effort to work within the core competencies.

Data sources should be cited within the data tables where indicated. Where data conflicts, try to briefly describe the probable reason for the difference. When collecting data use the most recent and reliable sources possible. There may not be data for every category on this table for the country. Use N/A in those cases and try to supplement the section with other indicators as necessary.

#### B. Country Overview: Context of the Problem

This section provides a brief summary (three-five pages) of country context and current events (including political, social, and economic). A well-written country overview will provide the country office and National Headquarters with a standard country background and narrative that can be inserted into proposals, reports, and other communication pieces. In describing the country overview, note if any of the key elements (such as political, economic, and social situations) are in flux.

1. **Geographical Description**  
Describe location, borders, and neighboring countries. A map is required and could be used on the cover of the report.
2. **Political & Security Overview**  
Describe current type of government and structure; as well as current issues, e.g. ongoing conflicts, civil unrest, elections, and projected status.
3. **Socio-Economic Overview**  
Summarize and provide background on country status (such as recent devaluations or other changes to currency) that are likely to affect the macroeconomic profile and projected trends for the next few years.
4. **Legal/Political Operating Environment for External PVOs**  
Briefly describe the operating environment for external PVOs in the country and its relevance to ARC operations.
5. **Trends in Red Cross Sectoral Core Competencies**  
Summarize trends and implications of key indicators in each ARC sectoral core competency area. Country trends can be further illuminated by comparing them to

trends within the broader region, i.e. when discussing country data and trends, discuss how big or small the problems are relative to regional data and trends, such as Albania's figures with central and eastern Europe figures. (See sample EOA for a useful example of such a regional comparison.)

### C. Operating National Society (ONS) Overview

This section provides basic information about a National Society's needs, interests, resources, and capacity to work with the ARC. It should be a three to five page summary, depending on the ONS. This section also includes recommendations on whether or not ARC should pursue or continue a relationship with an ONS.

The ONS will often have a strategic plan, annual operating plan, or a Federation Cooperation Agreement Strategy (CAS) in addition to being described in the Federation's Partnership in Profile. This is the first place to go to for information about ONS capability. Much of the information in those papers can be used effectively to describe the ONS capacity.

A word of caution: Information captured in the CAS or Partnerships in Profile summaries often does not reflect most recent figures. Verify the figures you are presenting with current ONS records to the extent possible. Remember, for countries or regions where ARC does not have considerable resources or where long-term involvement in a country is largely uncertain, keep data collection as unobtrusive as possible so as not to unduly raise expectations.

For countries where ARC does have considerable resources and a history of involvement, involve the National Society as much as possible in the data collection and recommendations for this section.

The ONS Overview section will include the following information:

- **Year Founded:** Give the year National Society was founded. Include if there were interruptions in service due to conflict, political instability, and any issues with the NS being recognized by the Federation (such as when there are competing national societies).
- **No. of Branches:** List number of branches (indicate reporting year in brackets)
- **No. of Staff:** State total number of full-time staff (indicate reporting year in brackets)
- **No. of Volunteers:** Number of active volunteers (indicate reporting year in brackets)
- **No. of Members:** Number of registered members (indicate reporting year in brackets)
- **Priority Programs and Services:** List top three or four priority programs and services, and indicate geographic coverage and target groups.
- **Annual Expenditures:** List annual consolidated expenditures for the most recent year in USD (indicate reporting year in brackets).
- **ARC history and current commitments with the national society**  
Provide a narrative summary (one to two paragraphs) of ARC history and current commitments with the ONS. Complete the table listed in the template; then briefly describe the results or impact of ARC involvement as well as the overall reputation of the ARC with the ONS.

**ONS ORGANIZATIONAL CAPACITY**

Summarize findings of other organizational capacity assessments, especially from CAS or annual plans. If no other organizational capacity assessments exist, indicate this and consider conducting a more detailed interview with Federation and key NS staff to inform this section.

**CURRENT STRATEGIC OR DEVELOPMENT PLAN**

If a current strategic or development plan exists, provide a brief narrative summary (one paragraph) of the plan. This narrative summary should include, at a minimum, key needs of the country as identified by the ONS, and its own program interests and capacity.

**RECENT & SIGNIFICANT DISASTER RESPONSE**

Provide a brief narrative summary of the most recent and significant disasters to which the National Society has responded, including the name of the disaster, the date of the incident, and a description of the assistance/services the National Society provided.

**PROGRAM INTERESTS OF THE NATIONAL SOCIETY**

Depending on resources, ARC representatives can conduct a brief meeting with some key representatives of the ONS to discuss long-term program interests of the National Society, using the CAS or ONS Strategic Plan as the base should those documents exist. ARC should be careful during this meeting not to make promises, but to assure the ONS that their strategic program interests are a primary factor in ARC determining what its own strategic direction will be in country. The conversation should be focused on program direction (beneficiary-focused) and not the financial or OD needs of the ONS. Those discussions will come later in the planning process.

List ONS programs currently supported by Movement partners and other organizations (e.g. UN, World Bank, CIDA, USAID, Mission or central funding for ONS) and a brief description of the support provided (e.g. technical, financial). The second table, when compared to the 'Donor Scan' and 'Stakeholder Table' will help provide insight and direction to the ARC Partnership Brokering strategy, by identifying partnership gaps as well as opportunities for the ONS.

**ONS HQ AND BRANCH RELATIONSHIPS**

The HQ/branch relationship varies considerably among National Societies: some branches operate very independently of their HQ, while others operate only at the request and with full direction of the HQ. If known, briefly summarize this relationship as it can have a very large impact on ARC-supported projects. Also note if there are very strong and large branches.

**Current ONS Programs by Movement Funding Source**

Main Programs	Budget	Donor	Location	Type of Support (Technical or Financial)

**Current ONS Programs by Non-Movement Funding Sources**

Main Programs	Budget	Donor	Location	Type of Support (Technical or Financial)

**D. Donor Scan and Resources**

The donor scan summarizes potential resource opportunities that may be available to ARC. The donor scan should look at all potential funding opportunities and partnerships in the country that are relevant to ARC core competency areas and then specify if there is a match with proposed interventions, target groups, or target geographic areas (after the recommendations section is completed). Many large PVOs operate with sub-grantees and their activities should be included in this section, as there may be opportunities for the ONS and ARC to become a sub-grantee.

Donor sections should include the regional coverage of the donor, with an emphasis on the level of financial commitment and scope of their technical portfolio. This section will let the reader know who in the country is funding what types of activities; if those funding sources are likely to continue over the next few years; and if there other resources that might come on-line quickly. The donor scan is a preliminary review of the current and potential donors and partners, and it emphasizes key overlaps their program interests have with ARC's analysis of the problem.

Note if there have been rapid or ongoing significant changes in the donor profile for the region. For example, there were more than four hundred NGOs were working in Kosovo in 1999. There are approximately forty now. The funding sources have decreased, donor interest has decreased, and NGOs are adjusting their funding strategies accordingly. It is important to understand why these changes are taking place. ARC and our ONS partners must comprehend why the donor is adding or withdrawing resources. While resource allocation is often politically driven, there are also theoretical and/or programmatic rationales for shifting donor trends that are important to consider when formulating an EOA and eventually a multi-year plan.

**E. Stakeholder Analysis**

ARC's current strategic direction emphasizes the formation of partnerships at local, national and global levels in order to bring greater resources to sister National Societies and the communities they serve. This level of stakeholder analysis helps ARC identify further opportunities for partnership brokering.

***What is a stakeholder?***

*An individual or group with an interest in the success of an organization in delivering intended results and maintaining the viability of the organization's products and services. Stakeholders influence programs, products, and services. (U.S. Government Accounting Office)*

*Anyone interested in and otherwise affected by the outcomes of an organization's programs.*

The stakeholder analysis examines further potential key supporters and partners for the ARC and the National Society. It highlights ways to maximize opportunities and minimize threats stemming from involvement with those stakeholders. The stakeholder analysis will also feed into Regional Strategic Planning, which will follow the completion of country EOAs for many regions.

Stakeholders to be considered include:

- The ONS itself, especially key branches and its governing body
- historical donors
- potential new donors
- UN organizations whose activities may complement those considered by ARC or the ONS
- Red Cross/Red Crescent Movement partners operating in the country
- PVOs/NGOs with whom ARC or the ONS has partnered
- PVOs/NGOs offering complementary services to those considered by ARC or the ONS; i.e., those with whom we might partner to provide an integrated approach
- Government representatives at ministerial levels
- Community leaders

The Stakeholder Analysis examines primarily external actors by answering the following questions:

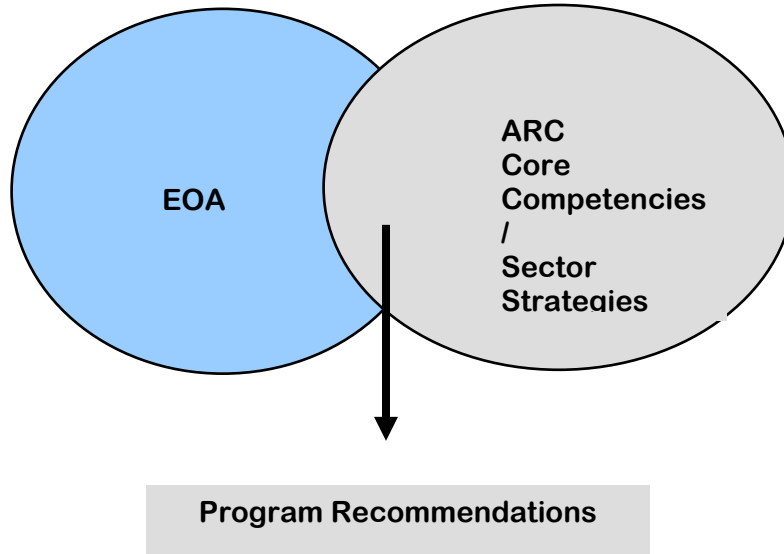
- What does the stakeholder need or expect (criteria for performance) from the organization?
- How well does the organization perform against those criteria?
- How important is the stakeholder to the organization?
- What are some ideas to overcome barriers or to obtain additional support from the stakeholder?

This level of analysis will suffice for the purposes of the EOA. The information will highlight ways to capitalize on opportunities at a project level or minimize threats to current or future funding or partnering opportunities. Countries or regions pursuing strategic planning will use this information as a base in order to conduct a more in-depth stakeholder analysis at a later date.

## **F. Formulating Program Recommendations**

The Recommendations section of the EOA is the primary focus of the document. The gathered data and information form the basis for the analysis, highlighting where specific needs, resources, interests, and capacities overlap. This will generate the preliminary recommendations about whether or not to work in a particular sector and will begin to identify vulnerable groups and priority interventions that could effectively address the problems identified.

In general program recommendations are produced where the EOA data (needs, interests, resources, and capacity) overlap with ARC core competencies and sector strategies.



Program Recommendations should answer the following questions in narrative, summary form:

- Who. With which target groups does the ARC propose to work?
- What. What are the main problems and causes that ARC proposes to address? These should focus on core competencies and are strongly derived from the earlier data tables
- Where. In which geographical areas does the ARC propose to work? You may not be able to assess this from the data in the EOA but it is possible that clear areas of need may already have emerged. In general, this may only come about with more detailed discussion with the ONS and donors about specific focus areas (in essence, the intersection of needs, interests, resources, and capacities at three levels: ARC, ONS, and donor).
- How. How will these opportunities leverage and further support ARC's strategic direction of Partnership Brokering, Community Social Mobilization, and Capacity Building?
- Why. What are the specific organizational conditions that make this a country where ARC could work (or not)? And, if not, is there a possibility that we could provide that level of organizational development to reverse that answer?

The EOA analysis should identify the niche of the ARC in the target country as well as formulate how the ARC will help the Red Cross Movement capitalize on its own comparative advantage.

### G. Organizational Development Recommendations

This section will assess the capacity implications stemming from the program recommendations for both ARC and the ONS. In considering OD recommendations, the potential resources and partnerships should be matched with the program recommendations. Where there are needs and interests, but perhaps no capacity, consider the recommended program areas using the following categories:

**Continuation** Needs, Interests, Resources, and Capacities-- ARC has already been working in the proposed area and continuation or expansion of these strategies is indicated.

**Invest** Needs and Interests exist, Resources and/or Capacities need to be built. There will need to be significant organizational development put into the country program to enable them to expand into these new sectors.

**Divest** Needs, Interests, Resources, or Capacities are no longer there to justify a continuation of existing activities. Capacities cannot or should not be built. Clear exit strategies will need to be developed for activities being implemented

When summarizing the organizational development recommendations, ensure they address the following issues:

- Summary recommendations for ONS enhancement
- Summary recommendations for ARC enhancement
- Resources that may be needed
- Partnerships that may be needed or useful

## APPENDICES

## EOA Template

### 1. Country Data – Problems and Challenges

**Country Name:**

#### Country Snapshot:

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>
Population			World Bank Governance Indicators <a href="http://info.worldbank.org/governance/kkz2002/worldmap.asp#map">http://info.worldbank.org/governance/kkz2002/worldmap.asp#map</a>
Capitol			
Life Expectancy			
HDI Rank <sup>1</sup>			
Adult Literacy			
Infant Mortality			
Maternal Mortality			

#### Select Millennium Development Goals:

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>	
MDG 1: Goal 1: Eradicate extreme poverty and hunger Goal 2: Achieve universal primary education				
Population living below \$1 a day (%)			Human Development Report <a href="http://hdr.undp.org/reports/global/2003/indicator/index_indicators.html">http://hdr.undp.org/reports/global/2003/indicator/index_indicators.html</a>	
Children underweight for age (% under age 5)				
Undernourished people (as % of total population)				
Net primary enrollment %)				
MDG 4: Goal 4: Reduce child mortality Goal 5: Improving maternal health				
Under-five mortality rate (per 1,000 live births)				
Infant mortality rate (per 1,000 live births)				
One-year-olds fully immunized against measles (%)				
Maternal mortality ratio (per 100,000 live births)				
Births attended by skilled health personnel (%)				

<sup>1</sup> The HDI – human development index – is a summary composite index that measures a country's average achievements in three basic aspects of human development: longevity, knowledge, and a decent standard of living. Longevity is measured by life expectancy at birth; knowledge is measured by a combination of the adult literacy rate and the combined primary, secondary, and tertiary gross enrolment ratio; and standard of living by GDP per capita (PPP US\$). Source: <http://hdr.undp.org/reports/global/2003/faq.html#21>

MDG 6: Goal 6: Combat HIV/AIDS, malaria and other diseases			
Malaria cases (per 100,000 people)			
Tuberculosis cases (per 100,000 people)			
People living with HIV/AIDS, adults (age 15-49)			

**Other Demographics:**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>
Average Household Size			Human Development Report <a href="http://hdr.undp.org/reports/global/2003/indicator/index.html">http://hdr.undp.org/reports/global/2003/indicator/index.html</a>
# of internally displaced persons (IDPs)			
# of refugees by country of origin			

**Socio-Economic:**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>

**Country Profile for Natural Disasters**

Suggested Source: CRED: Center for Research on the Epidemiology of Disasters  
<http://www.em-dat.net/disasters/country.php>

<b>Disaster</b>	<b>Date</b>	<b>Affected/Killed</b>

**Health Indicators**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>
Top 3 causes of morbidity 1. 2. 3.			www.who.org www.unicef.org
Top 3 causes of mortality 1. 2. 3.			
Top 3 causes of <5 morbidity 1. 2. 3.			
Top 3 causes of <5 mortality 1. 2. 3.			

**Other Health**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>
Contraceptive prevalence (% of women aged 15-49)			www.w ho.org www.un icef.org
Births attended by skilled health staff (% of total)			

**Nutrition & Food Security**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>
Children under height for age (% under age 5)			http://hdr.u ndp.org/re ports/glob al/2003/in dicator/indi c_63_1_1. html
Infants with low birth-weight			
Other			
Other			

**Water and Sanitation**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>

**Social Safety Net**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>

**Other**

<i>Indicator</i>	<i>Country Value</i>	<i>Data Source &amp; Year</i>	<i>Suggested Data Source</i>

**2. Country Overview: Context of the Problems (~ 3 - 5 pages)**

- A. Geographical Overview
- B. Political/Security Overview
- C. Socio-Economic Overview
- D. Summary of Trends in select ARC Core Competencies -

**3. Operating National Society (ONS) Overview (~3 pages)**

## A. National Society Profile

Indicator	Value/Information	Data Source & Year
Year Founded		
# of Branches		
# of Staff		
# of Volunteers		
# of Members		
Programs and Services	<ul style="list-style-type: none"> <li>•</li> <li>•</li> <li>•</li> <li>•</li> </ul>	
# of Branches		
Annual Expenditures		

## B. ARC Historical Involvement (past 5 years) and Current Commitments with ONS

Project Name	Start/End Dates	Location of Project	Donor & Dollar Amount	Comments

- C. Highlights of Current Strategic or Development Plan
- D. Programs Interests and Priorities of the ONS
- E. Organizational Capacity (notable strengths, weaknesses, opportunities, threats)
- F. Recent and Significant Disaster Response
- G. Discussion of Branch/NHQ relationship:
  - Do branches operate independently of HQ or are they largely directed by HQ?
  - How has, or how do you expect the HQ/branch relationship to affect ARC programming?
  - Where are the stronger branches located? The largest branches?

## H. Current ONS Programs by RC/RC Movement Funding Source

Main Programs	Budget	Donor	Location	Type of Support (Technical or Financial)

## I. Current ONS Programs by Non-Movement Funding Sources

Main Programs	Budget	Donor	Location	Type of Support (Technical or Financial)

#### 4. Donor Scan and Resources

Donor	Areas of overlap with ARC or ONS core competencies	Funding Amt and FY	Project Trends (Increase, Stable, Decrease)	Current Partners	Other opportunities <sup>2</sup>
USAID Centrally Funded					
USAID Mission					
US Embassy					
USDA					
Other USG					
Foundations					
Corporations					
World Bank					
PVO Sub-grants					
Federation/ICRC					
ARC Carryover					
ARC Chapters					
Other: (Specify)					

<sup>2</sup> Highlight opportunities of significance particularly those noted in biweekly reports

### 5. Stakeholder Analysis (Partnership Brokering)

	<b>Who is the Stakeholder</b>	<b>Performance Criteria used by Stakeholder to assess our performance</b>	<b>Our sense of their judgment about ARC performance: -Very Good -Satisfactory -Poor</b>	<b>How important are they? -Very Important -Reasonably -Not Very</b>	<b>What are potential strategies for obtaining support or reducing obstacles?</b>
<b>Donors</b>					
<b>Partners</b>					
<b>Other Stakeholders</b>					

## **6. Summary Program Recommendations**

Be sure the Program Recommendations answer the following questions for each program area selected:

- What are the main problems and their causes? (Indicate the quantitative data supporting these recommendations, highlighting trends, ARC sector strategies and ONS interests and capacities)
- What target groups will you work with and where?

Describe how each program area leverages and supports all three pillars of the International Programs strategic Framework (this summary can be used again later on when completing an ISD Statement of Opportunity):

- a. Capacity Building
- b. Community Social Mobilization
- c. Partnership Brokering

## **7. Summary Organizational Development Recommendations (necessary to implement Program Recommendations for both the NS partner and for ARC enhancement)**

Be sure the OD Recommendations address the following issues:

- Summary recommendations for ONS enhancement
- Summary recommendations for ARC enhancement
- Resources that may be needed
- Partnerships that may be needed or useful

## **EOA Sectoral Checklist**

*The following checklists should be used as a guide to help gather data in order to analyze the situation within and across core competencies. Occasionally, within individual sectors, the data gathered from the core indicators list will provide enough information to make a decision about pursuing opportunities within that sector; in these instances, it is not necessary to go through the full checklist. This may still be useful in refining decisions or choosing between one strategy over another; as these checklists could contribute to a SWOT analysis, for example. Field and program staff should use their best judgment when gathering data and making recommendations.*

## ORGANIZATIONAL DEVELOPMENT

### Phase One - Environmental & Organizational Assessment

Most of these data can be obtained without directly contacting the National Society and can be recorded right in the appropriate section of the EOA template; there is no need to list data twice.

### ONS Organizational Capacity Review

	Suggested Data Source
<b>1. ARC HISTORY &amp; CURRENT COMMITMENTS WITH THE ONS</b> <i>Projects' names</i> <i>Start/end dates</i> <i>Funding amount</i> <i>Additional comments (if applicable)</i>	ARC desk officer/delegation reports, ARC country and project reports, ARC project profiles
<b>2. ORGANIZATIONAL CAPACITY REVIEW</b> <i>Type of review(s) (SWOT analysis)</i> <i>Date of review(s)</i> <i>Reviewer(s) (e.g. ONS, Federation, PNS, management consultant)</i> <i>Major findings and recommendations</i>	ARC desk officer/delegation reports, Federation delegation, Federation/PNS desk officers, Cooperation Agreement Strategy (CAS), National Society reports
<b>3. CURRENT STRATEGIC OR DEVELOPMENT PLAN</b> <i>Date the plan was developed/approved</i> <i>Period of time the plan covers</i> <i>Major priorities of the plan</i> <i>Analysis if plan covers the core areas of the Federation's Strategy 2010 (disaster preparedness, disaster response, health and care in the community, and the promotion of the fundamental principles and humanitarian values)</i>	ARC desk officer/delegation reports, Federation delegation, Federation's <i>Partnerships in Profile</i> , CAS
<b>4. NATIONAL SOCIETY PROGRAMS &amp; SERVICES</b> <i>Name and description of the 3-4 priority programs &amp; services of the ONS</i>	Federation's <i>Partnerships in Profile</i> , Federation Delegation, CAS, National Society reports
<b>5. NATIONAL SOCIETY BRANCHES</b> <i>Number of branches</i> <i>Locations of largest branches</i> <i>If available, provide relevant data for the largest branches</i> <i>Number of staff and volunteers</i> <i>Annual income and expenditures</i> <i>Primary services</i> <i>Description of Branch/HQ relationship</i>	Federation's <i>Partnerships in Profile</i> , Federation delegation, National Society reports
<b>6. HUMAN RESOURCE CAPACITY</b> <i>Number of paid full-time staff (if possible, break out HQ and branches)</i> <i>Number of active volunteers (if possible, break out HQ and branches)</i> <i>Number of registered members (if possible, break out HQ and branches)</i>	Federation's <i>Partnerships in Profile</i> , Federation delegation, National Society reports
<b>7. ANNUAL EXPENDITURES AND INCOME</b> <i>Annual consolidated expenditures</i>	Federation's <i>Partnerships in Profile</i> , National Society

<i>Annual consolidated income</i>	financial/annual reports, Federation delegation
<b>8. RECENT &amp; SIGNIFICANT DISASTER RESPONSE</b> <i>Name of the disaster(s)</i> <i>Date of incident</i> <i>Description of the assistance/services the National Society provide</i>	ARC desk officer/delegation reports, Federation's <i>Partnerships in Profile</i> , Federation appeals, National Society reports
<b>9. PROGRAM FUNDING &amp; TECHNICAL SUPPORT AND PARTERSHIPS</b> <i>Programs currently supported by Movement partners and other organizations</i> <i>Partners (e.g. UN, World Bank, CIDA)</i> <i>Funding amount (if available)</i> <i>Description of support (e.g. technical, financial, scope of support)</i>	ARC desk officer/delegation reports, CAS, Federation's <i>Partners in Profile</i> , Federation delegation, PNS country desks, National Society reports

<b>Environment and Organizational Assessment – Health Checklist</b>	
This data is used to assess whether health projects are needed. Update this data annually for use in country planning and in writing proposals.	
<b>The following questions will help you to understand the overall health situation in the country.</b>	
Question:	Data Source
1a. According to the operating national society and other groups, what are the country's health priorities? Who is addressing these priorities? Where are the current gaps in health programming?	ONS, Other NGOs, U.S. mission officials
1b. What are key elements of the Ministry of Health (MOH)'s National Health Plan/Strategic Plan?	Ministry of Health Annual Report  Relevant Office of MOH (TB, HIV/AIDS, etc.)  WHO <a href="http://www.who.org">www.who.org</a>
1c. Briefly describe the health infrastructure of the MOH. Be sure to include if there are health extension workers (community or village health workers) within the MOH infrastructure.	Ministry of Health Annual Report  WHO <a href="http://www.who.org">www.who.org</a>
1d. Have any geographic areas of the country been identified as underserved by health facilities? If yes, is the problem mainly one of access and/or availability of health facilities. Please explain the answer.	Ministry of Health Annual Report  WHO <a href="http://www.who.org">www.who.org</a>
<b>2. The following questions will help you to identify the health needs in the country and the possible vulnerable groups.</b>	
2a. What are the maternal mortality rate and the top 5 causes for the previous year?	Ministry of Health Annual Report
2b. What are the infant mortality rate and the top 5 causes of death for the previous year?	Relevant Office of MoH (TB, HIV/AIDS, etc.)  WHO <a href="http://www.who.org">www.who.org</a>
2c. What are the under 5 mortality rate and the top 5 causes of death for the previous year?	
2d. What are the aged 5 and older mortality rate and top 5 causes (both sexes) for the previous year?	Ministry of Health Annual Report
2e. What are the top 5 causes of morbidity in the country (both sexes) for the previous year? Include morbidity rates for top 5 causes.	UNICEF & UNICEF Multiple Indicator Cluster Surveys (MICS) <a href="http://www.unicef.org">www.unicef.org</a>
2f. Are there any current epidemics of infectious diseases (cholera, dysentery, tuberculosis, plague, polio, measles, meningococcal meningitis, typhoid)?	Most recent Demographic and Health (DHS) Surveys <a href="http://www.measuredhs.com">www.measuredhs.com</a>
2g. What are the measles and polio immunization coverage rates for the previous year?	WHO <a href="http://www.who.org">www.who.org</a>

2h. Who have been identified as the 3 most vulnerable groups for high morbidity and mortality (e.g., elderly, pregnant women, lactating mothers, displaced persons, children, ethnic minority, etc.)?	World Bank <a href="http://www.worldbank.org">www.worldbank.org</a>
2i. According to sources listed above, which geographic areas of the country have been identified as more vulnerable for high morbidity and mortality?	
<b>3. Now that you have a better understanding of the health situation, needs and priorities – the following questions will help you to assess the capacity of the operating national society at the headquarters level.</b>	
3a. Does the operating national society (ONS) have a current health strategy? If yes, what are their identified priority areas?	Federation's <i>Partners in Profile</i> , Federation delegation, National Society reports
3b. How well does the ONS health strategy coincide with ARC-defined priorities?	
3c. Does the ONS have any current agreement with the Ministry of Health to provide health services?	Federation's <i>Partners in Profile</i> , Federation delegation, National Society reports
3d. Is the ONS operating other health programs <u>not</u> funded through a participating national society (PNS)? If yes, which interventions are they operating?	Federation's <i>Partners in Profile</i> , Federation delegation, National Society reports
3e. What external partners is the ONS currently working with?	Federation's <i>Partners in Profile</i> , Federation delegation, National Society reports
3f. Please list all staff in the National Society who <b>work directly on health programs</b> (attach organigram of health program if available).  <u>Total # of Professional Health Staff</u> # MDs # Psychologists/psychiatrists # Nurses # Social Workers  <u>Total # of Paraprofessional Health Staff</u> # trained community health workers  <u>Total # of Volunteer Staff</u>	Federation's <i>Partners in Profile</i> , Federation delegation, National Society reports
<b>4. The following questions will help you to understand the roles and responsibilities of different Red Cross partners in-country.</b>	
4a. Does the Federation have an office in the country or are programs run from the regional office? How many Federation staff are designated to work on health projects?	Federation delegation
4b. Which PNSs are funding health programs through the ONS? If yes, which interventions are they supporting?	Federation's <i>Partners in Profile</i> , Federation delegation, National Society reports
4c. Is ICRC supporting/implementing health programs in the country? If yes, which interventions are they supporting/implementing?	Federation's <i>Partners in Profile</i> , Federation delegation,

	National Society reports
<b>5. The following questions will help you to identify existing external partners of the National Society, responsiveness of the Ministry of Health (MOH) to outside NGO partners, and other health initiatives with external support in the country.</b>	
5a. Does the MOH have a history of working with international NGOs? Please provide explanation.	Ministry of Health Annual Report  WHO <a href="http://www.who.org">www.who.org</a>  NGO Partnership Committee in-country
5b. How well do these key elements of the MOH plan coincide with ARC defined priorities?  Does the country have any polio/measles mass campaigns scheduled? Is it an IMCI country? Has it accepted DOTS strategy as policy? What is its HIV/AIDS strategy?	Ministry of Health Annual Report  Relevant Office of MOH (TB, HIV/AIDS, etc.)  WHO <a href="http://www.who.org">www.who.org</a>
5c. Are there important <u>MOH health strategies or interventions</u> that <u>are not</u> incorporated into major international donor strategies or policies in the country (e.g., WHO, UNICEF, USAID)?	MOH  WHO
5d. Are there international health strategies or interventions that the team feels are not incorporated in MOH health strategies? (e.g., IMCI or roll back malaria)?	MOH  WHO
5e. What health interventions are currently being supported by:  US Mission and PVOs (e.g., CARE, CRS, World Vision, SAVE, AED, IMC, INTERNATIONAL PROGRAMS, etc.) UN system (e.g., WHO, UNICEF, UNAIDS, UNFPA, UNHCR) Other major organizations (e.g., World Bank) Include start and end dates of identified health programs in the country.	Sources as cited in question

### Environmental and Organizational Assessment - Food Programming Checklist

These data are used to assess development (slow-onset and chronic) situations to determine if food aid/ food security projects are needed. Update this data annually to use in annual country planning and in writing proposals. Part I reflects changing situations, Part II reflects current status of food production, poverty, health/ nutrition and Part III reflects the interests, resources and capacities of ourselves/ our RC partners in launching food aid/ food security projects. Where there may not be data available, several possible sources and indicators are listed to assist in data collection.

In the table below, you are first assessing food security by analyzing the current food availability, access to food, and ability to utilize food. The middle column lists the indicators in order of importance. *Italicized items must be completed.* Note that you may have already collected some of this information for the basic EOA country table.

Part I: Food Security Status Questions	Indicators	Data Sources
1. Is the country a low-income, food-deficit country (required for USAID food aid)?	[ ]yes [ ]no	FAO's LIFDC list: <a href="http://www.fao.org/NEWS/FACTFILE/FF9607-e.htm">www.fao.org/NEWS/FACTFILE/FF9607-e.htm</a>
2. What are the top <b>food supply/food aid</b> related causes of food insecurity?	<b>Food Security Index :</b>  <b>Availability</b> <ul style="list-style-type: none"> <li>• <i>daily per capita supply of calories</i></li> <li>• <i>food aid in cereals (metric tons)/yr</i></li> <li>• <i>food production per capita</i></li> <li>• <i>food imports (% total):</i></li> </ul> <b>Growing urbanization</b> <ul style="list-style-type: none"> <li>• <i>% total population</i></li> </ul>	UNDP Human Development Index 1998 <a href="http://www.undp.org/hdro/indicators.html">http://www.undp.org/hdro/indicators.html</a> (Then see food security index, growing urbanization, human poverty index, health profile index, or if data not available, see other Human Development Indices) NOTE: your country will be listed under either developing or industrial countries.
3. What are the top <b>poverty-related</b> causes of food insecurity?	<b>a) Access (income)</b> <b>Human Poverty Index:</b> <ul style="list-style-type: none"> <li>• <i>population below income poverty (as % of national poverty line)</i></li> <li>• <i>real GDP per capita for poorest 20%</i></li> </ul>	UNDP Human Development Index 1998 <a href="http://www.undp.org/hdro/">www.undp.org/hdro/</a> (as above) Go to the Human Development Report, then Statistics, This should be in Table 4.
	• <i>GNP per capita</i>	UNICEF's State of the

	<ul style="list-style-type: none"> <li>• <i>% population below \$1/day</i></li> </ul>	World's Children 2000 <a href="http://www.unicef.org/sowc00">www.unicef.org/sowc00</a> Go to PDF version, and Statistical Tables, Basic Indicators
	<p><b>b) Access ( physical)</b></p> <ul style="list-style-type: none"> <li>• <i>Major (or nearest) seaports in country</i></li> <li>• <i>Rail transport available?</i> [ ]yes [ ]no</li> <li>• <i>Coverage? (% of country accessed by rail)</i></li> <li>• <i>Customs/Clearance operations functioning?</i> [ ]yes [ ]no</li> <li>• <i>Would people's physical security be endangered by coming to collect food?</i> [ ]yes [ ]no</li> </ul>	Local observation; current maps (see if there is a Bellmon available for the country, as these data should be included.
4. What are the top <b>health-related causes of food insecurity?</b>	<p><b>Utilization:</b></p> <p><b>a) Child Survival and Development, and Health Profile</b></p> <ul style="list-style-type: none"> <li>• <i>malnutrition %</i></li> <li>• <i>infant mortality rate (under 5)%</i></li> <li>• <i>low-birthweight %</i></li> <li>• <i>% underweight infants and children under 5</i></li> </ul>	UNDP Human Development Index 1998 <a href="http://www.undp.org/hdro">www.undp.org/hdro</a> or <a href="http://www.unicef.org/sowc00/stat3.htm">www.unicef.org/sowc00/stat3.htm</a> (as above) -or see data sources, for UNICEF, it should be under Health or Nutrition
	<ul style="list-style-type: none"> <li>• <i>Under-five mortality rate</i></li> <li>• <i>Percentage of children underweight</i></li> <li>• <i>Percentage of children with diarrhea</i></li> <li>• <i>Percentage of children</i></li> </ul>	Demographic Health Survey (DHS) has a "MEASURE DHS+" <a href="http://www.measuredhs.com">www.measuredhs.com</a>  <u>-or-</u>  UNICEF's State of the World's Children 2000

	<p><i>stunted</i></p> <ul style="list-style-type: none"> <li>• <i>Percentage of children wasted</i></li> <li>• <i>Percentage of children fully immunized</i></li> </ul>	<p><a href="http://www.unicef.org/sowc00">Www.unicef.org/sowc00</a> Go to PDF version, and Statistical Tables, then Health</p>
5. What are the top <b>nutrition-related</b> causes of food insecurity?	<p><b>Utilization:</b> <b>b) Nutritional Status</b></p> <ul style="list-style-type: none"> <li>• <i>Vitamin A and iodized salt consumption</i></li> <li>• <i>% exclusively breastfeeding</i></li> <li>• <i>% infants with low birthweight</i></li> </ul>	<p>UNDP Human Development Index 1998 <a href="http://www.undp.org/hdro">www.undp.org/hdro</a> or <a href="http://www.unicef.org/sowc00/stat3.htm">www.unicef.org/sowc00/stat3.htm</a> (as above, should be under Health and/or Nutrition)</p>
	<ul style="list-style-type: none"> <li>• <i>micronutrient malnutrition (e.g. iodine deficiency, iron anemia, Vitamin A deficiency etc)</i></li> <li>• <i>anthropometry (underweight, stunted etc)</i></li> <li>• <i>other non-communicable diseases</i></li> </ul>	<p>Health Information Network for Advanced Planning (HINAP) <a href="http://www.hinap.org/HinapWeb/HinapSite.nsf">www.hinap.org/HinapWeb/HinapSite.nsf</a></p> <p><u>note:</u> limited number of sites with data; click on the map and available countries will be listed.</p>
	<ul style="list-style-type: none"> <li>• <i>Vitamin A supplementation</i></li> <li>• <i>% of households consuming iodized salt</i></li> </ul>	<p>UNICEF's State of the World's Children 2000 <a href="http://www.unicef.org/sowc00">Www.unicef.org/sowc00</a> Go to PDF version, and Statistical Tables, Nutrition</p>

In this next table, you are examining changing conditions that might reflect slow-onset episodic events such as droughts or economic collapse.

<b>Part II: Food Insecurity (changing context) Questions:</b>	<b>Indicators:</b>	<b>Data Sources:</b>
1. What is the <b>current food security</b> of the country?	<ul style="list-style-type: none"> <li>• <i>Current production</i></li> <li>• <i>New food aid deliveries (metric tons)</i></li> </ul>	<p>WFP's Vulnerability Assessment Mapping <a href="http://www.wfp.it/vam">www.wfp.it/vam</a> (only 14 countries)</p>

	<i>Regional updates and some national-local market monitoring data on drought-effects at national, regional, community levels (self explanatory, see website). Describe</i>	USAID-funded <u>Famine Early Warning System (FEWS)</u> focusing on food consumption in sub-Saharan Africa (especially weather/ satellite-based) <a href="http://www.info.usaid.gov/fews">www.info.usaid.gov/fews</a>
2. What is the current national food production failure?	<ul style="list-style-type: none"> <li>• <i>Estimates of % of total crops lost</i></li> <li>• <i>Presence of drought/ crisis more than 2 years</i> [ ]yes [ ]no</li> </ul>	Observation, newspapers, information from other NGOs, embassy, National Society staff
3. What are current disasters affecting the nation?	<ul style="list-style-type: none"> <li>• <i>Type, scope, numbers of people affected, ability of government to cope</i></li> </ul>	Observation, newspapers, information from other NGOs, embassy, National Society staff
4. Are there 'early warning' signs of crisis (list and describe as many of the indicators from next column as possible)?	<ul style="list-style-type: none"> <li>• <i>Extensive migrations of people</i></li> <li>• <i>Sales of livestock and other assets, e.g. sale of women's jewelry</i></li> <li>• <i>Changes in agricultural land use, e.g. mortgage, sale</i></li> <li>• <i>Reports of breadwinners leaving (e.g. city, other country) to find work</i></li> <li>• <i>Drastic changes in market prices of key staples</i></li> <li>• <i>Collapse of economic system, e.g. unemployment, inflation, homelessness</i></li> </ul>	Observation, newspapers, information from other NGOs, embassy, National Society staff

In the last phase you will need to answer questions about the overall capacity, interests and resources of the Red Cross, for which you can get data from the Organizational Development Assessment, Desk officer, and Head of Programs input:

<b><u>Part III: Interests, Resources, Capacities required for a food aid/ food security project to be successful.</u></b>
<b><u>INTERESTS:</u></b>
Is the ONS interested in doing a food program? What proof is there? Are other PNS or other PVOs/WFP already doing so? If so, how?
Why is the ARC interested in doing a food program with the ONS?
Has the ONS designed food projects with PNS's before (when, what)? Have branches run them before? Are these the same ones we would work with now?
Will PNS/Fed/ICRC/WFP help (when, for whom)? How will the ONS be involved in assessment/ implementation?
Do the targeted beneficiary groups being considered for a food program welcome a RC food program? What proof is there? How will they be involved in the program design and implementation process?
<b><u>RESOURCES:</u></b>
Is USG food available for the longer-term, e.g. USAID Food For Peace, USDA Food For Progress, 416B?
Is food available to be purchased locally or elsewhere in the country? It is available for regional purchase and is it logistically feasible?
Is there public ARC funding available for local food purchase or micronutrients (e.g. vitamin A, iron, iodine, deworming pills) or seeds/fertilizer?
<b><u>CAPACITIES:</u></b>
Does ARC have sufficient staff, management resources to backstop a food program at Region and NHQ? Can we find appropriate logistics and management staff to run a food aid program locally? Is there an operational mandate (e.g. post-IRT team assessment)?
Does the ONS (at HQ and branches) have an identified coordinator/leader for the food

program? Are there other ONS management skills available at HQ and branches that would distribute and manage/ monitor the food program?
Is the current National Society's infrastructure adequate to manage a food program? Specifically address logistics capacity (e.g. warehouses, trucks) and human resources capacity (trained, literate, knowledgeable about commodity management) at both HQ and relevant branches.
What are the greatest organizational weaknesses of the National Society (HQ and branch infrastructure) that may negatively impact the food program? (e.g. weak management, lack of volunteer force, inadequate warehousing facilities, poor public image, etc.)?
Would the food program overwhelm current ONS capacity to meet programming goals for its current portfolio, e.g. reallocate staff, volunteers, administrative/ managerial capacity?
Is the ONS capable of partnering with others, e.g. WFP/FAO, MSF, ACF (re: assessments) or other PVOs, e.g. CARE, CRS, etc?
Does the ONS have adequate financial controls and reporting measures at the HQ and branch levels to satisfy ARC and donor requirements?
What would be required in all cases to improve these capacities and therefore operate a food program successfully? Would the ONS and/or ARC be willing to make this investment?

<b>Environmental &amp; Organizational Assessment (EOA) - Water and Sanitation Checklist</b>
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Question	Suggested Data Source
1. What are the names of the place(s) where programs are needed (e.g. city, town, village, region, province)?	ONS, National government's Ministry of Water
2. What are the national long-range needs, goals, and plans regarding access to adequate water and sanitation?	Ministry of Water five year plan
3. Is there a current or was there past ONS programming in water and sanitation? Was the Federation or a PNS involved (e.g. as part of a disaster response or Federation regional water and sanitation program)? Is there a current ONS water and sanitation staff member to counterpart with?	ARC country reports, ARC program profiles, ARC desk officer & managers, ISD management, ONS
4. Are there ONS health initiatives that address issues related to water and sanitation (e.g. hygiene promotion campaigns, a chapter in the ONS first aid training and manual on water and sanitation or hygiene and health education)? Is there a current ONS health staff member to counterpart with?	ARC country reports, ARC program profiles, ARC desk officer & managers, ISD management, ONS
5. What partnerships exist between the Ministry of Water and related government offices (e.g. Ministry of Health) or academic institutions?	National government's Ministry of Water
6. What partnerships exist between the Ministry of Water and other international agencies, e.g. WHO, UNICEF, and other governmental organizations, and NGOs?	National government's Ministry of Water
7. What branches of the Ministry of Water have authority in the program area (i.e. national level, regional level, and local level governmental water authorities)? Is the Ministry of Water responsible for Operation & Maintenance?	National government's Ministry of Water