

## Section A – Introduction to Canadian Foodgrains Bank

### 1. Our Vision, Mission and Values

**Vision** – A world without hunger

**Our Mission** – Canadian Foodgrains Bank is a partnership of Canadian churches and church-based agencies working to end hunger in developing countries by:

- Increasing and deepening the involvement of Canadians in efforts to end hunger;
- Supporting partnerships and activities that reduce hunger on both an immediate and sustainable basis;
- Influencing changes in public policies necessary to end hunger.

**Our Values** - Canadian Foodgrains Bank is rooted in the belief that humankind is created in the image of God and that it is God's desire that no person should go hungry. The availability of food and access to that food is fundamental to life itself. Food is required to sustain life, to provide the strength for work, and to share in the fellowship of one's family and community.

The members and staff of Canadian Foodgrains Bank are guided by the following Christian values:

- **Right to Food** – to affirm God's desire and the right of each person to have access to adequate food and to be free from hunger;
- **Justice** - to recognize the powers and structures that perpetuate hunger for some, and an over-abundance for others, and to address those imbalances;
- **Human Dignity** – to respect the dignity and desire of all people to be able to feed themselves;
- **Equality** - to uphold the value, equality and rights of all women, children and men as creatures bearing the image of God;
- **Compassion** - to love and stand in solidarity with those who are hungry;
- **Generosity** – to recognize God's generosity and the abundance of creation, and to respond with gratitude and generosity in a spirit of love;
- **Stewardship** - to care for creation and the resources entrusted to us;
- **Peace** - to foster a culture of peace and respect for diversity;
- **Right Relationships** - to work with a spirit of humility and mutuality, acting in an honest and transparent manner; and
- **Unity** – to find ways of expressing and facilitating unity and community within the Christian church.

### 2. What We Fund

Canadian Foodgrains Bank funds three types of international programs - food aid, food security, and nutrition. Each project may involve one or more of these categories.

**Food Aid** often plays an essential role in addressing food shortages and the inability of vulnerable people and communities to access available food, especially during the period of people's lives when the effects of inadequate food intake are most damaging, such as early childhood, pregnancy and breast-feeding. Stabilizing and increasing dietary intake are primary roles of food aid. This is particularly true when there has been a shock to the normal food production and distribution systems. Food aid may protect productive assets and reduce further impoverishment. Food aid is often a first step toward overcoming food insecurity.

Canadian Foodgrains Bank favours food aid that appropriately addresses immediate needs and contributes toward longer-term food security. Common forms of food aid include free distributions, supplementary feeding, food-for-work, school feeding, and institutional feeding. Approximately 75% of Canadian Foodgrains Bank funding is used for food aid.

**Food Security:** Food security funds support activities that address factors which create hunger in the first place and are often used to complement food aid projects. The primary objective of food security activities needs to be the improvement of food security. Activity examples include provision of crop inputs, promotion of farming methods that improve nutrient recycling, soil conservation and soil water retention in drought prone areas, and the inclusion of the central role of women in food production systems.

**Nutrition:** Nutrition funds are used to support activities other than food aid that deal with additional factors affecting nutrition and health. Examples include micronutrient supplementation and fortification, water and sanitation projects, primary health care interventions and accompanying education. The primary objective of nutrition activities needs to be the reduction of malnutrition.

Planning and evaluation of nutrition activities must be based on analysis of the nutritional status of the target group. Nutrition programs often work in conjunction with food assistance activities, targeting the same beneficiaries. Nutrition activities may be implemented at the same time or following food aid activities, depending on the context.

### 3. How We Work

Canadian Foodgrains Bank is a collective of 15 member churches and church-based agencies who meet regularly to coordinate, share experiences and establish policies to work on the shared mission of ending hunger. The membership includes the following:

- [Adventist Development & Relief Agency Canada](#)
- [Canadian Baptist Ministries](#)
- [Canadian Catholic Organization for Development & Peace](#)
- [Canadian Lutheran World Relief](#)
- [Christian & Missionary Alliance in Canada](#)
- [Christian Reformed World Relief Committee](#)
- [Emergency Relief & Development Overseas](#) (Pentecostal Assemblies of Canada)
- [Evangelical Missionary Church of Canada](#)
- [Mennonite Central Committee](#)
- [Nazarene Compassionate Ministries](#)
- [Presbyterian World Service & Development](#)
- [Primate's World Relief & Development Fund](#) (Anglican Church of Canada)
- [The Salvation Army](#)
- [United Church of Canada](#)
- [World Relief Canada](#)

On behalf of its fifteen member agencies, Canadian Foodgrains Bank collects grain and cash donations. The majority of these donations are matched 4 to 1 by Canadian International Development Agency. The funds are then allocated on a project by project basis.

There are three main actors in every project supported by Canadian Foodgrains Bank: an implementing partner organization, a Canadian church or church-based member (referred to as the “member”), and Canadian Foodgrains Bank. Access to Canadian Foodgrains Bank funding is only possible through a

member. Proposals are not accepted at Canadian Foodgrains Bank from implementing partners if the member is not involved in the process.

**The implementing partner** takes the lead in planning and implementing a project, in collaboration with one of the member agencies. The implementing partner, in consultation with anticipated beneficiaries and other organizations working in the area, develops a project concept paper and works with the member to develop a Canadian Foodgrains Bank proposal. Once approved, the implementing partner implements the project and reports to the member based on an agreed schedule.

**The member** accompanies partners at all stages of project development and implementation. This process includes reviewing the partners' proposal, engaging with the partners to ensure the projects meet the criteria for funding, and providing technical and additional financial support to the implementing partner as appropriate, depending on the member's own capacity and guidelines. When the proposal is complete, the member submits the proposal to Canadian Foodgrains Bank for review and approval. If approved, the funding resources are drawn from the member's account at Canadian Foodgrains Bank. During the course of the project, the member keeps abreast with the project developments and ensures that all of the necessary reports are completed and submitted on a timely basis.

**Canadian Foodgrains Bank** works together with members and partners in the proposal review, clarification and approval process. Canadian Foodgrains Bank may provide technical assistance related to planning, monitoring and evaluation, as well as logistical support for procurement and shipping of commodities for larger projects. More generally, Canadian Foodgrains Bank is also committed to building the capacity of its network to more effectively address hunger and malnutrition in the short and long term. This commitment includes providing technical information and training in food aid, food security and nutrition programming.

The basic project cycle is as follows:

- A. **Concept Paper:** For most projects, it is recommended that the implementing partner and/or member develop a project concept paper (approx. 2 pages) for discussion with the member and Canadian Foodgrains Bank prior to development of a full proposal. This concept paper should include a clear explanation of the need, including the root causes of hunger or food insecurity, and a summary of the intended response, expected results, inputs and budget. Where feasible, even these early stages of a project design should reflect consultations with the targeted communities or other organizations implementing similar responses. The concept paper is submitted to the member for initial feedback. The member will do a preliminary assessment of the concept paper and determine whether or not to submit it to Canadian Foodgrains Bank for consideration.
- B. **Project Planning and Proposal Development:** After the member has indicated notional interest in the project, the implementing partner is encouraged to continue consultations with the targeted communities, authorities and other organizations to further develop the most appropriate intervention and develop a proposal (see Section B) which is submitted to the member for review and discussion.
- C. **Canadian Foodgrains Bank Proposal Review and Approval:** When the member is satisfied with the proposal and accompanying budgets, the member forwards the documents to Canadian Foodgrains Bank for approval. Canadian Foodgrains Bank project officer reviews the proposal and may request additional information, clarification or suggest changes to the proposed design. Depending on the outcome of this review process, the proposal may or may not be approved.

- D. **Signing of Project Agreements:** If the proposal is approved, a budget commit form is signed to set the funds aside and a Project Agreement is drawn up and signed between Canadian Foodgrains Bank, member and implementing partner.
- E. **Commodity Procurement:** If the project requires the purchase of food commodities and/or seed, it must be determined who will oversee the procurement process. This will be determined in consultation between the Canadian Foodgrains Bank project officer, Canadian Foodgrains Bank Logistics Department, the member and the implementing partner. Consideration will be given to the capacities of each party, the size of the procurement and the complexities of the procurement process. The decision on who has primary responsibility for procurement should occur at or before the project's approval. Upon approval, the procurement decisions can be finalized.
- F. **Transfer of Funds:** Canadian Foodgrains Bank will advance a portion of the budgeted funds to the implementing partner or Canadian Foodgrains Bank member. The details of the disbursement arrangement will be determined in consultation between the Canadian Foodgrains Bank officer, the member and the implementing partner.
- G. **Project Implementation:** The partner implements the project in a timely manner, guided by the approved budget and implementation plan as reflected in the Project Agreement. If significant adjustments in either the project activities or budget are necessary, the member and Canadian Foodgrains Bank should be consulted prior to implementing changes. If warranted, the Project Agreement may be amended to reflect agreed changes.
- H. **Project Monitoring and Evaluation:** The implementing partner has the primary responsibility for continual monitoring and regular evaluation of the project as outlined in the monitoring and evaluation plan. Project adjustments should be informed by this process.
- I. **Reporting:** The implementing partner submits narrative and financial reports to the member based on the reporting requirements described in the Project Agreement. The member will ensure that the reports are complete prior to submitting them to the Canadian Foodgrains Bank program officer, who will review them and follow up on any outstanding issues prior to releasing further funds.

As a learning organization, Canadian Foodgrains Bank and its many stakeholders are keenly interested in sharing lessons learned. These lessons should be documented for each project, and should also be applied to similar projects in the future. Canadian Foodgrains Bank seeks to use its network to share lessons learned so that all partners are better equipped to respond to hunger and malnutrition.

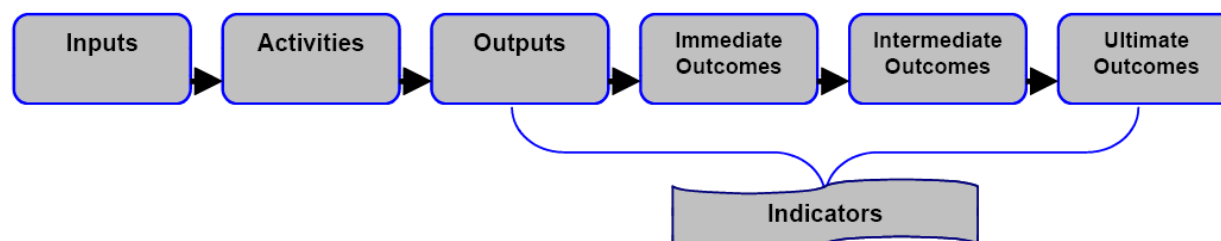
#### 4. Results Based Management

The framework Canadian Foodgrains Bank uses for implementing projects is Results Based Management (RBM). RBM is a commonly used tool that helps organizations to effectively manage projects so that longer term benefits are achieved. The process begins with defining specific realistic expected results that the project hopes to achieve. The pathway to achieving these results involves assessing risk, monitoring progress toward the achievement of the results, integrating lessons learned into management decisions and reporting on the results that were achieved.

The language of RBM often causes much confusion and frustration, especially when the meanings of different terms changes over time or are used differently by organizations. The diagram below outlines some of the key terms that are often used with RBM. Important to note in this diagram is the connection between inputs and ultimate outcomes, often called the results chain. A results chain is based on the idea that every project consists of a series of cause and effect relationships. Inputs are used in project

activities. The activities lead to outputs which eventually lead to outcomes. Indicators are most commonly used for outputs, immediate outcomes and intermediate outcomes.

## The Results Chain



Source: Splash and Ripple Primer – [www.plannet.ca](http://www.plannet.ca)

The following definitions of RBM terms will be used in these guidelines.

**INPUTS** – these include your organization (structure and staff) and the physical resources (food, seed, vehicles, infrastructure, funding, etc.) that are used in the project to bring about the changes (results) you seek.

**ACTIVITIES** – these are what you are doing with your inputs. If your project is focused on food aid, the activities may include meeting with communities, setting up distribution lists, procuring food, transporting food to distribution points and distributing food.

**OUTPUTS** – these describe the products or services most immediately produced by a group of activities. They are often quantifiable and express the amount of work completed. For a food aid project, an output would be the number of beneficiaries who received a specified ration of food. For a food security project, the number of trainings completed on a new agriculture technology would represent an output.

**IMMEDIATE OUTCOMES** (also referred to as short term outcomes) – these are the first and most immediate results or significant changes as a result of the project. An implementing partner has a significant amount of control in achieving an immediate outcome, in part because they follow shortly after an output or series of outputs. For a food aid project, an immediate outcome would be increased availability of food at the household level, before the food is consumed. For a food security project, an immediate outcome would be a farmer practicing a new agriculture technology in their field.

**INTERMEDIATE OUTCOMES** (also referred to as medium term outcomes) – these usually flow from a collection of immediate outcomes and describe the next logical change you would expect to occur when one or more immediate outcomes have been achieved. An implementing partner has significantly less control over intermediate outcomes compared to immediate outcomes. For a food aid project, an intermediate outcome would be a family eating 2-3 meals per day. For a food security project, an intermediate outcome would be a household producing enough food to sustain the family until the next harvest.

**ULTIMATE OUTCOMES** (also referred to as long term outcomes or impact) – these usually describe “big picture” changes that your project is working toward but that you alone cannot bring about. Goal and/or vision statements are roughly equivalent to an ultimate outcome statement.

In order to deepen your understanding of these RBM definitions, refer to the following document produced by PLAN:NET – “Managing for Change: Introducing the Art of Results Based Management” (2009). (<http://www.foodgrainsbank.ca/uploads/RBM%20primer%20Splash%20and%20Ripple%20Jan09.pdf>)