

Independent Evaluation of the African Risk Capacity (ARC)

Annex G: Further Information on Data and Methods

1st November 2017

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List of abbreviations

ARC	African Risk Capacity
ARV	Africa Risk View
AU	African Union
BCA	Baseline Context Assessment
DFID	Department for International Development
DRM	Disaster Risk Management
DRMF	Disaster Risk Management and Finance
DRFI	Disaster Risk Finance and Insurance
ESG	Evaluation Steering Group
KI	Key Informant
KII	Key Informant Interview
ODA	Overseas Development Assistance
OECD-DAC	Organisation for Economic Cooperation and Development – Development Assistance Committee
OPM	Oxford Policy Management
TOC	Theory of Change
ToRs	Terms of Reference
UN	United Nations

1 Introduction

The Evaluation Team notes that some stakeholders will require more information on approach and methodology than others. In order to keep the main report easily navigable and a reasonable length, additional information on data and methods has been annexed here. This annex therefore contains the following sections:

- **Quality of evidence assessment** – this section describes the quality of evidence and the limitations encountered for each of the evaluation workstreams.
- **Discussion of assumptions** – this section takes the assumptions previously identified as part of the Theory of Change and collates relevant information from across the different workstreams.
- **Evaluation framework** – this table demonstrates which evaluation questions relate to the formative phase 1 evaluation, from which workstreams evidence was collected, the relevant OECD-DAC criteria and the methods used.
- **Evaluation questions** – this table is taken from the Inception Report and reproduced here to demonstrate how each of the evaluation questions links to the different steps in the Theory of Change.
- **Evidence / Analysis matrix** – this matrix sets out the elements of the Theory of Change (ToC) and the evidence collected from across the workstreams on progress and challenges, along with a ‘strength of evidence’ quantitative rating and a Red/Amber/Green (RAG) denoting overall progress in that area.
- **Interview schedules** – these are the semi-structured questionnaires used by each of the workstreams.

1.1 Departures from the original design

The Inception Report (Annex F, section 1.2.2) details departures from the ToRs. No further departures are noted. The Evaluation Team have undertaken the data collection process set out in the Inception Report with regards to methodology across the workstreams. The only difference has been in relation to the analysis stage. In the Inception Report (section 5.8) we proposed using a Contribution Analysis Evidence Database to track ARC’s contribution and Alternate Explanations. We suggested using this Database to develop an initial ‘Contribution Story’ for the Formative Phase 1 report, which we acknowledged would be ‘partial’ and would identify areas where further investigation was needed, and would be done in subsequent stages of the evaluation. Upon reflection and discussion, the team decided that a first formative phase is too early to develop a full Contribution Story. Instead we developed an overarching narrative which sets out evidence of progress along causal pathways, but stops short of giving a judgement as to whether ARC has or has not contributed to observable impacts. At this stage we are not yet able to establish impact contributions, and so we have focused instead on ‘progress’ and ‘challenges’.

1.2 Cross-cutting issues

The evaluation took into consideration a number of cross-cutting issues, in particular gender. Questions relating to gender were included in the case study interview schedules and the fieldwork teams sought to have a gender balance where possible. Issues such as human rights, HIV/AIDS and the environment were not considered to be relevant to the evaluation.

The Paris Declaration is highly relevant to the topics being explored as part of the evaluation, in particular ownership and the use of country systems. The Evaluation Team collected data on perceptions and evidence of ownership of both ARC and DRM more generally across a range of African countries. They also considered use of country systems for example the enhancement of contingency planning and emergency response mechanisms and incorporation of premium payments into national budgets.

1.3 Stakeholder engagement

The team have sought to include stakeholders at different stages of the design and implementation of the evaluation. The evaluation has an Evaluation Steering Group (ESG) comprising representatives of both DFID and ARC. The ESG commented on and approved the design of the evaluation at Inception Stage. At various points, ARC has provided inputs to the evaluation team for example commenting on the draft Perceptions Survey, providing suggestions for KIs for the Organisational Review, facilitating interactions with the ARC Board and liaising with national stakeholders to engage them in the evaluation. The ESG will also provide feedback on the Formative Phase 1 Report.

The evaluation was focused specifically on ARC's work and did not look in depth at other development interventions at this stage, although a range of development actors were interviewed. KfW is another donor to ARC and so findings were shared with them pre-publication.

The evaluation has a Stakeholder Engagement and Communication Plan which can be found in section 2 of Annex F. Following finalisation and publication of this report the plan will be implemented by the Evaluation Team with the aim of reaching a broad audience with the findings.

2 Quality of evidence

This section describes the quality of evidence and the limitations of the evaluation, presented by workstream. Overall, the Evaluation Team was able to work freely, without interference and was able to access all the main sources of evidence that were required. There were specific limitations for each of the workstreams (identified below) but these were mitigated by comparing evidence between and across workstreams to arrive at our overall findings. There were no differences of opinion amongst the team in relation to the findings.

2.1 Workstream 1: Organisational Review

The majority of respondents for this workstream were ARC staff members and so had to be considered as potentially likely to give biased answers to questions regarding ARC's progress. Questions for this workstream were therefore focused on EQ1, specifically on the processes, structures and systems in place within the organisation, and an emphasis was placed on triangulating respondent views with secondary data and evidence from other workstreams. To mitigate this bias further, interviewees were reassured that all information would be kept confidential and interviews were held outside the ARC offices as much as possible.

One limitation relates to timing – for Value for Money reasons, interviews for this workstream were conducted in January 2017 to coincide with the Evaluation Team's trip to Johannesburg for the ARC Joint Board meetings. This was also the time when most staff were expected to be available for interview. However, this was very early on in the formative evaluation and some changes had occurred by the time cross-workstream analysis began in September 2017. For this reason, a number of 'update' interviews with particular KIs were also conducted in late summer / early August to ensure the accuracy of information included in the report. In addition, ARC staff will review the draft as part of the process to finalise the Formative Phase One report, and so they will have an opportunity to validate or correct any inaccuracies.

2.2 Workstream 2: Case Studies

Members of the fieldwork teams were selected with consideration for cultural and ethical matters. For example, each fieldwork team was bi-lingual, with half the team members being national consultants, able to converse in local languages if necessary. Team members were vetted for any conflict of interests prior to sub-contracting.

A wide range of KIs were interviewed in each of the case study countries and care was taken to ensure that different perspectives were sought, to insulate the evaluation from bias. Stakeholders were provided with relevant information about the evaluation prior to the interview, in either English or French. The fieldwork teams conducted most of the interviews during a two-week period, but the national consultants were available to conduct additional interviews and collect documentation outside that timeframe if particular individuals happened to be unavailable. Skype interviews were also used when necessary.

Due to the number and complexity of evaluation questions that the team needed to cover over the course of the in-country field work, it was not possible to pre-test the questionnaires or to discuss every topic and question with every interviewee. This means that the team would determine prior to, and during the interviews, what topics were most pertinent to the KI's expertise, and that still needed further validation or triangulation. This process, inherent to the nature of qualitative

research, can also leave room for bias or information gaps. However, the team mitigated this limitation by discussing and agreeing on the most important topics to cover with each interviewee, and validating important findings across all stakeholders who would have been able to provide an informed perspective.

An additional limitation, given the time and resource constraints for the case studies, is that key informants in-country did not have an opportunity to review and comment on the draft report prior to submission to DFID. The team attempted in every case to triangulate findings among a wide range of stakeholders and interviewees, and when necessary to draw conclusions from apparent contradictions between responses. Given the complex and controversial nature of many of the findings included here, this additional step of validation, though difficult, could take place prior to publication of the final report.

2.3 Workstream 3: Global Review

Key Informant Interviews

Interviews were conducted with a wide range of individuals, some of whom were very involved with ARC and were considered by the team to have a likely bias. To mitigate bias from the findings, we expanded the number of individuals interviewed to enable better triangulation and ensured the inclusion of groups likely to be neutral e.g. academics, NGOs, donors not involved with ARC. An initial concern was that KIs would be too busy or uninterested in being interviewed, but this did not appear to be a problem as we were able to interview 30 individuals, against an initial target of 10. The most notable exception was the World Bank where, despite repeated personalised requests to different individuals, we were unable to secure an interview. We did manage to interview an ex-employee and ask about World Bank work and views, but this was obviously not satisfactory.

Another limitation was that most of the interviews were conducted over skype rather than in-person, which inhibits communication slightly. In some instances, additional questions and follow up materials were provided over email following the interview. Interviewees were all told that they could withdraw comments within seven days if they wished, although this was not requested at any point. Different question schedules were used depending on the type of stakeholder, and interviewees were given the opportunity to provide any other comments in addition to the set questions. Due to time restrictions and the number of evaluation questions, it was not possible to discuss every topic and question with every interviewee. The interviewer would determine prior to, and during the interviews, what topics were most pertinent to the KI's expertise, and that still needed further validation or triangulation. This process, inherent to the nature of qualitative research, can also leave room for bias or information gaps. However, the team mitigated this limitation by pre-determining the most important topics to cover with each type of interviewee, and validating important findings across all stakeholders who would have been able to provide an informed perspective.

Perceptions Survey

This was a two-page, anonymous, paper-based survey questionnaire comprising 20 questions which were based on evaluation questions which are linked to ARC's Theory of Change, specifically those relating to Pathways 2 and 3. The survey was pre-tested on ARC's M&E Technical Lead, and was subsequently revised following feedback, and translated into French by a team member. The first round of the quantitative survey was conducted in-person at ARC's two-day Conference of Parties (COP) which was held in Abidjan, Cote d'Ivoire, in March 2017. The

survey questionnaire was distributed randomly to key stakeholders who attended the COP. In almost all cases, the survey was completed by the respondents themselves rather than being administered by an enumerator.

There are a few limitations to the perceptions survey, some in terms of methodology and some in terms of how we interpret the findings. First, in terms of methodological limitations, the survey questionnaire was completed exclusively by individuals attending an ARC COP and it is therefore possible that their presence at the COP would increase the likelihood of them signalling their support for ARC. Their self-selection into the questionnaire may therefore bias our results upwards. Also, the sample was biased towards West Africa representation – this may be because of the location of the meeting, or because this is the region where ARC currently has greatest traction. They were also a relatively homogenous group in that they were senior representatives of national African governments.

Second, we were conscious that the questionnaire would be completed by stakeholders attending international events where they would not have time to complete an exhaustive questionnaire. It is for this reason that we chose to streamline the way we asked some questions rather than separating out elements of the question, e.g. “On a scale of 1-4 (least to most), in your view, how successful have ARC activities and programmes been in facilitating knowledge transfer and capacity building in relation to Disaster Risk Management, Contingency Planning, Early Warning Systems and Disaster Risk Financing?” which lends itself to being sub-divided into a question on DRM, on CP, on EWS and on DRF. We intend to review this when we conduct the next round of the survey and reconsider the trade-off between the detail in questioning versus the time taken to complete a questionnaire.

Third, we acknowledge that this was a questionnaire which respondents completed themselves so that we could maximise the number of completed surveys. The trade-off here is that there was little room for participants to verify what was meant by terms such as “influential” and “well understood”. We therefore relied on respondents interpreting these terms in a fairly standard way.

When interpreting findings, we acknowledge that this is a small sample; a sample size of 30 creates limitations in being able to report on correlations between variables or to make casual statements. Finally, the fact that there are likely to be different respondents at each of the international events where we conduct the survey and that the fact that we cannot identify respondents means that we will be unable to track the change in perceptions over the course of the evaluation. This being said, our efforts to capture a representative sample of stakeholders from different African countries will still allow us to, on aggregate, assess changes in perceptions about ARC’s products and services over time.

Context Assessment

The purpose of the Baseline Context Assessment (BCA) is to provide a broad picture of disaster risk and disaster risk management trends across African Union (AU) member states, against which countries’ decisions to engage with ARC can be analysed. The BCA is based upon 22 macro-level indicators which are populated with secondary data for 20 AU countries. The findings of the assessment should, therefore, be recognised as relatively broad-brush, general and designed to complement the more in-depth qualitative methods employed elsewhere in the evaluation.

Indicators were selected with quality as a determining criteria; data had to be from a reputable source and sufficiently recent. Methodologies for collecting the data and (where appropriate) the subsequent analysis process) were all checked for credibility. Data also had to be publicly accessible at no cost. Ideally, we would have liked to include indicators from the monitoring system

for the Sendai Framework, but this is not expected to be operational until around 2019, at which point we will incorporate them as appropriate. The sample size of 20 countries was confirmed as demonstrating sufficient variation with regards to key criteria of interest.

Some indicators are based on indexes and give aggregate scores. We chose not to fully rely on a single index for the following reasons:

- The nature of the ARC evaluation meant that certain specific indicators were of particular importance (and conversely, some indicators in the indexes are of less importance) - so a bespoke set of indicators would be more useful;
- The indexes have shortcomings in some of the indicators and data sources that they rely upon, particularly in relation to readiness and DRM capacity. For instance, the WorldRiskIndex Report 2016 notes that strategies to respond to climate risk are relevant to coping capacity but are not included in the index due to lack of global data.

We therefore used elements of two indexes (World Risk Index and ND-GAIN index) that were relatively similar in objective and type for comparative purposes.

We wanted to be able to compare countries engaged with ARC, with those who are not engaged. Because few countries are members of the risk pool, we used '*being an ARC signatory*' as a proxy for broader ARC engagement. However, signing the ARC Agency Treaty does not require countries to make any concrete commitments relating to ARC, but it was the best available option given the very small number of risk pool members which meant that this indicator alone was judged inefficient.

A further limitation of these indicators is that they do not say anything about the political economy context of country decisions to engage with ARC (or not) – so cannot help to explain *why* countries use ARC products (and to what extent their decisions are influenced by ARC itself – EQ2).

The available data used on hazards and exposure is limited in that indicators:

- Tend to reflect direct losses from disasters and do not capture indirect losses – which are particularly relevant to slow onset disasters such as drought.
- Do not provide a comprehensive indication of the different types of impact and loss associated with disasters, and which societal groups suffer what type of loss and to what extent.

For vulnerability and food security, two indicators were selected to show the extent of dependence upon agriculture as a livelihood source and the extent of projected food insecurity. Of course, there are many additional indicators that could be said to describe vulnerability - such as relating to poverty level, household composition, household education levels, proximity of health facilities, groundwater availability and ecosystem health. For the purposes of this intentionally limited assessment, these two were selected on the basis of appropriateness and availability of data. Dependence upon agriculture as a livelihood was prioritised because agriculture is the sector most affected by drought (currently the only type of hazard covered by ARC), and is widely prevalent as the dominant livelihood source for rural households throughout Africa.

The data source on food insecurity is FEWSNET projections. One limitation of the FEWSNET data source is that it only covers FEWSNET countries. Six of the countries in the sample are not FEWSNET countries – those that face the lowest drought risks (Angola, Cameroon, Algeria, Egypt, Tunisia, Botswana). Further, the IPC Phase does not investigate the reasons for food insecurity, so does not specify if that is drought or not. But the focus on food consumption and livelihoods suggests that drought would have a significant impact on the classification system.

We also wanted to capture the policy and institutional context relating to DRM, for which there is currently no adequate single global indicator. We therefore used a range of different data sources

including ones relating to the Hyogo Framework for Action, which is now dated but has not yet been replaced by its successor, the Sendai Framework.

Some limitations of the indicators and data sources are acknowledged as follows. While a country may have certain policies and institutions in place, they may be poorly implemented and enforced, but this is not captured in the indicators. Similarly, monitoring reports may have been submitted, but this does not mean they are high quality. The institutions reflected by this data will by no means exhaustively cover all institutions that influence DRM in a particular country – which will be both formal and informal. Some desirable indicators, such as existence of disaster-related early warning systems, were not included because of the difficulty of finding data in a form that was readily translatable to the indicators. Conversely, some indicators that are used – such as social assistance coverage- are not necessarily indicative of DRM capacity, for instance if a country's planned response to disasters did not operate through social assistance mechanisms.

3 Assumptions

Key assumptions were presented in the Evaluation Inception Report Annex 8. The table below sets out findings as to whether or not the assumptions are holding and refers the reader to particular sections of the main report for further discussion.

Table 1: Assumptions

ToC element	Key assumption	Formative Phase 1 findings	Relevant part of the main report
<p>INP_01 & _2</p> <p>Effectively managed ARC Agency and ARC LTD</p>	<p>ARC Agency has adequate funding to design and deliver on programmes and activities (design programmes, manage long-term budgets, mobilise financing, conduct M&E activities, etc.)</p> <p>ARC Agency has the capacity both in terms of staff numbers and quality/skill of staff to deliver on programmes and activities and design appropriate products</p> <p>The Governing Board operates effectively (e.g. is active, makes good decisions, actively conducts reviews)</p> <p>The COP operates efficiently and effectively.</p>	<p>Although funding was raised by interviewees as a problem in the past, it was not cited as a major obstacle to activities in the present.</p> <p>The capacity and skillset of ARC Agency staff was raised as a concern.</p> <p>General agreement that the Governing Board works well.</p> <p>COP meetings are occurring regularly and draw representatives from many different member states. Some questions were raised about how participatory and engaging they have been historically.</p>	<p>4.1.1</p> <p>4.1.2</p> <p>4.3.1</p>
<p>ACT_01 & ACT-02</p> <p>Ongoing engagement and dialogue with ARC member states and non-</p>	<p>ARC Agency has the knowledgeable staff and resources to deliver</p> <p>Political will within governments to engage with ARC and dedicate the necessary individuals/resources to ARC programmes and activities</p>	<p>See finding above related to staff capacity.</p> <p>Many governments are engaging with ARC on different levels. This is not necessarily leading to them joining the risk pool. Evidence from the case studies and the decreasing size of the risk pool suggests that political will to purchase policies is not in place across most African countries</p>	<p>4.1.3</p> <p>Box 2</p>

member stakeholders			
<p>OUT_01</p> <p>ARC product offering which includes continuous R&D around new products, initiatives and improving existing products and initiatives</p>	<p>Modelled outcomes and payouts from ARC products are consistent with observed need and in line with expectations from governments considering the extent of the disaster, the risk transfer parameters they selected and what they understand about risk financing.</p> <p>Any modelling constraints can be overcome with further R&D, within reason given ARC's mandate and the limitations of parametric insurance</p> <p>ARC premiums actuarially sound Capital and reinsurance markets show interest in accepting risk ceded by ARC Ltd at a reasonable rate</p> <p>The Contingency Planning Standards and Guidelines are useful and are used by member states during implementation.</p>	<p>Outcomes and payouts are not always consistent with observed need e.g. in Malawi. There is mixed evidence as to the reliability of ARV and ARC processes to ensure that ARV consistently triggers payouts following droughts.</p> <p>ARV, the signature drought model, is complicated to configure, requires detailed input data and is sensitive to changes in data.</p> <p>The risk pool is regularly over-subscribed by reinsurers although there are issues with meeting premium payment deadlines.</p> <p>There is mixed evidence regarding country implementation of contingency plans and concerns around the robustness of processes to make changes to the FIP.</p>	<p>4.2.3</p> <p>Box 3</p> <p>4.1.4</p> <p>4.1.2</p> <p>4.2.4</p>
<p>OUT_02</p> <p>Ongoing capacity and technical support to member countries related to early warning, CP, risk modelling and DRM and finance</p>	<p>Political will within governments to engage with ARC and dedicate the necessary individuals/resources to the capacity building programme</p> <p>The people attending the training are the ones who are responsible for the work or making the decisions</p> <p>The people attending the training have the appropriate education to understand the ideas and apply them for ARC-related activities</p> <p>ARC technical assistance is of sufficient quality to allow uptake of the concepts and ideas presented;</p> <p>ARC has the staff and resources to deliver effective training;</p>	<p>See finding above related to political will.</p> <p>In Kenya some respondents stated that trainings were not attended by the most suitable people.</p> <p>Some concerns were raised about how effective ARC's capacity building programme is at knowledge transfer.</p> <p>See finding above related to staff capacity.</p> <p>See finding above on issues with ARV.</p> <p>Currently women are not well represented in the</p>	<p>4.2.1</p>

	<p>There is enough available high-quality exposure, hazard and vulnerability data to conduct the risk modelling in ARV, and if not, then ARC facilitates the collection and/or creation of the requisite data</p> <p>Differentiated approach to gender is a factor in the successful implementation of operational work, capacity building and CP.</p>	<p>TWGs; but this reflects their representation in government in these areas. ARC has prioritised gender in the M&E Plan but it remains to be seen how this will influence country female participation in the future. In terms of payouts, in Mauritania, gender responsiveness was factored into the targeting approach (i.e. prioritising female-headed households).</p>	
<p>STC_01 Member States continue to develop improved understanding and increased technical capacity in the design and implementation of contingency plans for early response, risk modelling, risk pooling and risk transfer mechanisms</p>	<p>There exists the political will within governments to engage with ARC and dedicate the necessary individuals/resources to ARC CP and risk modelling;</p> <p>The people trained in ARCs capacity building programmes stay in their posts or transfer their knowledge before moving on;</p> <p>ARV information/product is accepted among Member States as a valid early warning and impact model;</p> <p>Early adopters have incentives to join ARC (sign MoU, begin capacity-building programme)</p>	<p>See finding above on political will.</p> <p>Staff turnover identified as a major barrier to effective capacity building.</p> <p>Mixed evidence on how widely ARV is accepted among member states.</p> <p>Some progress made with engaging member states (e.g. signing MoUs and participating in the capacity building programme). Difficulty in the moving of countries on to purchase policies. Political issues often disincentivise.</p>	<p>4.2.1</p> <p>4.2.3</p> <p>Box 2</p>
<p>STC_02 Uptake of contingency plans and insurance contracts</p>	<p>CPs can be developed that will be able to deal with the various challenges related to DRM (perverse political incentives pre-and post-disaster), logistics, sufficient funds</p> <p>There is a need for insurance products</p> <p>Early adopters have access to resources to pay for premiums (via budget or donors);</p>	<p>Evidence from Mauritania and Malawi suggests that there are issues with the process for updating the FIP and therefore protecting ARC payouts from political interference.</p> <p>The context assessment showed that Africa experiences high vulnerability to drought and food</p>	<p>4.2.4</p> <p>4.2.2</p> <p>Box 2</p>

	<p>Early adopters of ARC programme see value of sovereign insurance for extreme weather and understand strengths and risks of a parametric trigger</p>	<p>insecurity which suggests a need for disaster financing. However, the presence of alternative financing streams (e.g .CAT DDOs) offer member states alternatives to insurance.</p> <p>Member states view ARC premiums as unaffordable. ARC is now pushing for more premium financing.</p> <p>There is low understanding of insurance and a general sense of mistrust towards the industry across Africa. However, some stakeholders see potential value of sovereign risk insurance.</p>	
<p>STC_03 Member states experience improved inter and intra ministerial dialogue and comms around DRM issues and increased peer-to-peer learning across states</p>	<p>ARC has the institutional capacity to bring the stakeholders together and to keep them in dialogue;</p> <p>ARC has the capacity and level of influence to strengthen in-country multi-stakeholders' processes and to push for peer-to-peer dialogue;</p> <p>Regional workshops by ARC attended by technocrats responsible for the work (as opposed to just political actors) who have the budget to implement new activities</p>	<p>Some evidence that dialogue and communication drops-off if a country does not remain in the risk pool.</p> <p>Mixed evidence of ARC's ability to improve inter-ministerial dialogue and comms.</p> <p>Few formal opportunities for peer-to-peer learning. Regional workshops have only recently restarted having previously been found unsuccessful.</p>	4.3.1
<p>STC_04 Improved dialogue and coordination among non-Member national, regional and</p>	<p>ARC agency has the resources and capacity to engage in these partnership activities;</p> <p>Other stakeholders in the same space who already have relationships with African countries are interested in engaging and collaborating with ARC</p> <p>ARC is understood in the broader framework of DRM; Interests of NGO and other international organisations are</p>	<p>See finding above on staff capacity</p> <p>Several stakeholders willing to engage with ARC, including donors, risk modellers, reinsurers, NGOs etc. However, some notable exceptions amongst DRM donors and civil society.</p> <p>Mixed evidence regarding ARC's willingness to work</p>	4.4.1

<p>international stakeholders as they become more aware of ARC's products and services</p>	<p>aligned with ARC countries' desires to mitigate disaster impacts</p>	<p>with other providers of disaster finance as part of a broader offering.</p>	
<p>Pathway 1: Supporting governments in timely and effective response to disasters</p>	<p>Political incentives do not emerge which change the priority areas of response delivery so that there is deviation from the FIP or optimal response activities.</p> <p>There is an overlap between existing beneficiaries on targeted social protection programmes and those affected by disaster and/or it is relatively easy to add beneficiaries to the existing systems</p> <p>Pay out triggers for ARC products are consistent with observed need and in line with expectations from governments considering the extent of the disaster and what they understand about risk finance coverage.</p> <p>Participating countries have the capacity for a quick-delivery, efficient, transparent and sustainable response system to natural disasters (ideally a scalable safety net –), i.e. contingency plans are operationally feasible and ensure timely intervention</p> <p>The response (through ARC pay-out and any additional funds attracted) is large enough to stem the loss of assets and support immediate response assistance.</p> <p>ARC/ARV effectively captures changes and improvements in the technology and changes in a country's vulnerability</p> <p>Both member state and ARC M&E systems are robust enough to track and support what happens during the implementation of a response and post-response results.</p> <p>Improved capacity in contingency planning actually leads to</p>	<p>Evidence from the case studies (as well as from Process Audits) suggest that in some countries there is deviation from optimal response activities and that processes for making changes to the FIP are inadequate.</p> <p>The Context Assessment (along with recent DFID research) shows that there is not yet sufficient coverage from social protection programmes in Africa for this to be an easy way reaching those affected by drought, apart from in some relatively unique contexts.</p> <p>See finding above on payouts being in line with expectations.</p> <p>Evidence on the adequacy of the size of the ARC payout to stem loss of assets will be collected later in the evaluation.</p> <p>See finding above on reliability of ARV.</p> <p>ARC's M&E systems are improving and process audits following payouts are undertaken.</p> <p>Mauritania provides an example of how engagement with ARC can improve response delivery although</p>	<p>4.2.4</p> <p>Box 4</p> <p>4.2.5</p>

	<p>improvements in response delivery</p> <p>Through the effective government implementation of the contingency plans and the resulting early delivery of relief aid, citizens will not have to reduce their food intake or sell their assets.</p> <p>This also assumes some level of coordination with humanitarian actors so as not to negate the benefits for ARC funds.</p>	<p>this success has not been replicated elsewhere.</p> <p>Evidence on the impact of ARC payouts on food intake and sale of assets will be collected later in the evaluation.</p> <p>Coordination with humanitarian actors was weak in Mauritania.</p>	
<p>Pathway 2: Influencing the policy and practice of ARC member states through on-going engagement and capacity building</p>	<p>ARC has the capacity to work with member states and other influencing players and programmes , especially as the number of Member States continues to grow</p> <p>ARC is seen as an influential agency in the region both with member states and other organisations/programmes with a similar or related focus.</p> <p>There is institutional capacity within member states to bring the stakeholders together and to keep them in dialogue</p> <p>Political support for ARC at country level is maintained/increased.</p> <p>ARC is able to enable continuous collaboration within government and other agencies.</p>	<p>See finding above on staff capacity</p> <p>Evidence suggests there is relatively broad awareness of ARC's existence but limited understanding of how it works.</p> <p>Context assessment shows that member states have low starting capacity in relation to DRM.</p> <p>See finding above on political will and incentives.</p> <p>Serious communication problems with ARC leading to lower awareness and understanding of products and services than would be expected. These communication issues have hampered productive collaboration.</p>	<p>4.3.1</p> <p>4.3.2</p> <p>4.4.1</p>
<p>Pathway 3: Create value and demand around ARC's weather risk insurance model</p>	<p>ARC has the capacity to work with member states and other influencing players and programmes, especially as the number of Member States continues to grow</p> <p>ARC is seen as an influential agency in the region both with member states and other organizations/programmes with a similar or related focus.</p> <p>There is institutional capacity within member states to bring the stakeholders together and to keep them in dialogue</p>	<p>See finding above on ARC influence.</p> <p>See finding above on member states capacity.</p> <p>See finding above on political will and incentives.</p>	<p>4.4.1</p> <p>4.4.2</p>

	<p>Political support for ARC at country level is maintained/increased.</p> <p>ARC is able to enable continuous collaboration within government and other agencies.</p>		
<p>Long term changes</p>	<p>ARC doesn't create perverse incentives whereby governments limit other disaster response development programmes on the assumption they are 'covered' by insurance</p> <p>ARC member countries overtime require less special assistance from ARC so that over time ARC will be less involved in in-country work (e.g. CP renewal, ARV ground truthing, policy renewal).</p> <p>Countries continue to see the value of insurance and take out policies year-on-year</p>	<p>Evidence from Mauritania that other finance was not sought as there was a belief that ARC meant they were covered.</p> <p>Capacity building is taking a long time and member states are not 'graduating' from the programme as expected due to turnover and other challenges. ARC is having to provide assistance for much longer than envisioned originally.</p> <p>Evidence suggests that countries are dropping out of the risk pool, especially if they do not get a payout early on.</p>	<p>Annex C</p> <p>4.2.1</p> <p>4.3.2</p> <p>4.2.2</p> <p>4.4.2</p>

4 Evaluation Framework

The table below sets out each Evaluation Question and sub-question and shows the workstreams within which evidence was collected for the Formative Phase 1 evaluation. It also gives examples of data sources and data methods.

Questions in italics have not been addressed at this formative phase one stage. For the relevant OECD-DAC criteria, see table 5 in Annex F.

Table 2: Evaluation Framework - Formative Phase 1

#	Question	KI data sources	OR	CS	GR	Data methods
1.	To what extent do ARC's institutional setup and outputs lead to the adoption and effective use of ARC insurance products? Can this be improved?	ARC staff, National country officers, reinsurers, external stakeholders	✓	✓	✓	Documentary review, KIIs
1.1	How and to what extent do ARCs products/services/activities support on-going engagement and an on-going learning cycle within and across countries?	ARC staff, National country officers	✓	✓		Documentary review, KIIs
1.2	To what extent does ARC's institutional model (role, governance, financing structure) support the delivery of ARC's outputs?	ARC staff National country officers	✓	✓	KIIs	Documentary review, KIIs
1.3	Are ARC product offerings acceptable for the market? Could such products be offered regardless of donor involvement?	National country officers DRM experts; reinsurers	✓	✓	✓	Documentary review, KIIs, perceptions survey
1.4	How well do ARCs risk models function? Are they improving overtime?	DRM experts, Technical modelling experts Country officers	✓	✓	✓	Documentary review, KIIs, Perceptions survey
2	To what extent has ARC contributed to in-country timely and effective responses that protect affected households' livelihoods and prevent asset loss and food insecurity?	National/local country officers; Implementation staff; beneficiaries	✓	✓		Documentary review, KIIs
2.1	Does the ARC model lead to enough disaster financing for different size slow and rapid onset disasters to make a crucial difference in the livelihoods of households? In what way is ARC's impact limited when other planned sources/mechanisms of financing are not available?	National/local country officers; Humanitarian agencies beneficiaries		✓		Documentary review, KIIs
2.2	Where pay outs have occurred, to what extent have countries implemented contingency plans effectively? What have been the drivers of a successful CP implementation? What have been the barriers to an effective CP implementation?	ARC staff; National/local country officers; Implementation agencies	✓	✓		Documentary review, KIIs
2.3	Is the ARC iterative learning model capturing lessons-learned from various country implementations,	ARC Staff; National country officers;	✓	✓		Documentary review, KIIs

#	Question	KI data sources	OR	CS	GR	Data methods
	leading to future improvements in country response delivery?	Implementation agencies				
2.4	What evidence is there that pay-outs to governments and the implementation of ARC Contingency Plans has contributed to the protection of livelihoods and food security, and prevented asset loss?	ARC staff; National/local country officers; Implementation agencies; beneficiaries		✓		Documentary review, KIIs
2.5	<i>Does ARC deliver equally well in both slow and rapid onset situations?</i>					
2.6	<i>Is there evidence that links a country's improved DRMF planning to continuous growth?</i>					
3	To what extent has ARC influenced AU member states' capacity to anticipate, plan, finance and respond to climate related disasters generally, and more specifically in making best use of ARC?	ARC staff; National/local country officers; Implementation agencies	✓	✓	✓	Documentary review, KIIs, Perceptions survey
3.1	Is there evidence of countries taking action (e.g. creation of broader risk-management platforms, planned budgetary expenditures related to DRM, uptake of insurance or other risk-financing products, etc.) as a result of increased knowledge of DRM and quantified risk? What evidence is there that the change is sustainable?	ARC staff; National/local country officers; Implementation agencies	✓	✓		Documentary review, KIIs,
3.2	What combination/network of stakeholders has ARC engaged in the country to support policy and practice change and is this the relevant network for changes to occur?	ARC staff; National country officers; DRM experts; humanitarian orgs.		✓	✓	Documentary review, KIIs, stakeholder mapping
3.3	Does ARC engagement with Member States lead to tangible commitments by governments in terms of dedicated resources and time?	ARC staff; National country officers		✓		Documentary review, KIIs
4.	Do participating governments and other stakeholders value ARC's risk pool and technical assistance? Why?	National country officers; donors, INGOs, academics, humanitarian orgs.		✓	✓	KIIs, Perceptions survey, context assessment
4.1	How relevant is ARCs strategy and role in a country / the region relative to the wider country context and broader DRM architecture?	National country officers; DRM experts; humanitarian orgs		✓	✓	KIIs, Perceptions survey
4.2	Are ARCs products and services competitive in the broadening area of DRMF on the continent?	Reinsurers / insurers / modellers; National country officers; DRM experts; humanitarian orgs		✓	✓	KIIs, Perceptions survey
4.3	Over time, is there evidence of a diverse market of risk financing products available in African Countries? If so, what evidence exists that ARC contributed to this market?	DRM and DRMF experts; insurers/reinsurers; humanitarian orgs; national country officers		✓	✓	KIIs, perceptions survey

#	Question	KI data sources	OR	CS	GR	Data methods
4.4	To what extent do <u>member</u> country stakeholders consider ARC as a key actor/partner in supporting effective risk management and risk financing in the country?	National country officers		✓	✓	KIIs, perception survey
4.5	To what extent do <u>non-member</u> country stakeholders consider ARC as a key actor/partner supporting effective risk management and risk financing in the country?	National country officers			✓	KIIs, Perception survey
4.6	What is the nature of the link between ARC pay-outs, successful CP implementation and governments' motivation to engage with ARC?	National country officers; ARC staff;	✓	✓		Documentary review, KIIs

5 Evaluation Questions

The four primary evaluation questions link back to the ARC context and to each of the three pathways for change outlined in the TOC. Under each of these primary questions are 3-6 summary questions that help inform the higher order question. We mapped each of these summary questions to the OECD Development Assistance Criteria (DAC) to ensure they cover and inform all of the DAC dimensions related to relevance, efficiency, effectiveness, sustainability, and impact¹. We also provided an indication of when in the evaluation process we might be able to provide some initial evidence to answer the question (e.g. first or second formative or impact assessment). Finally, we demonstrate how each question maps back to the Theory of Change. See Table 3, below. For more information on this process, see the Inception Report.

Table 3: ARC Evaluation Questions

#	Question	F1	F2	IM	DAC criteria	ToC Link
ARC Context: outputs and strategies						
1.	To what extent does ARC's institutional setup and outputs lead to the adoption and effective use of ARC insurance products? Can this be improved?	x	x	x	Relevance/ Effectiveness	<i>Roll up of summary links</i>
1.1	How and to what extent do ARCs products/services/activities support on-going engagement and an on-going learning cycle of ARC and ARC Member States within and across countries?	x	x		Relevance/ Effectiveness	ACT_01, OUT_02, OUT_01b, INT_01a, INT_01c, INT_01d
1.2	To what extent does ARC's institutional model (role, governance, financing structure) support the delivery of ARC's outputs?	x	x		Efficiency/ Sustainability	ACT_01, ACT_02, INP_01, INP_02, OUT_01a, OUT_02, STC_03, STC_04, INT_04, LTC_02
1.3	Are ARC product offerings acceptable for the market? Could such products be offered regardless of donor involvement?	x	x		Relevance / Sustainability	OUT_01a, LTC_02
1.4	How well do ARC's risk models function? Are they improving overtime?		x	X	Effectiveness	OUT_01a, OUT_02
Pathway 1: supporting timely and effective response						
2	Pathway 1: To what extent has ARC contributed to in-country timely and effective responses that protect affected households' livelihoods and prevent asset loss and food insecurity?	x	x	X	Effectiveness/ Impact	<i>Roll up of summary links</i>

¹ The DAC Criteria for Evaluating Development Assistance are the following (available at: <http://www.oecd.org/dac/evaluation/49756382.pdf>):

1. **Relevance:** the extent to which the aid activity is suited to the priorities and policies of the target group, recipient and donor;
2. **Effectiveness:** a measure of the extent to which an aid activity attains its objectives;
3. **Efficiency:** efficiency measures the outputs – qualitative & quantitative – in relation to the inputs; it is an economic term which signifies that the aid uses the least costly resources possible in order to achieve the desired results;
4. **Impact:** the positive and negative, primary and secondary long term effects produced by a development intervention, directly or indirectly, intended or unintended;
5. **Sustainability:** sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn.

#	Question	F1	F2	IM	DAC criteria	ToC Link
2.1	Does the ARC model lead to enough disaster financing for different size slow and rapid onset disasters to make a crucial difference in the livelihoods of households? In what way is ARC's impact limited when other planned sources/mechanisms of financing are not available?		x	X	Impact	INT_02
2.2	Where pay outs have occurred, to what extent have countries implemented contingency plans effectively? What have been the drivers of a successful CP implementation? What have been the barriers to an effective CP implementation?	x	x	X	Effectiveness/ Impact	INT_01b, STC_02
2.3	Is the ARC iterative learning model capturing lessons-learned from various country implementations, leading to future improvements in country response delivery	x	x	X	Effectiveness/ Sustainability	INT_01a
2.4	What evidence is there that pay-outs to governments and the implementation of ARC Contingency Plans has contributed to the protection of livelihoods and food security, and prevented asset loss?	x	x	X	Effectiveness/ impact	INT_02
2.5	Does ARC deliver equally well in both slow and rapid onset situations?		x	X	Effectiveness/ Impact	INT_02
2.6	Is there evidence that links a country's improved DRMF planning to continuous growth?			X	Impact	LTC_01, IMP_01
Pathway two: influencing DRM policy and practice of ARC member states through on-going engagement and capacity building						
3	To what extent has ARC influenced AU member states' capacity to anticipate, plan, finance and respond to climate related disasters generally, and more specifically in making best use of ARC?		x	X	Effectiveness/ Impact/ Sustainability	Roll up of summary links
3.1	Is there evidence of countries taking action (e.g. creation of broader risk-management platforms, planned budgetary expenditures related to DRM, uptake of insurance or other risk-financing products, etc.) as a result of increased knowledge of DRM and quantified risk? What evidence is there that the change is sustainable?		x	X	Relevance/ Impact/ Sustainability	STC_01, STC_02, INT_01b, INT_03, INT_04, LTC_01, LTC_02
3.2	What combination/network of stakeholders has ARC engaged in the country to support policy and practice change and is this the relevant network for changes to occur?	x	x	X	Relevance/ Effectiveness	INT_03, STC_03, INT_02, STC_04
3.3	Does ARC engagement with Member States lead to tangible commitments by governments in terms of dedicated resources and time?	x	x		Effectiveness/ Sustainability	ACT_01, OUT_02, STC_01, STC_03, INT_01b,
Pathway Three: Increasing Value/Demand around ARC Products and Services						
4.	Do participating governments and other stakeholders value ARC's risk pool and technical assistance? Why?	x	x	X	Relevance	Roll up of summary links
4.1	How relevant is ARC's strategy and role in a country / the region relative to the wider country context and broader DRM architecture?		x	X	Relevance	STC_04
4.2	Are ARC's products and services competitive in the broadening area of DRMF on the continent?		x	X	Effectiveness/ Sustainability	INT_04, STC_02, LTC_03
4.3	Over time, is there evidence of a diverse market of risk financing products available in African Countries? If so, what evidence exists that ARC contributed to this market?			X	Sustainability/ Relevance/ Impact	IMP_02, LTC_03,
4.4	To what extent do <u>member</u> country stakeholders consider ARC as a key actor/partner in supporting effective risk management and risk financing in the country?	x	x	X	Relevance/ Effectiveness	STC_01, STC_02, INT_03,
4.5	To what extent do <u>non-member</u> country stakeholders consider ARC as a key actor/partner supporting effective risk management and risk financing in the country?	x	x	X	Relevance/ Effectiveness	ACT_02,
4.6	What is the nature of the link between ARC pay-outs, successful CP implementation and governments'		x	X	Relevance/ Sustainability	INT_02

#	Question	F1	F2	IM	DAC criteria	ToC Link
	motivation to engage with ARC?					

1. Includes all the links from the summary questions that fall underneath the key question.

6 Analysis Matrix

The table below shows findings from across the workstreams² mapped against the relevant elements of the ARC Theory of Change, providing an indication of the strength of this evidence using a simple rubric³. The evidence has been organised into examples of ‘progress’ and ‘challenges’. Based on the identified evidence, the Evaluation team collectively agreed on a ‘RAG’ (red / amber / green) rating for each component of the ToC to assess ARC’s progress along the causal pathways.⁴

Table 4: Analysis Matrix

#	Element of ToC	Areas of progress	Challenges to progress	RAG rating
ARC Inputs				
INP_01	Effectively managed Agency ARC	<p>OR: ARC has recently hired or is actively hiring for several key positions including a COO, Deputy head of R&D, Quality Control Managers (VF)</p> <p>OR: ARC has established a regional office in Cote D'Ivoire (VF)</p> <p>OR: ARC Agency uses a set of standard operating procedures (SOPs) around activities such as CP, country engagement, risk transfer; although they are a bit dated and could be made more robust. (3)</p> <p>GR: Important that it is part of the AU (3)</p> <p>PS: All respondents knew this was an AU initiative and 83% said it made them value ARC differently compared to other another external agency (2)</p>	<p>GR: frequent changes to the portfolio, premium payment deadlines are often missed. Suggests lack of robust procedures or lack of rigour in implementing procedures (3)</p> <p>GR: Lack of clarity over Agency and Ltd's relationship (3)</p> <p>GR: they have a cost-heavy structure (2)</p> <p>DFID has instigated a Performance Improvement Plan with ARC which flags a number of areas of concern. (VF). ARC are engaging with the plan (1).</p> <p>OR: ARC Agency's transition from start-up to more mature org. is exposing some challenges: (i) need to standardise operational processes (reporting, communications, HR, onboarding new staff, etc.); (ii) risks</p>	

² Within the matrix, GR = Global Review Key Informant Interviews, OR = Organisational Review, PS = Perceptions Survey, BCA = Baseline Context Assessment, Mt = Mauritania, Mw = Malawi, K=Kenya.

³ Rating of 1 if coming from one credible source, 2 from two credible sources, 3 from 3+ credible sources, or VF if can be considered a verified fact.

⁴ **Green:** evidence suggests positive progress is being made in line with the theory of change causal pathways, and underlying assumptions are holding as valid and accurate.

Amber: evidence suggests some progress is being made in line with the theory of change causal pathways but with challenges, and underlying assumptions are tenuous without sufficient evidence to confirm or refute as valid and accurate.

Red: evidence suggests little to no progress is being made in line with the theory of change causal pathways and significant challenges are noted, and underlying assumptions appear tenuous and are not holding as valid and accurate.

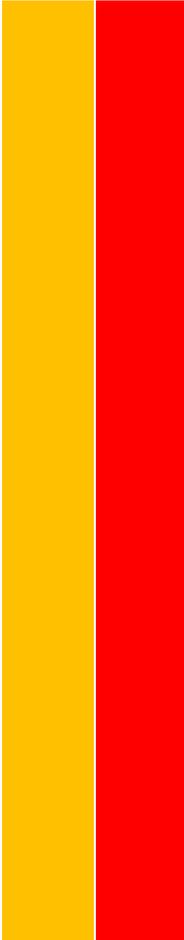
Grey: insufficient evidence at this stage in the evaluation to make a judgement on progress or assumptions.

			<p>around lack of institutional memory – R&D director only person who knows details of ARV; (iii) recruitment and staffing - how ARC handles in next few years will be critical to success (3)</p> <p>OR: Issues with communication to donors and other stakeholders and some high-profile bad press relating to ARCs handling of various challenges (e.g. Malawi ARV) (3)</p> <p>OR: Several constraints to ARC Agency's capacity were identified: (i) not enough staff to cover the scope of the mission; (ii) challenges to getting the 'right' people for the job; (iii) WFP administrative contract a hindrance to hiring; (iv) lack of team cohesion/communication (3)</p>	
INP_02	Effectively managed ARC LTD	<p>GR: Ltd is well managed (1) and the risk pool is frequently oversubscribed by reinsurers (3)</p> <p>OR: In 2017, LTD hired a CEO and a few other fulltime positions and opened-up an office in Johannesburg. The plan to build-out staff was put on hold due to small risk pool and lower than expected transactional need. (3)</p>	<p>GR: even when a policy is in place, premium payment is not occurring on a timely basis (3)</p> <p>OR: Premium payment is a big issue. Even when policy is signed, countries are not paying premiums and/or missing deadlines for paying in installments. (3)</p>	
ARC Activities				
ACT_01 & -02	Ongoing engagement and dialogue with ARC member states and non-member states / other stakeholders	<p>PS: 67% have attended an ARC workshop, 54% have attended a TWG, 80% have attended an ARC COP (2) 37 per cent of the sample were engaged in all four ARC activities</p> <p>OR: 13 countries have signed ARC MOU which means they are going through the capacity building process Mt, Mw, K: evidence of ongoing workshops and meetings (3, 3, 3)</p> <p>OR: ARC is building a presence across Africa. It has 32 country signatories, 4 ratifications, and has signed MOUs with 17 countries; 16 countries have either started or completed the initial capacity building process, 14 have CPs in place. (3)</p> <p>GR: various organisations (e.g. INGOs) involved in ARC Replica (3)</p>	<p>GR: Limited productive engagement and dialogue with some other stakeholders, in particular World Bank and EU and civil society. (3)</p> <p>GR, OR: strained relations with donors (3, 3)</p>	

		<p>ARC attending various events eg: Global Platform panels, BOND meeting, IDF event, ODI meeting (VF).</p> <p>GR: traction within the reinsurance industry due to diversification benefit and CSR. Oversubscribed by reinsurers (3)</p> <p>OR: ARC actively working to develop partnerships with other organisations modelling drought (e.g. Agrimet and FEWSNET) to help understand differences between ARV and other models (1)</p> <p>OR: ARC is in the process of establishing partnerships with other organisations in Africa – They currently have MOUs with AfDB, CIMA, and are engaging with SADC, and IGAD etc. (3)</p>			
ARC outputs					
OUT_01	ARC product offering which includes continuous R&D around new products, initiatives and improving existing products and initiatives				<i>[summary of 1a and 1b]</i>
OUT_01a	Development and refinement of innovative financial products and development of ARV	<p>OR: ARC designing models for other crises: e.g. disease outbreaks. Discussing how to use ARC insurance for middle income countries (cash crops) (3)</p> <p>Mw, K: ARV has been adapted and refined based on learning from experience (i.e.: after experience in Malawi they are looking at how to include temperature, in Kenya they have split out the arid and semi-arid regions for different policies) (3, 2)</p> <p>OR: ARC manages a feature request list for ARV (3)</p> <p>PS: On a scale of 1-4 (least to most), 68% answer '3 out of 4' for how much they trust the information provided by ARC's EWS and current risk models (ARV). 16% ranked it as '4 out of 4. (2)</p>	<p>GR: there have been lots of technological advances in modelling over the last few years – not clear that ARV has kept up. It's a 'black box' so hard to know. (3)</p> <p>GR, Mw, K: demand from some African govts for more flexibility (1, 1, 2)</p> <p>OR: demand for new products</p> <p>GR: others are also working on epidemics and disease outbreaks e.g. Regional Climate Centre in West Africa therefore potentially not that innovative (1)</p> <p>OR: Recognition that design of accurate flood and cyclone products are challenging and process is moving more slowly than first anticipated; some indication that they may be over-stretching in too many directions before solidifying drought model (2)</p>		

			<p>OR: There are several challenges with ARV: (i) ARC Agency cannot accommodate all countries requests for customisation of ARV, otherwise it will be too difficult to maintain. Have a prioritisation list; (ii) ARV is very sensitive to input data, one change can lead to substantial changes in model outcomes; (iii) how to handle more rapid changes in weather patterns when ARV is based on a longer-term historical data (iv) how to handle multiple year drought events; (v) hard to disentangle chronic vulnerability with that caused by drought (2)</p>	
OUT_01b	Development and refinement of CP standards and guidelines, ARV customisation, policy terms and country engagement	<p>OR: demonstrated evidence from reports of TRC and Board PRM on the evolution and improvement in tools and processes around CP (3)</p> <p>Mw: (NB: Some stakeholders applauded ARC for being flexible and adaptive in their response to issues with ARV in Malawi, and to adapt the FIP) (1)</p>	<p>GR: these processes, e.g. determining parameters, are not very transparent or standardised (3)</p> <p>Mw, K: process for TWG recommendations feeding into policy terms was not followed (2,2)</p> <p>Mw, Mt: inadequate due diligence associated with process for changing the FIP (3,3)</p> <p>OR: Recognition (after Malawi) that they need guidelines around ARV customisation and policy terms (3)</p>	
OUT_02	ARC's ongoing capacity building programme centred on EW, CP, disaster risk management, and disaster finance.	<p>Mt: Ongoing programme with trainings, presentations (3)</p> <p>OR: ARC has a standardised training materials on the different components of the capacity-building programming (3)</p>	<p>Mw, K: Communication with the TWGs and capacity building seems to have dropped off, given the fact that neither country signed a policy for the 2016/2017 season. (2, 2)</p>	
ARC Short-term Changes				
STC_01	Member States develop improved understanding and increased technical capacity in the design and implementation of contingency plans	<p>Mw, K: Developed customised EWS through collaborative process across agencies and with ARC (2, 3)</p> <p>Mt, Mw, K: ARC technical team was responsive and helpful (1, 2, 2)</p> <p>OR: See improvements in understanding based on the</p>	<p>OR: recognition that existing tools may not be sufficient as countries and people within countries are at different levels of understanding. Need to design more personalised tools (e.g. online learning like Khan Academy) (1)</p> <p>OR: mixed views on the value and effectiveness of the Government Coordinators. Some see the GCs as</p>	

	<p>for early response, risk modelling, risk pooling, and risk transfer mechanisms.</p>	<p>year-on-year increase in sophistication of the discussions around ARV customisation. Where before countries asked questions about basic configuration parameters, now they ask about some of the higher-order configuration issues (1)</p> <p>OR: In West Africa see the ARC CPs being used more widely than just for ARC funding (1)</p> <p>PS: On a scale of 1-4 (least to most), 68% answer '3 out of 4' for how much they trust the information provided by ARC's EWS and current risk models (ARV). 16% ranked it as '4 out of 4. (2)</p>	<p>ineffective because they have other fulltime responsibilities while others see them as a lynch pin of sustainability (not having ARC staff in every country (3)</p> <p>GR: Capacity building generally needs improvement, concerns around understanding beyond a small group (3)</p> <p>GR: It is good that there is a requirement for CP (better than CCRIF or PCRAFI), but in reality this is not as effective as it could be (3)</p> <p>Mw: no increased understanding/capacity for CP (because they used existing system) (2)</p> <p>Mw, Mt, K: capacity built among a small group of technical people – limited wider impact (3, 3, 3)</p> <p>Mw: turnover and staff rotation undermines capacity building (3)</p> <p>K: the 'right' people don't always attend trainings (2)</p> <p>Mw, Mt: low starting point, in terms of understanding insurance concepts (3, 3)</p> <p>K: Problematic presentation of ARC's products, they should not be building capacity and selling a product at the same time (1, 2)</p> <p>Mw: some capacity built, but insufficient to prevent problems occurring ('graduated too early') (3)</p> <p>Mw: ARC Agency staff didn't seem to fully understand the model (1)</p> <p>BCA: low starting point, for readiness / institutional capacity. DRM readiness, in terms having a national DRM policy/strategy and having a DRM institution, is low across member states (3).</p> <p>GR: lack of participatory planning for CPs (1)</p> <p>OR: capacity-building process takes longer than first anticipated and is not linear. Countries who have completed the capacity-building programme continue to require capacity building and technical advice from ARC</p>	
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			<p>(3)</p> <p>OR: capacity built among a small group of people and if they move posts, ARC has to begin again. Institutionalisation of the knowledge is slow (2)</p> <p>PS: Mixed views – 12% rate ARC as 4 out of 4 on its success in facilitating knowledge transfer and capacity-building in relation to DRM, CP, EWS and DRF, modal rankings are 2 and 3 (each with 44% of responses) (2)</p>	
<p>STC_02</p>	<p>Contingency plans and insurance contracts are in place</p>	<p>OR: ARC has the most traction in West Africa where two countries (Senegal and Mauritania) have taken out 4 successive policies. (3)</p>	<p>OR: Both Senegal and Mauritania received payouts in their first year (VF).</p> <p>Mw, K, Mt: Premiums widely perceived as unaffordable / expensive (3, 3, 3)</p> <p>PS: 75% of respondents say ARC insurance is expensive in comparison with other options (3)</p> <p>BCA: ARC countries are typically low income or lower-middle income and have relatively high ODA per capita levels therefore less likely to be able to pay premiums themselves and have a history as aid recipients</p> <p>GR: with low attachment points, ARC insurance does not gain political traction as countries have to put in as much or more as they are getting out (3).</p> <p>Mw, K: lack of trust in the model (3, 2)</p> <p>GR: even when a policy is in place, premium payment is not occurring on a timely basis (3)</p> <p>GR: premium financing from donors is needed to stimulate the risk pool (3)</p> <p>GR: although there isn't yet a diverse market for risk financing products in Africa, there are other options available that potentially look more attractive to member states e.g. CAT DDO's, aid, EU contingency funds, mobilizing £30m themselves if needed (3)</p> <p>K: the rigour of the CP process is disincentive to using ARC as opposed to alternative sources of financing (1)</p>	

			<p>OR: Premium payment is a big issue. Even when policy is signed, countries are not paying premiums and/or missing deadlines for paying in installments. There is a clear shift in discourse around premium financing. Earlier, the fact that countries had to pay their premiums was a source of pride and an indicator of sustainability. Now it is seen as a necessary condition for the survival of ARC (3)</p> <p>BCA: the most food insecure countries are not all engaged with ARC – there are other countries who you could expect to have an interest in ARC insurance</p>		
<p>STC_03</p>	<p>Member States experience improved intra-ministerial dialogue and communication around disaster risk management and response and increased peer-to-peer learning across states</p>	<p>OR: strong existing regional networks in West Africa appear to facilitate ARC engagement – ARC is not creating but rather leveraging these networks. (1)</p> <p>OR: There is a Conference of Parties (COP) every year (VF).</p> <p>Mt: inter-ministerial committee set up to oversee ARC (3)</p> <p>Mw: TWG participants said the collaboration with other departments/ministries in TWGs was valuable (2)</p> <p>PS: 80% of respondents say that ARC contributes to dialogue and coordination on DR financing across Africa; 64% say that ARC contributes to the same in their own country (3)</p>	<p>OR: original idea of sharing through regional workshops hasn't worked because countries are at different stages in learning (2).</p> <p>OR: there is a disconnect in understanding between the TWG members who are technical do the detail work and understand more clearly the product, opportunities and challenges and the political side, who ultimately decide whether to sign and fund a policy (3)</p> <p>Mw, Mt, K: no clear evidence of meaningful peer to peer learning (3)</p> <p>GR: COPs do not appear to support meaningful learning (2)</p> <p>K, Mw: TWG activity has tapered off, having started off well – and reduction in communication about ARC (2, 3)</p> <p>BCA: DRM readiness, in terms having a national DRM policy/strategy and having a DRM institution, is low across member states. Suggests that existing levels of inter-ministerial dialogue and communication on DRM is very low, presenting a challenge context for ARC (3)</p> <p>K, Mw: disconnect between technical and political levels – lack of communication (2, 3)</p> <p>K, Mw: ARC had undermined some communications channels (2, 3)</p> <p>K: lack of communication between DRM and finance ministries (2)</p>	<p>Improved intra-ministerial dialogue and communication</p>	
					<p>Increased peer-to-peer learning across states</p>

<p>ST_04</p>	<p>ARC experiences improved dialogue and coordination with national, regional, and international stakeholders and programmes as these actors become increasingly aware of ARCs products and services</p>	<p>GR: ARC Replica is being operationalised in Senegal and Mali (1)</p>	<p>PS: Only 56% report ARC as being influential across all of Africa with governments, policymakers and other decision-makers in relation to disaster planning and finance (54% when speaking about ARC's influence in their own country) (2)</p> <p>PS: 69% of respondents say ARC is not well understood across Africa, and 60% say ARC is not well understood in their own country (2)</p> <p>GR: ARC needs to be more transparent, share more information and communicate their work better (3)</p> <p>GR: ARC is not well known outside of Africa and is only understood by a small group (3)</p> <p>GR: Donors and NGOS seem polarized in their views of ARC (3)</p> <p>Mw, K: ARC's communication perceived to be poor (3, 3)</p> <p>OR: ARC staff and Board members indicate that ARC needs to improve their communication and marketing across all stakeholders (3)</p> <p>OR: ARC has an uneasy relationship with donors. ARC wants more independence to operate (e.g. too much reporting), noting that donors have no official role within the governance structure of the ARC Agency (albeit, ARC is currently wholly reliant on donors for its survival). Some ARC stakeholders (not all) are also frustrated with what they view as donor support to competing products (CATDDO, DFID Contingency funds, etc.) that undermine the organizations ability to grow. Donors frustrated by too little and late communications (e.g. WFP contract issue and Malawi). In response to these issues donors have put together a required performance implementation plan (PIP) that will further challenge ARC's capacity & resources. (3)</p> <p>OR: ARC notes need to better leverage the AU in engagement and coordination with country messaging (3). One staff member noted an example whereby another AU organisation that didn't know about ARC and thought it was a private sector organisation rather than a</p>	
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			<p>development organisation (1).</p> <p>K, Mw: distrust of insurance, lack of information about who owns ARC and in whose interest it is run (3, 3)</p> <p>GR, Mw, K, Mt: lack of clarity about the independence of ARC Agency (3, 2, 2, 1)</p> <p>Mw: limited response by ARC to reports by INGOs (CARE and ActionAid) – and limited willingness to engage in dialogue (CARE) (3)</p> <p>Mt: partnerships not developed for coordinating disaster response (3)</p>	
Event	In case of disaster: ARV payout triggered	GR: Payouts generally in line with expectations, apart from Malawi (3)	<p>PS: Only 58% of respondents say payouts match expectations (2)</p> <p>GR: Malawi widely perceived to be a situation where ARV and ARC processes did not work well enough to trigger a payout (3)</p>	
ARC Intermediate changes				
INT_01	Effective & timely implementation of country contingency plans and speed of payout	<p>Mt: CP implementation did facilitate quicker and more extensive response than in the past (3)</p> <p>Mw: positive comments on the process of updating the CP/FIP, given the late payout – some of the funds were used to fill gaps in the existing humanitarian response. (3)</p> <p>OR: ARC Agency contracts an independent organisation to conduct post-payout process audits and financial audits (3).</p>	<p>Mw: Received late payout (3)</p> <p>Mw, Mt: Problems with process of how decisions are made regarding how funds will be used (3)</p> <p>OR: Currently process audits and financial audits take a long time to implement and disseminate (over a year for the first payout) and they are not publicly available for review and scrutiny (3)</p> <p>OR: The process audits of two of the three countries paid out in the first year report important country difficulties with timely and effective implementation (3)</p>	
INT_02	Vulnerable households covered by ARC insurance reduce loss of assets and livelihoods in event of disaster	Mt: payouts appear to have reduced sale of assets for some HHs (1)	<p>Mt: 12000 less HHs were covered because of expensive procurement (3)</p> <p>GR: Percentage of risk covered by ARC is small – it doesn't cover much in terms of the overall needs (3)</p> <p>GR: Index insurance doesn't cover all the perils that</p>	Not enough evidence at this stage in the evaluation

			<p>affect food insecurity (3)</p> <p>BCA: social assistance coverage is low across the sample of AU countries and across ARC signatories. Suggests that social protection systems as a means for distributing payouts to HHs are relatively weak (though these systems aren't the only way) (2)</p>		
INT_03	Member States demonstrate increased ownership and leadership of the risk management process	Mt: a couple of examples of increased ownership and institutionalisation cited by KIs (2)	<p>Mw, Mt, K: No embedding of ARC in national budgets and strategies. (3, 3, 3)</p> <p>Mw, K: No evidence of ARC contribution to increasing ownership or institutionalisation (3, 3)</p>		
INT_04	ARC sees a significant and growing demand for its products and services	PS: From the perspective of respondents, 68% believe there is a growing demand for ARC's products and services across Africa, 62% in their own country (3)	<p>See ST-02</p> <p>Shrinking risk pool (VF)</p> <p>GR: would be in more demand if ARC also covered flood and epidemic as not all African countries are affected by major drought (2)</p> <p>BCA: only 1/20 countries sampled is currently a member of the risk pool; 1 other had previously been a member. This is not "significant demand" (3)</p>		
ARC Long-term changes					
LTC_01	AU member states are better able to anticipate, plan for, finance and respond to weather-related disasters in a more timely and effective manner	<p>Mt: Responded faster than ever before and with more comprehensive food distribution thanks to the CP (3)</p> <p>GR: insurers and reinsurers argue ARC has been 'revolutionary' and has enabled more risk to be transferred at scale than was previously possible (3)</p>	<p>K: Ongoing development of new finance and response mechanisms for weather-related disasters – ARC contributed to some technical know-how related to early warning system, but stakeholders don't attribute overall gains in DRM to ARC (3)</p> <p>Mw: Experience with ARC was not positive for showing the value of new products and financing mechanisms to help anticipate, plan and finance for weather-related disasters. (3)</p> <p>Mw: Ongoing reliance on emergency donor funds (3)</p>		

<p>LTC_02 & LTC-03</p>	<p>ARC Agency and Ltd become self-sustaining and pay capital back to donors</p>	<p>OR: first four risk pools oversubscribed by reinsurers (2)</p>	<p>GR: most interviewees could not see a viable path to ARC Agency becoming self-sustaining and felt it would continue to need donor investment (3)</p> <p>Mt: Scepticism that ARC will be able to bring enough countries into the risk pool to become financial viable (2)</p> <p>Mw, K: Scepticism that the country will be convinced to sign another policy, or if so, only during a year when they know there is high likelihood of drought (3, 3)</p> <p>OR: ARC is discussing several alternative revenue streams to help fund Agency activities; but there are challenges to each of them (3)</p> <p>OR: ARC is a public/private partnership where ARC has capital that doesn't belong to it that must be repaid over 20 years. ARC Ltd has only received about 50% of this capital to fund the insurance pool. ARC would like to have the additional funds to manage and invest to help finance the administrative costs. ARC Ltd. would also like the loan to be more concessional (40-year payback rather than 20 years) to account for the time it takes to change behaviours (2)</p> <p>OR: the global shift to Nationalism might impact future sustainability of ARC. With changes in government in the UK and US, DFID is under pressure. Movements in aid markets and slower economies could have a real impact on the success of ARC if there is not enough time for the programme to become sustainable. Such global economic shifts 'intensifies the trade-offs for the countries,' making ARC's education component even more of a priority (1)</p>	
<p>ARC Impact changes</p>				
<p>IMP_01</p>	<p>AU Countries continue to grow in spite of shocks and stresses by transforming the way they manage risk and disaster</p>			<p>Not enough evidence at this stage of the evaluation</p>

	risk financing in order to respond in a timely and efficient manner			
IMP_02	A functional and vibrant pan-African response system that enables African governments to meet the needs of people at risk of natural disaster			Not enough evidence at this stage of the evaluation

7 Interview Questionnaires

KIIs were conducted using a semi-structured approach. Questionnaires were used as guides and questions were tailored for the particular KI. Below are examples of the questionnaires used in the Global Review, for the Case Study in Malawi and for the Organisational Review.

7.1 For the Global Review KIIs:

For insurers/reinsurers and brokers

ARC compared to other DRFI products

- How diverse is the market for risk financing products in Africa?
 - What was the impact of ARC on the existing market for risk financing products in Africa?
 - Has ARC enabled risks to be transferred to the international reinsurance market where they could not have been previously?
 - Would you say that ARC has enabled the private sector to provide reinsurance at competitive pricing? If yes, how?
- Are ARC's products and services competitive in relation to other risk financing options in Africa?
 - What factors determine competitiveness?
 - Which other risk financing options do you think are, or have the potential to be, more appealing from a cost-effectiveness perspective than ARC?
 - How do ARC's premiums compare to other risk insurance products? *How significant do you think premium rates are in determining the uptake of ARC?*
 - More generally, does ARC offer policy terms that best meet the needs of countries?
- How is ARC viewed within the insurance/risk modelling industry? Is it a key actor – currently or potentially – in supporting effective DRM and risk financing across Africa?
 - Is there sustained interest in ARC products by the capital markets and reinsurers? *What factors would strengthen or detract from the interest they have in ARC?*
- In your view, is the ARC insurance pool growing enough to have a critical mass of countries and peril coverage options to develop a large enough risk pool to be sustainable?
 - How much diversification benefit is expected from pooling risks that ARC covers? To what extent has that diversification benefit been realised?
 - Is there a viable path to a time when ARC Agency activities are no longer financed by donors?
 -

ARC models

- Are ARC models used and trusted in the market place as a reliable source of information about weather risk?
 - Do you think that the ARV model functions properly, in providing reliable indications of rainfall variations?
- Is the ARC approach and the ARV effective in supporting countries to decide what risks to transfer, to where and at what level?

ARC's performance

- How successful has ARC been in marketing reinsurance products to governments? What specific actions have enabled this success (or lack thereof)?

- How effectively has ARC engaged with member states to define realistic insurance parameters such as attachment points, limits and retentions?

Who else would you recommend we interview?

Questions for IFIs, Donors and NGOs

ARC in the context of DRMF in Africa:

- How is ARC viewed within the donor / NGO community? Is it a key actor in supporting effective risk management and risk financing across Africa?
- How well is ARC understood within the context of DRM and DRMF across the region-including governments, NGOs, national insurance / financial sector, and donors?
- How relevant is ARC's strategy and role in Africa relative to the wider regional context and broader DRM architecture?
- In your view, how important is it that ARC is an AU/African owned initiative (e.g. rather than via an external agent like the WB)?
- To what extent do you think that the international community undermines ARC e.g. through instruments like CAT DDOs?
- Do ARC's engagement efforts generate interest in insurance products? What evidence is there for this?
- How effectively has ARC engaged with member states to define realistic insurance parameters such as attachment points, limits, and retentions?
- Are ARC products relevant and responsive to member states needs?

ARC's products and services

- Is there evidence of a diverse market of risk financing products available in African Countries? If so, how has ARC contributed to this market *and /or what has the impact of ARC been upon this market?*
- Is ARC cost effective (for donors and member governments) compared to alternative mechanisms for financing the same level of risk?
- Is there a viable path to a time when ARC Agency activities are no longer financed by donors?
 - If yes, what do you think are important determinants in realising this outcome?
 - If no, why not? Do you think continued donor involvement affects the impact of ARC, actual and potential?
- Is there sustained interest in ARC products by the capital markets and reinsurers?
- Is there evidence of a significant and growing demand for ARC products and services?
- How do ARC's premium rates compare to other sources of insurance? How significant do you think these rates are in influencing uptake and impact of ARC?
- In your view, is the ARC insurance pool growing enough to have a critical mass of countries and peril coverage options to develop a large enough risk pool to be sustainable? How much diversification benefit is expected from pooling risks that ARC covers?

Modelling:

- Are payout triggers for ARC products consistent with observed need and in line with expectations from governments considering the extent of the disaster and what they understand about risk financing?
- Are ARC models perceived as a trusted source of information by countries and the marketplace on early warning and risk modelling?
- Do you think that the ARV model functions properly, in providing reliable indications of slow onset perils
- Is the ARC approach and the ARV effective in supporting countries to decide what risks to transfer, to where and at what level? *What other support is available?*

Who else would you recommend we interview?

7.2 For the Case Study KIs:

Stakeholder Discussion Guide – Example Malawi⁵

Respondent information	
Respondent name:	
Organisation / department affiliation:	
Role:	
Date:	Time:
Respondent type:	1 = in-country political actors 3 = implementation coordination, partners, donors 2 = technical working group(s) 4 = beneficiaries (people & HH)

Sections:	1. ARC's products & engagement 2. Resourcing disaster risk management and response 3. Coordinating disaster risk management and response 4. Implementing disaster response 5. Sustaining disaster risk management and response
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Respondent type			1. ARC's products & country engagement
1	2	3	
			➤ How and to what extent do ARC's products/services/activities support on-going engagement and an on-going learning cycle for ARC and Member States within and across countries? ➤ How well do ARC's risk models function? Are they improving over time?
x	x	x	1.1. What is your role/involvement with ARC? How did you first become involved?
x			1.2. Can you please describe for us how Malawi first become engaged with ARC?
x	x	x	1.3. Why do you think Malawi agreed to join ARC initially? Why is ARC pertinent within the Malawi context?
x			1.4. How did ARC gather political support in Malawi ahead of it joining ARC? How is this support for ARC maintained? How has political support for ARC changed since it first joined ARC?
			1.5. Malawi recently published its DRM Policy Framework. How does ARC fit within that policy?

⁵ The country discussion guides varied considerably based on local contextual details for example, whether the country had received a recent payout, how long they had been a risk pool member etc. Herein we provide one example, for the exact guides for the other two countries (Mauritania and Kenya) please contact the authors.

x	x	x	1.6. Does the fact that ARC is an AU / African initiative give it more value than if it was a more external agency (i.e. World Bank, UN, EU, etc.)? Please explain.
x	x		1.7. How has ARC engaged with Malawi & its political leadership to define realistic insurance parameters such as trigger points, limits, and premium amounts?
x	x	x	1.8. What are the key benefits for being a part of ARC and having its disaster risk insurance plan?
x	x	x	1.9. What are the key challenges for being a part of ARC and having its disaster risk insurance plan?
x	x		1.10. Were you involved in the contingency planning process? If so, how?
x			1.11. How was it decided who should/shouldn't be involved in the Contingency Planning process? Why?
x	x		1.12. How does Malawi's government perceive the CP process? Do you find it useful? What might be improved?
	x		1.13. Is the Contingency Planning process, including the peer review and approval process of both the Contingency Planning and Final Implementation Plan, evolving overtime? If so, how?
			1.14. Were you involved in developing the Final Implementation Plan? If so, how?

x	x	x	Africa RiskView (ARV) 1.15. Do you think that ARC's approach and the ARV have been effective in helping Malawi to decide what risks to transfer, how and at what level?
	x		1.16. Does the ARV model function properly, providing reliable risk estimates of drought?
	x		a. What was the process for customising ARV when Malawi first began engaging with ARC?
	x		b. Is the product evolving where modelling constraints are resolved overtime through further R&D?

			c. What is your opinion about why the wrong variety of crop was used in the model? What is the difference between the two types of crops?
	x		d. Is the quality and reliability of the <u>input data</u> into ARV sufficiently accurate and regularly available to provide reliable results?
	x		e. Is there evidence these data are improving overtime?
x	x	x	1.17. Malawi did not initially receive a pay-out from ARC following the 2016 drought. How did you determine the cause of the ARV's inaccurate prediction?
			1.18. Did ARC provide support when this issue was raised? How was the communication with ARC?
			1.19. To what extent has ARC been flexible and adaptable in customizing ARV?
			1.20 Now that the ARV customisation for Malawi has been revised, do you have confidence that it would provide reliable risk estimates for the country?

Respondent type			3. Resourcing disaster risk management and response
1	2	3	<ul style="list-style-type: none"> ➤ Does the ARC model lead to enough disaster financing for different size slow and rapid onset disasters to make a crucial difference in the livelihoods of households? ➤ Does ARC engagement within member states lead to tangible commitments from governments in terms of dedicated resources and time?
X	x	x	2.1 What other planned sources of DRMF funding are available in Malawi (i.e. humanitarian aid, national contingency fund, other insurance, other finance)?
x	x	x	a. To what extent have these other sources/mechanisms of funding been made available and complementary to ARC's insurance?
x	x	x	b. Does ARC insurance reduce Malawi's need for additional sources of funding, such as other donors or international actors?
x	x		c. Is Malawi de-investing in climate change adaptation or mitigation strategies in favour of insurance financing? Or are there signs that Malawi is increasing the amount of funding for climate change adaptation and mitigation beyond insurance?
x	x		2.2. In the past, how has Malawi paid for its ARC premiums? Are they embedded into the national budget and plans?

x	x		2.3 Are other budget allocations for managing risk embedded in Malawi's national government? If so, can you please describe?
x	x		2.4 Does Malawi have a global DRMF strategy in place? If yes, does it include insurance?
x	x		2.5 Malawi chose not to sign a policy with ARC for the 2016/2017 season. Why is this?
x	x		2.6 Do you believe that Malawi will need and use ARC insurance products in years to come? Why or why not?
x	x		a. Do you think ARC's insurance products are <u>effective</u> compared to alternative mechanisms for financing the same level of risk? Why / why not?
x	x		b. Do you think ARC's insurance products are <u>affordable</u> compared to alternative mechanisms for financing the same level of risk? Are you aware of other comparable insurance products?
x	x		c. Do you think ARC's insurance products are <u>relevant and responsive</u> to Malawi's specific needs?
x	x	x	2.7 How valuable do you think it is for Malawi to have its own sovereign insurance for extreme weather (including disasters other than drought), compared to relying on other financing or donor funding?

Respondent type			3 <i>Coordinating disaster risk management, financing, and response</i>
1	2	3	➤ <i>What network of stakeholders has ARC engaged in the country to support policy and practice change and is this the relevant network for changes to occur?</i>
x	x	x	3.1 How has ARC engaged with member partners, such as the Technical Working Groups, Strategic Committee, etc., on Contingency Planning (CP) and Disaster Risk Management Finance (DRMF)? To what extent is there coordination? To what extent are these partnerships working? Why / why not?
x	x		3.2 Can you please describe the role of the technical working groups around EW, CP, and DRMF processes in Malawi?
x	x		a. Have the roles of these TWGs changed since Malawi first signed up to ARC?
x	x		b. How many people are part of the TWGs (or departments / ministries)? How many women are on the TWG? Are any gender gaps in this area being addressed by ARC and the TWG's (departments / ministries)? Please explain.

x	x		c. FOR WOMEN RESPONDENTS: please describe your experience with working in a male-dominated sector. What needs to be done to include women involvement in the TWGs and in disaster risk management more generally?
	x	x	3.3 With which other actors does Malawi's government coordinate its disaster response activities?
	x	x	a. How does the Malawi government coordinate these activities with humanitarian actors?
			b. Has there been a shift in coordinating relief activities with other actors since Malawi first adhered to ARC? If so, why?
	x	x	c. Is this coordination effective? What areas can it improve in?
	x	x	d. Is this an area that ARC supports or could support, by encouraging greater peer-to-peer dialogue or other multi-stakeholder dialogue?
	x	x	3.4 Does the NGO/INGO sector in Malawi broadly align with ARC's actions and views on how to mitigate the negative impacts of climate disasters? Why / Why not?
x	x		3.5 Does Malawi have 'knowledge champions' within key ministries that push forward ARC's thematic areas? Who are they? What challenges do they face? Do these champions change over time? Why?
			3.6 Does Malawi have champions promoting disaster risk insurance among key political decision-makers?
x	x		3.7 Do Malawi's representative(s) to ARC regularly attend relevant regional workshops offered by ARC and others?
x	x	x	3.8 To what extent has ARC provided support to ensure that ARC's risk finance is coordinated with and complements Malawi's on-going social protection and humanitarian response?

Respondent type			4 <i>Implementing disaster response</i>
1	2	3	➤ <i>What evidence is there that pay-outs to governments and the implementation of ARC Contingency Plans has contributed to the protection of livelihoods and food security, and prevented asset loss?</i>

	x	x	4.1 Do you know why Malawi chose food distribution and cash transfer mechanisms, as outlined in the Operational Plan?
	x	x	4.2 Are these response mechanisms scale-ups of existing social protection programmes?
	x	x	a. How is targeting designed to work for response delivery?
	x	x	b. How quickly is support designed to reach households within the Operational Plan? Is this quicker than with other disaster response mechanisms?
x	x	x	4.3 What are the current plans for using the ARC pay-out funds? Have the funds yet been used? If so, how?
			4.4 Is Malawi using the flexible Contingency Plan procedures to refine plans at Final Implementation Plan (FIP) stage, and making adjustments to plans during delivery due to realities on the ground?
			4.5 What are the changes between the original operations plan and how the funds are being used? Why were these changes made?
			4.6 Do you expect that the planned use of these funds will prevent (or have prevented) or reduce asset loss or other negative coping strategies at the household level? What evidence do you have for this?
			4.7 Did any changes in political priorities or political leadership have any bearing on changes in how this money will be used/has been used?

Respondent type			5 <i>Sustaining disaster relief</i>
1	2	3	➤ <i>Is there evidence of countries investing in DRM as a result of increased knowledge of DRM and quantified risk? If so, is there evidence that the change in investment is sustainable?</i>
x	x	x	5.1 Has ARC's technical support helped Malawi to build its technical capacity in Early Warning (EW), Contingency Planning (CP), Disaster Risk Management (DRM), and Disaster Risk Management Financing (DRMF)?
x	x	x	5.2 Who attends ARCs technical workshops? Are they responsible for the work of the decision-making? Are the workshops effective in training the right people with the right skills?
x	x		5.3 Is there now local capacity to update the ARV configurations or the Contingency Plan each year? Does ARC provide support on this each year, or is it led by local capacity?
x	x		a. Is there specific documentation or expertise in place to provide this knowledge as a reference

			point for new staff, especially given turnover of civil servants? If not, what is the Government of Malawi doing to address these gaps? What can ARC do to support addressing these gaps?
x	x		5.4 Has ARC had any influence on improving Malawi's legal or regulatory framework (relating to DRM)?

Respondent type			6 Final thoughts
1	2	3	
x	x	x	6.1 Overall, what are your views of ARC, both in Malawi and in Africa more broadly, as a partner / actor in supporting risk management and risk financing?
x	x	x	6.2 Is there anything else you would like to add about ARC or disaster risk management in Malawi generally?

7.3 For the Organisational Review Klls:

Name	
Title	
Organisation	
Interviewer Name	
Interview Date	

Explain the purpose of the interview. OPM was contracted by DFID to do a 10-year evaluation of the ARC Agency. The evaluation has a two-fold purpose of sharing lessons learned and of evaluating the success of the ARC model. We are here to interview staff to gain a more detailed understanding of how ARC as an institution operates and how the organizational learning and change happens overtime. We will be interviewing staff at regular points throughout the evaluation. Questions will be asked related to a series of focal areas such as governance, resource & capacity, etc. Any information shared will be kept using strict privacy protocols. Those interviewed will remain anonymous unless a request to share the source is granted. The interview should take about one hour.

GENERAL

Please briefly describe your role within the ARC Organisation	
Does ARC have a policy in relation to gender?	

COUNTRY ENGAGEMENT

Question	Link to EQs
Describe the initial process of country engagement. To whom does ARC reach out (e.g. formal political introductions)? What do these discussions	3.2.14

	entail? How does ARC identify the appropriate in-country actors?	
	How does dialogue with the country evolve overtime? Can you provide examples of in a country where dialogue has notably improved and how ARC helped facilitate this dialogue? Can you provide an example of where dialogue is challenged and how ARC is working through this challenge?	3.2.14
	Have any countries reached out to ARC (Agency? Ltd?) with interest in your products and services? If yes, how did this engagement happen?	

CAPACITY BUILDING GENERAL

Country-capacity

I am now going to ask a series of questions around country capacity.

	How do you assess a country's capacity (understanding and skill sets) in relation to the various technical components involved in ARC such as EW, CP, DRM, DRF, etc.? <u>Prompts:</u> Is there a formal process that is undertaken? For instance, do you conduct a needs assessment? Use another tool? If so, are these tools reviewed periodically?	3.3.4
	As countries work with ARC over the years, do you see noted improvements in the country's capacity around EW, CP, DRMF? Can you provide some concrete examples?	3.1.11

ARC Capacity programming

The next set of questions are around ARC capacity-building programming.

	What capacity building activities does ARC conduct in member countries? <i>Ask for specifics and how they work.</i>	1.1.2
	How have these ARC capacity building activities improved overtime (<i>probe for specific examples of how tools and activities have changed</i>);	1.2.5
	Do you integrate a gender-sensitive perspective into your capacity building activities? If so, can you describe in a bit more detail what this looks like.	1.1.7
	How does ARC work in partnership with member countries on capacity building? Where have the partnerships worked well and why?	1.1.2
	Has the intensity of the technical assistance provided to countries changed overtime? For example, do new countries entering the programme need more or less technical assistance than early adopters?	3.1.11
	Do you have any recommendations on how to improve ARC capacity building programmes? (<i>probe for specifics</i>)	1.1.2

Attendance

I am now going to ask a series of questions on who attends ARC programmes.

	Are the civil servants attending the workshops the same people responsible for the technical tasks in country? How senior are the attendees? Do they have the appropriate education and skills to understand the ideas and apply them for ARC related activities?	3.3.2
	Do you adjust training tools/content based on the skill set of those you are working with?	3.3.3

	If so, how do you make the determination that the content is appropriate for the audience	
	What are the attendance levels at the ARC regional workshop? Is attendance mandatory? Do you see any trends in attendance figures?	3.2.4
	What is the breakout of men-to women attending the workshops? Does this vary by country or workshop.	1.1.7

ARC team-capacity

I am now going to ask a series of questions relating to the capacity and skill sets of the ARC team

	How do you view the quality and experience of the ARC team? (<i>probe for examples</i>)	1.2.5
	Is ARC able to hire and retain the appropriate staff with the right training and capacity?	1.2.5
	What kind of training (if any) do new staff members undertake? Is there on-going learning opportunities made available to staff (e.g. conferences, training courses, etc.)?	1.2.5
	What, if anything would you recommend to improve to improve the capacity of the ARC staff	1.2.5

CONTINGENCY PLANNING

Process

	Describe the current contingency planning process, including peer review and approvals.	1.1.3
	How has this process developed or changed overtime? <i>Try to get specific examples</i>	1.1.3

Social Protection linkages

One of the key features of ARC in the documentation we have read is this idea of linking existing social protection programming to emergency relief via contingency planning. The next set of questions ask you to discuss a bit more about ARCs success in doing this.

	When working in country, what methods does ARC use (if any) to identify and engage social protection actors in the contingency planning discussions? What challenges does ARC experience in this process? Do these actors want to engage?	2.6.2
	How successful has ARC been in getting such programmes linked to contingency plans? For instance, in which countries are ARC contingency plans linked to ongoing social protection programmes?	2.6.2

Contingency Planning Capacity

	How do you assess a country's capacity in contingency planning? Is there a formal process that is undertaken? For instance, do you conduct a needs assessment? Use another tool? If so, are these reviewed periodically?	3.3.4
	What specific activities does ARC undertake to improve a county's capacity for contingency planning?	3.3.4
	On a scale of zero (0) to four (4), zero being very poor and four being very good, how would you rate on the quality of ARCs training tools/technical assistance around contingency planning? To back that rating, can you name specifics of what works and what doesn't? What improvements do you recommend?	1.2.5
	Does ARC have a formal or informal process to measure the quality of its contingency planning programmes? If so, can you describe how this process works?	1.2.5

Implementation

	Think back to a recent ARC insurance payout. Can you describe how the implementation of the CP unfolded? What worked? Where did they struggle?	1.1.3
	Can you provide a concrete example where a country's experience during implementation has led to a revision/improvement of the CP process?	1.1.3

MONITORING, EVALUATION AND LEARNING (MEL)**Process**

	Can you provide a broad overview of what ARC does with regards to monitoring, evaluation and learning?	
	Is gender incorporated in any of the M&E processes?	1.1.7
	I understand that there is a process that happens in the post-season around ground truthing. Can you describe how this process works? What documentation is completed? What happens with this information once received by ARC? Does this process happen in all countries that have purchased insurance?	1.4.1

MEL Capacity

	How do you assess a country's capacity in MEL? Is there a formal process that is undertaken? For instance, do you conduct a needs assessment? Use another tool? If so, are these reviewed periodically?	3.3.4
	What specific activities does ARC undertake to improve a county's capacity for MEL?	3.3.4
	Now turning to ARC staff, on a scale of zero (0) to four (4), zero being very poor and four being very good, how would you rate ARCs capacity around MEL? To back that rating, can you name specifics of what works and what doesn't? What improvements do you recommend?	1.2.5

Implementation MEL

I now want to discuss in a bit more detail the MEL processes that happen in the event of a payout.

	I understand that during implementation, countries are required to regularly submit monitoring reports. Does this actually happen? (<i>secure copies of some of these reports</i>)?	1.1.6
	When countries are late submitting reports, what does ARC do, if anything? What should they do?	1.1.6
	What does ARC do with these reports? Are they tracked, stored? Does ARC take action with regards to the information in the reports? Can you provide a specific example of an action ARC took in response to a country monitoring report?	
	In what ways are these reports to ARC useful? How might they be improved?	
	Does information flow via other methods (email, skype, phone)? If so, how is this information captured, monitored, and used by ARC?	1.1.6

Post-Payment Audits

	Please describe how the post-payment process audit. Who does this? When does this happen? What is the quality of these reports? How is the information used? Can you describe a concrete example of how information/learning from this process has changed what ARC does?	1.4.1
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	Please describe how the post-payment financial audit. Who does this? When does this happen? What is the quality of these reports? How is the information used? Can you describe a concrete example of how information/learning from this process has changed what ARC does?	1.4.1
	In your opinion, what are the most important lessons learned from recent payouts in (name countries)? In what ways has this changed ARCs programmes and processes?	1.1.3
	Is there evidence to support the premise that improvements in ARC programmes translate into improvements in country response delivery?	2.3.2

ARC RESOURCING

	Does ARC Agency have the appropriate number of staff members with the right skill sets to deliver on its programmes and activities? If not, which areas of ARC are stretched? Which areas do you think would benefit from an increase in staffing?	1.2.1
	Do you consider ARC Agency is adequately funded to deliver on its programmes and activities? Are there examples of activities being curtailed / cancelled due to lack of finance? Are there any funding gaps, are there instances where problems with finance have impacted on outputs?	1.2.3
	Who are your donors and what are their commitments to ARC? How regular and reliable is ARC funding from partner agencies?	1.2.6
	Has ARC attracted any funding other than donor funding? If so, can you describe this funding in more detail. If not numbers perhaps the length (years) of funding and/or regularity of funding?	1.2.6
	Does ARC have a plan for moving beyond donor financing? Are there other funding sources are currently being considered? What progress has been made?	1.3.2/1.2.6

GOVERNANCE

ARC Agency or ARC Ltd (*use same set of questions*)

	Describe briefly the Governance structures of the ARC Agency. Who is on the Board? How many board members? Term? How elected?	1.2.2
	How often is the Board supposed to meet? How often do they actually meet? What type of documentation is collected from these meetings? What is done with this documentation?	1.2.2
	How does the Governing Board interact with Agency staff? What involvement is there of the Board outside formal meetings? For example, do you contact Board members outside these formal meetings? For what types of issues? How is this contact initiated?	1.2.2
	Can you provide examples of where the Board shapes or influences ARC's activities/decisions?	1.2.2
	Does the Board provide timely decisions? (<i>prompt for examples</i>)	1.2.2
	Are there examples you can provide of when the Board has worked efficiently to solve a problem? Are there examples of where the ARC agency has been challenged by the Board's decision or lack of action?	1.2.2
	What are the formal and informal interaction points between ARC Agency and ARC Ltd? How does that work? How well does communication flow between the organizations? To what extent are their collaborative workings?	

COORDINATION & OUTREACH**With Member-states**

Are the numbers of countries going through and completing the training programme increasing? Are they taking out insurance contracts? If not, what is preventing them from taking out contracts?	4.2.1
Are governments asking for additional products and services? If so, what? How is ARC responding to these requests?	4.2.1
How does political support for ARC manifest itself within countries? How is this support strengthened or weakened?	3.2.12

With other related organisations

Which organisations do you work most closely with outside the country government structures? How do you work with them? Are there any organisations that you have not yet worked with but would like to in the future?	3.2.13
In your opinion, how do these organisations perceive ARC?	3.2.13
Do other stakeholders in the field reach out to ARC? If yes, who? How do these communications happen? Does ARC often engage?	4.5.2
What efforts does ARC make to reach out to other organisations (e.g. cold calls, conferences, etc.)	4.5.2
Do you see that the perceptions these stakeholders have of ARC changing overtime? How are they changing (positive/negative) Can you give an example?	4.5.2

With Non-member states

How does ARC market its product and services to non-member states and other actors (get examples of the different channels)?	4.2.3
Is there a marketing plan to formally engage other countries? What does this process look like? How does ARC decide whom to engage? <i>Ask for a list of countries that ARC has formally engaged?</i>	4.4.2
How are these marketing efforts received? How might ARC improve these efforts?	4.4.2
What are the specific features of the ARC programme that governments find most attractive about the ARC?	4.4.2
Do governments increasingly come to you asking for more information or does the initial contact remain mostly on the ARC side?	4.2.1
Are there other types of outreach activities that ARC uses to engage non-member States? Is there a plan around this approach or is it just ad hoc?	4.5.1
How effective are these methods in getting ARC messages broadly disseminated? If effective, can you provide an example of how this worked?	4.5.1
How might messaging be improved?	4.5.1

With Insurance and capital markets

Describe how ARC markets its products to international capital markets. Do capital and reinsurance markets show consistent interest in accepting ARC risk?	1.3.1
Is there sustained interest in ARC products by the capital markets and reinsurers?	4.3.3

	If yes, what makes the ARC product of interest? Financial? Social? If no, what are features of ARC are challenging this interest?	
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INSURANCE MODELING

Modelling

	Can you define the process of how ARC works with member states to define insurance parameters (attachment points, limits, retentions); What are the primary challenges with this process?	1.1.1
	Are the outcomes realistic? How is ARC improving these data overtime? Is it working? What might be done better?	1.1.1
	What are the current challenges around ARV? What works well? What has improved overtime? What are the current modelling constraints of ARV? How are they being addressed?	1.4.3
	What is the status of the models for flood and cyclone? What are the current modelling constraints for these models?	1.4.3
	What is ARC learning from improvements in technology?	2.3.1

Data

	What is your opinion of the quality and reliability of the data input into ARV? Please explain; Do these issues threaten reliable results? Please explain?	1.4.4
	For countries who have been with ARC several years, do you feel their data is improving overtime? Can you provide an example?	1.4.4

Competitors

	In the countries where ARC is active, are there other sources of weather insurance? If so, can you describe what these are (by country)?	4.3.1
	How are these products similar/different to ARC?	4.3.1
	What is the pricing structure around these products? Is ARC comparatively competitive?	4.3.1

Sustainability

	Currently, is the ARC insurance pool growing according to plans (see if we can get forecasted figures);	4.3.2
	On the current track, when is the fund expected to be sustainable?	