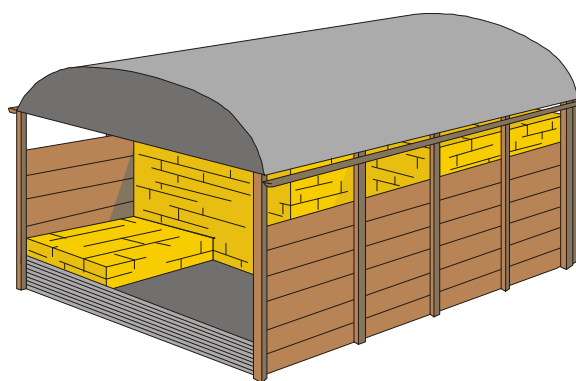
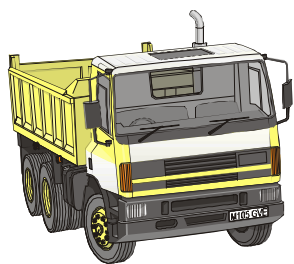


# **FOOD RESOURCES MANUAL**

**(or how you can learn to count and  
keep track of millions of bags of food)**

**by  
Food Security Unit  
CARE USA**



**Supported with funding from the Office of Food for Peace,  
Bureau for Humanitarian Response, Agency for International Development**

**August 1998**

CARE  
151 Ellis Street NE  
Atlanta, GA 30303-2439  
Tel 404 681-2552  
Fax 404 577-6662  
404 577-1205

**ALMIS #4551**

Date: September 20, 1995  
To: ALL CARE USA Country Offices  
CI Member Countries Using U.S. Government Food Resources  
From: Marc Lindenberg  
Subject: Food Resources Manual



This Almis publishes CARE USA's minimum standards and guidance on managing and accounting for food resources. The manual was prepared by the Food Security Unit and is applicable to all countries that utilize food resources in their programs. It fills an important gap in our efforts to efficiently manage hundreds of millions of dollars of resources that have been entrusted to us by donors. Until now, country offices have developed their own systems and procedures. While systems have served individual program interests and have been effective, in most cases, it has also become clear to me that organization-wide standards are necessary, and I expect there to be compliance. Internal auditors will use this manual when conducting food audits.

Each country office is receiving one manual for the country office and additional manuals for regional or other sub-offices. If the number is not sufficient please arrange to make photocopies.

While the manual is effective the date of this Almis, I am requesting country offices to submit comments or suggestions for changes to the manual by December 31, 1995 to the Food Security Unit. They will revise the manual, if necessary, between January 1 and March 31, 1996, and during the last quarter of FY 96 arrange to have the manual translated into French, Spanish and Portuguese.

This manual has been developed through the efforts of many people in and outside of CARE. Now that we have a basic set of minimum standards, it is my belief that we can even more effectively program these resources.

CARE  
151 Ellis Street NE  
Atlanta, GA 30303-2439  
Tel 404 681-2552  
Fax 404 577-6662  
404 577-1205

**ALMIS #4600**

Date: November 30, 1995  
To: All CARE USA Country Offices  
CI Member Countries Using U.S. Government Food Resources  
From: Marc Lindenberg  
Subject: Food Resources Manual - Submission of Reports



On September 20, 1995 Almis #4551 published the CARE USA Food Resources Manual. The manual sets forth CARE - wide minimum standards and guidance on managing and accounting for food resources.

The manual requires the following quarterly reports to be submitted to regional managers and the Food Security Unit in Atlanta, C.I. members who program U.S. food resources, and donors no later than forty-five (45) days after the end of a quarter:

Commodity Status Report	<a href="#">Reference Chapter 10</a>
Receipts Report	<a href="#">Reference Chapter 10</a>
Consolidated Quarterly Report	<a href="#">Reference Chapter 10</a>
Loss Report	<a href="#">Reference Chapter 8</a>
Recipient Status Report	<a href="#">Reference Chapter 11</a>

The quarterly reports are consolidations of required monthly reports on commodity receipts and dispatches and distributions to beneficiaries. Preparation of quarterly reports, therefore, should be straightforward.

In the past, reports similar to these were required only for country offices programming United States PL 480 Title II food resources. CARE's policy now is to have all offices using food resources from any source to prepare the above reports. As part of our effort to manage, more efficiently, the millions of dollars of food resources entrusted to us by donors, we must make sure that reports on these resources are complete, up-to-date and submitted on a timely basis to headquarters, other C.I. members, and donors.

If you have any questions about the reports, please contact the Food Security Unit in Atlanta.

Thank you.



## **ACKNOWLEDGEMENTS**

Developing this manual has been a major effort requiring the support from many people in and outside CARE who often gave willingly of their time. As Coordinator for this project, I wish that I could list out the names of all those who have assisted. The list is just too long to include. The following persons, however, must be acknowledged for their very special contributions.

First, thanks go to country directors, assistant country directors and the food and logistics staff of CARE Guatemala, CARE Peru, CARE Ethiopia, CARE Kenya, CARE Tanzania (Ngara Refugee Camp) and CARE India for the invaluable information they provided on managing and tracking food assets, and their insights into areas that needed coverage in the manual.

Thanks must also go to Ram Bhargava, formerly of CARE India and now with CARE CIS for developing the first draft. His work laid the foundation for this effort.

Very special thanks go to Carol Chang, formerly with CARE in New York and CARE Haiti, and Brian Larson, now in CARE Niger. Brian and Carol visited countries, researched information, met with donors and other PVOs, and shared the primary writing responsibilities for all the chapters in the manual. Without them, this manual would not have happened. Throughout they never lost their sense of humor. Perhaps, it is the nature of the subject matter.

Thanks to Harlan Hale of the Emergency Group, Jon Solomon, now in CARE Sierra Leone, Leslie Shad in Legal, and Nick Marudas of Internal Audit for their assistance on issues related to emergencies, legal and audits.

Thanks are also due to Virginia Ross for preliminary editing, Sharon Bell who contributed to the manuals content, editing and layout, and William Graham and Diane Davis of the FSU for the final layout.

Finally, thanks must go to Curt Schaeffer, the Food Security Unit's fearless leader, who was always there when we needed him.

Bob Bell  
Coordinator for the Manual and  
Deputy Director,  
Food Security Unit



## INTRODUCTION

CARE programs hundreds of thousands of tons of “food aid” annually to support development and emergency programs in Africa, Asia (includes CIS) and Latin America. Food is donated by the United States Government, the European Union, Australia, Canada, Great Britain, the World Food Program and others, and CARE staff have extensive experience managing food resources in both stable and very unstable operating environments.

Country offices have developed their own manuals to manage and account for food resources, and CARE, through the years, has earned a well deserved reputation to move and track food.

The purpose of this manual is to set CARE-wide minimum standards and guidance to assure that the maximum amount of food reaches intended beneficiaries and to minimize the risk of loss or misuse. The standards and guidance apply to all CARE USA country offices that use food from any donor in development, rehabilitation and emergency programs, and to other CARE International (CI) members who program U.S. Government donated food resources. For purposes of managing and accounting for food, no distinction is made between emergency and development programs except where specifically mentioned.

**The manual is not intended to replace existing country office policies and systems that have been established to account for food. Country offices, however, must compare their commodity management systems against the minimum standards and guidance (includes documentation and reporting formats) in this manual and make necessary adjustments to assure compliance.**

The standards and guidance complement the Finance Department’s *Almis #4496 - Commodity Accounting Manual* June 1995, the Program Division’s *Management Assessment for Country Offices (MACO)* and the Emergency Group’s *Emergency Policy and Procedures Manual*. The Internal Audit Department will also use the *Food Resources Manual* to determine if country offices are in compliance with CARE standards.

CARE looks forward to sharing the materials and information with colleague organizations and donors, and hopes that they will be an important resource for them.

In the manual, emphasis is given to:

- ✓ **Establishing internal controls and executing written agreements and contracts with donors, CI members, counterparts and contractors for service**
- ✓ **Communicating with CARE USA, other CI members and donors, on a regular and timely basis, where there are known or suspected losses of food**
- ✓ **Requiring program managers to complete the contract checklists that are currently applicable to dollar funded projects**
- ✓ **Completing fully and keeping up-to-date all necessary documentation to account for food - waybills, Loss and Adjustment Reports, physical inventory counts and inventory ledgers, distribution site reports, and Commodity and Recipient Status Reports**
- ✓ **Carrying out regular physical inventories and reconciling physical counts with documentation.**

The manual does not provide an inventory software program for tracking the receipt, storage and distribution of food as the Finance Division is currently developing a program.

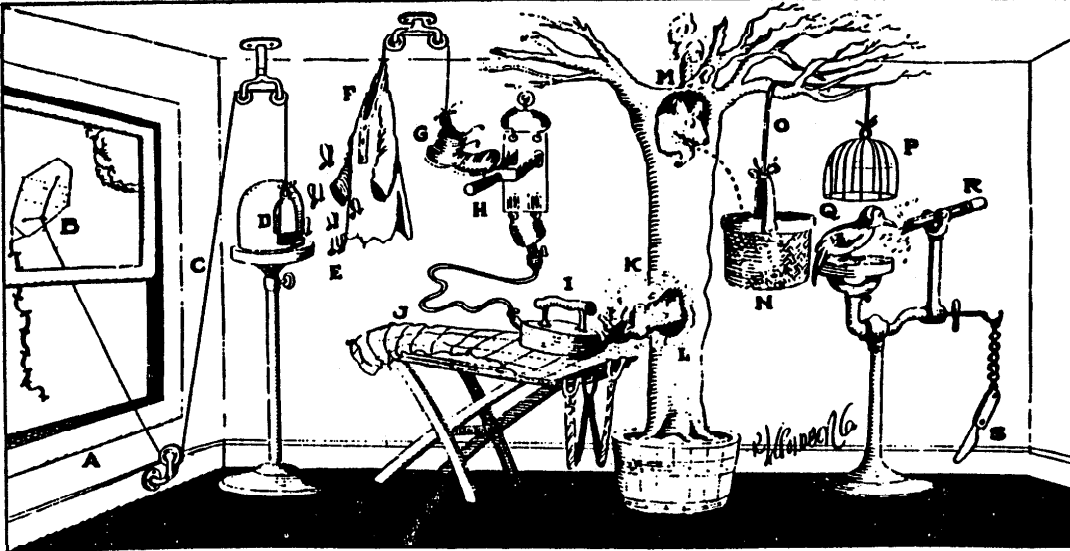
A diskette comes with this manual with copies of the basic documentation and reporting formats. The Finance Division is now developing a new financial software program that will allow country offices to include food inventories on balance sheets. Future tracking of inventories should be consistent with Finance's program.





**PROFESSOR BUTTS GETS** HIS THINK-  
TANK WORKING AND EVOLVES THE  
SIMPLIFIED PENCIL-SHARPENER.

OPEN WINDOW (A) AND FLY KITE (B).  
STRING (C) LIFTS SMALL DOOR (D) ALLOW-  
ING MOTHS (E) TO ESCAPE AND EAT  
RED FLANNEL SHIRT (F). AS WEIGHT OF  
SHIRT BECOMES LESS, SHOE (G) STEPS ON  
SWITCH (H) WHICH HEATS ELECTRIC IRON (I)  
AND BURNS HOLE IN PANTS (J). SMOKE (K)  
ENTERS HOLE IN TREE (L) SMOKING OUT  
OPOSSUM (M) WHICH JUMPS INTO BASKET  
(N) PULLING ROPE (O) AND LIFTING CAGE (P),  
ALLOWING WOODPECKER (Q) TO CHEW  
WOOD FROM PENCIL (R) EXPOSING LEAD.  
EMERGENCY KNIFE (S) IS ALWAYS  
HANDY IN CASE OPOSSUM OR THE  
WOODPECKER GETS SICK AND  
CAN'T WORK.



*(Rube Goldberg cartoon from Rube Goldberg vs. the Machine Age, ed. Clark Kinnaird, New York: Hastings House, 1968, p. 18.)*

**DOES IT HAVE TO BE THIS COMPLICATED?**