Independent Evaluation of the African Risk Capacity (ARC)

Annex E: Global Review - Perceptions Survey

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e-Pact is a consortium led by Oxford Policy Management and co-managed with Itad

Acknowledgements

Disclaimer

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Executive summary

In 2015, the UK Department for International Development (DFID) funded a long-term Independent Evaluation of the African Risk Capacity (ARC). ARC is an African-owned index-based weather risk insurance pool and early response mechanism that combines the concepts of early warning, disaster risk management, and risk finance. ARC Group comprises of two organisations: ARC Agency and ARC Limited. ARC Agency is the capacity-building and advocacy arm and ARC Limited is the mutual insurance company. The 10-year evaluation includes a two-stage formative evaluation and a two-stage impact evaluation. The first formative evaluation design framework identifies three workstreams: an organisational review, a 3-country case study analysis, and a global review. This report presents findings from the quantitative perceptions survey which forms part of the global review workstream of the first formative evaluation. The following section presents key findings from the Perceptions Survey component of the Global Review.

Key points

- A sample of 30 respondents was randomly selected based on the availability of officials during breakout sessions and between meetings at ARC's COP in Cote d'Ivoire in March 2017. Respondents represented governments, development organisations and other unidentified entities from across 17 African countries and one North American country (Canada). African countries represented include Burkina Faso, Chad, Cote d'Ivoire, Egypt, Ethiopia, Ghana, Gambia, Guinea and Kenya.

- Overall, we observe a high degree of involvement in ARC workshops and training activities: 37 per cent of the sample have engaged in all four ARC activities, 20 per cent in only three activities, 17 per cent in only two activities, and 27 per cent in only one activity.

- The findings suggest that sovereign insurance for weather events is a high priority for governments; that ARC is considered to be broadly influential with governments and policymakers; that ARC has contributed significantly to improved dialogue and coordination regarding disaster financing; and that ARC is an important actor in supporting DRM and DRF. Respondents feel there is growing demand for ARC's products and services in both the cross-African and own-country contexts.

- However, we find that the level of understanding about ARC is relatively low and this poses strong implications for the success of Pathway 2 in terms of ARC's role as an influencer among key stakeholders in the DRM space.

- The entire sample was aware that ARC is an African Union (AU) initiative and a large majority of the sample state that they view ARC differently as a result of its AU reputation. In terms of perceptions regarding the role of the international community, the majority perceive the international community as helping African states to develop proactive risk management strategies and approaches.

- When looking at perceptions regarding the specifics of ARC's products, there is a reasonably high level of trust in the ARV model and this is promising However, only just over a half of the sample would rate ARC in the higher ranking category in terms of its success in facilitating knowledge transfer and capacity building regarding DRM, CP, EWS and DRF processes.

- Key stakeholders are aware of the range of other DRM tools and 75 per cent of respondents consider those alternatives to be more affordable than ARC. ARC is clearly part of an evolving DRM space and will need to bear such findings in mind in future.

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List of abbreviations

ARC	Africa Risk Capacity
ARV	Africa RiskView
AU	African Union
COP	Conference of Parties
CP	Contingency planning
DFID	Department for International Development
DRM	Disaster risk management
DRF	Disaster risk finance
EWS	Early warning system
GDP	Gross Domestic Product
OPM	Oxford Policy Management

1   Introduction

1.1   The ARC Evaluation

The African Risk Capacity (ARC) was established by the African Union (AU) in 2012 as an African-owned, index-based weather risk insurance pool and early response mechanism that combines the concepts of early warning, disaster risk management, and risk finance. ARC's mission is to develop a pan-African natural disaster response system that enables African governments to meet the needs of people at risk to natural disasters.

The expected impact of ARC is, firstly, through a pooled insurance model, it should offer African countries competitive pricing for insurance products. At the national level, it should improve the ability of governments to better anticipate, plan, and respond to disaster risk by strengthening capacities, awareness, and action around disaster risk management. Finally, at the local level, vulnerable households should be more resilient to disasters through the receipt of timely support.

In 2015, the UK Department for International Development (DFID) awarded Oxford Policy Management (OPM) the contract for an Independent Evaluation of ARC from 2015 to 2024. There are two components to the evaluation – a two-stage formative evaluation; and a two-stage impact evaluation. This report relates to the first formative evaluation.

The objective of the first formative evaluation is to test early stages of the ARC Theory of Change and provide an assessment of whether ARC is on the right trajectory towards achieving its outcomes[1]. The formative evaluation design framework identifies three workstreams falling under the theory-based paradigm: an organisational review, a 3-country case study analysis, and a global review. The quantitative perceptions survey officially fits within the Global Review workstream of the ARC evaluation.

1.2   The Perceptions Survey

As part of the Global Review, we designed a closed-ended survey to gauge African countries' perceptions of ARC's products and services which would allow us to conduct a quantitative analysis of respondents' engagement in ARC workshops and training; demand for ARC's products and services; ARC's relevance, influence and contributions in the disaster risk management (DRM) and finance (DRF) space; trust in ARC's products and services; and perceived affordability of ARC's insurance premiums.

The questionnaire is designed in such a way that the survey can be administered repeatedly throughout the entire evaluation at ARC's CoP and other international events that are likely to attract attendees (stakeholders) from African governments and who are familiar with ARC. The data collected is likely to retain a cross-sectional structure which captures different stakeholders' sentiments regarding ARC products, training and influence in the DRM space. Although adopting a panel structure to the survey would allow us to track sentiment of the same respondents over time, it is unlikely that we will be able to achieve this given that we are unlikely to encounter the same respondents, who originate from different countries, at different global events over several rounds of the survey and over the course of the entire evaluation. This being said, the cross-sectional element to the perceptions survey will still be useful in allowing us to compare changes in

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[1] For more information on the ARC Theory of Change and the evaluation design, see OPM's ARC Evaluation Inception Report.

sentiment for ARC's products and services over multiple waves of the survey. We will be repeating the survey at future events such as the ARC Conference of Parties

The questionnaire comprises 20 questions and allows for some free-text responses. The majority of the questions require "yes"/"no" responses or require the respondents to make a value judgement along a particular dimension (e.g. trust in ARC's ARV model) on a scale of 1-4. The questions in the perceptions survey are related to Pathways 2 and 3 of ARC's Theory of Change, namely the extent to which ARC influences governments, policymakers and other decision-makers, and whether there is growing value/demand for ARC's products, respectively.

We therefore recommend that the analysis from the survey be treated as a snapshot in time of perceptions of different elements of ARC's products and services. The fact that the sample comprises 30 observations means that our analysis is constrained to descriptive statistics rather than allowing us to use correlation analysis or to draw causal inferences. The perceptions survey results also represent a useful corroborative complement to the other qualitative components of this formative evaluation, particularly the qualitative interviews within the Global Review and within the country case studies.

2 Perceptions Survey

2.1 Methodological Approach

Our approach was to design 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 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 and who may or may not have engaged in ARC-related activities. In almost all cases, the survey was completed by the respondents themselves rather than being administered by an enumerator. Each individual's response represents one observation in the dataset.

Data cleaning and analysis was undertaken using STATA Version 14 and Microsoft Excel. During that data cleaning process, we note missing observations. However, given that we are working with an already-small sample than is standard for a quantitative survey, we do not exclude participants who have not answered all questions as this would substantially reduce the number of sample observations to the point where it would pose challenges to our interpretation – instead, we refer throughout each section of this Annex to the sample size for which there are observations. Details regarding variable coding is provided in the table below:

Table 1: Table of variables and coding for analysis

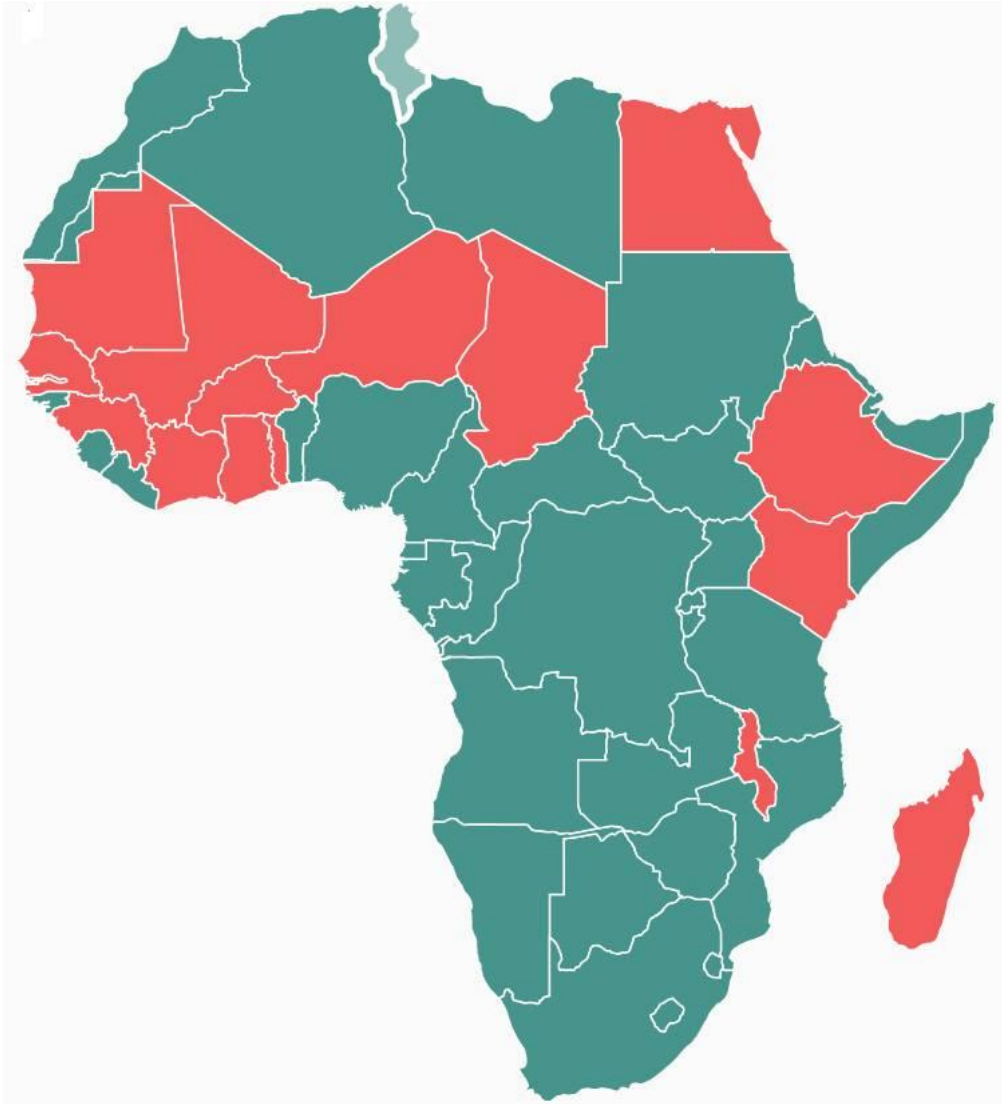| Survey questions	Variable	Variable coding
Which country are you currently residing in?	Country of residence	Free text
What organisation/agency/company do you work for?	Organisation/agency/company of work	Free text
What is your position at this organisation/agency/company?	Position in organisation/agency/company	Free text
Are you involved in ARC/not involved in ARC?	Involvement in ARC	Variable=1 if "yes", zero otherwise
Have you attended/participated in any of the following ARC activities?	Attendance at ARC workshop	Variable=1 if "yes", zero otherwise
(same as above)	Attendance at ARC technical training	Variable=1 if "yes", zero otherwise
(same as above)	Attendance at ARC technical working group	Variable=1 if "yes", zero otherwise
(same as above)	Attendance at ARC conference of parties	Variable=1 if "yes", zero otherwise
Do you think ARC is well understood across Africa	ARC well understood across Africa	Variable=1 if "yes", zero otherwise
Do you think ARC is well understood in your country (Africa only)	ARC well understood in your country (Africa only)	Variable=1 if "yes", zero otherwise
Do you think there is significant and growing demand for ARC products and services across Africa	Significant and growing demand for ARC products and services across Africa	Variable=1 if "yes", zero otherwise
Do you think there is significant and growing demand for ARC products and services in your country (Africa only)	Significant and growing demand for ARC products and services in your country (Africa only)	Variable=1 if "yes", zero otherwise
Do you think sovereign insurance for extreme weather events is a relevant priority for governments at this time across Africa	Sovereign insurance for extreme weather events a relevant priority for governments across Africa	Variable=1 if "yes", zero otherwise
Do you think sovereign insurance for extreme weather events is a relevant priority for governments at this time in your country (Africa only)	Sovereign insurance for extreme weather events a relevant priority for governments in your country (Africa only)	Variable=1 if "yes", zero otherwise
In your view, is ARC influential with governments, policy-makers and other decision-makers in relation to disaster planning and finance across Africa	ARC is influential with governments, policymakers and other decision-makers in relation to disaster planning and finance across Africa	Variable=1 if "yes", zero otherwise
In your view, is ARC influential with governments, policy-makers and other decision-makers in relation to disaster planning and finance in your country (Africa only)	ARC is influential with governments, policymakers and other decision-makers in relation to disaster planning and finance in your country (Africa only)	Variable=1 if "yes", zero otherwise
Do you think that ARC has contributed to improved dialogue and coordination regarding disaster financing across Africa	ARC has contributed to improved dialogue and coordination regarding disaster financing across Africa	Variable=1 if "yes", zero otherwise

Table 1 (continued): Table of variables and coding for analysis

Survey questions	Variable	Variable coding
Do you think that ARC has contributed to improved dialogue and coordination regarding disaster financing in your country (Africa only)	ARC has contributed to improved dialogue and coordination regarding disaster financing in your country (Africa only)	Variable=1 if "yes", zero otherwise
On a scale of 1-4 (least to most), how important is ARC as an actor in supporting disaster risk management and risk financing across Africa?	ARC's importance as an actor in supporting disaster risk management and risk financing across Africa	Variable=1 (least important), 2, 3, or 4 (most important)
On a scale of 1-4 (least to most), how important is ARC as an actor in supporting disaster risk management and risk financing in your country (Africa only)?	ARC's importance as an actor in supporting disaster risk management and risk financing in your country (Africa only)	Variable=1 (least important), 2, 3, or 4 (most important)
Did you know that ARC is an African Union (AU) initiative?	Knowledge that ARC is an African Union (AU) initiative	Variable=1 if "yes", zero otherwise
Does the fact that ARC is an AU initiative make you value it differently than if it were based in another external agency?	ARC being an AU initiative makes the respondent value it differently to being another external agency	Variable=1 if "yes", zero otherwise
In your view, does the size of ARC payouts following a disaster match expectations?	Size of ARC payouts following a disaster matches expectations	Variable=1 if "yes", zero otherwise
On balance, do you feel that the international community helps or hinders African states from developing proactive risk management strategies and approaches?	International community helps or hinders African states from developing proactive risk management strategies and approaches	Variable=1 if "helps", 0 if "hinders"
Please briefly explain your answer to Q.15 in the space below:	Brief explanation of response regarding whether international community helps or hinders African states	Free text
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?	Success of ARC activities and programmes in facilitating knowledge transfer and capacity-building in relation to disaster risk management, contingency planning, early warning systems and disaster risk financing	Variable=1 (least successful), 2, 3, or 4 (most successful)
What other options for weather risk insurance are available for you in your country?	Other options available for weather risk insurance in respondent's country	Up to four free-text entries
In your view, is ARC insurance affordable or expensive in comparison with the other options stated above?	Is ARC insurance affordable or expensive compared to alternatives stated in previous question?	Variable=1 if "affordable", 0 if "expensive"
On a scale of 1-4 (no trust to complete trust), to what extent do you trust the information provided by ARC's early warning and risk models (currently Africa RiskView (ARV))?	Extent of trust in information provided by ARC's early warning system and risk models (currently Africa RiskView (ARV))	Variable=1 (least trust), 2, 3, or 4 (most trust)
Please feel free to make any other comments to the evaluation team	Free text box for any other comments for the evaluation team	Free text

2.2   The sample

A sample of 30 respondents was randomly selected based on the availability of officials during breakout sessions and between meetings at ARC's COP in Cote d'Ivoire in March 2017. Respondents represented governments, development organisations and other unidentified entities from across 17 African countries and one North American country (Canada). Of the African countries, we elicited responses from officials representing: Burkina Faso, Chad, Cote d'Ivoire, Egypt, Ethiopia, Ghana, Gambia, Guinea, Kenya, Madagascar, Malawi, Mali, Mauritania, Niger, Senegal, Togo and Union des Comores (See Figure 1).[2]

Figure 1: Map of the African continent with respondents' home countries highlighted in red

Source: Piktochart.

2.2.1   Individual characteristics and involvement in ARC activities

Of the respondents who state their employment designations (29), 90 per cent belong to government departments and agencies and the majority of the remaining 10 percent work for multi-

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[2] Note: we also had one survey completed by a representative from Comoros but we were unable to show this in Figure 1.

lateral development organisations (see Figure 2). Two-thirds of the entire sample (of 30) are employed at Head or Director-level and 23 per cent are technical staff, e.g. insurance controllers, information officers, departmental assistants (see Figure 3). The remaining ten per cent of the sample identifies itself through its affiliation to ARC (e.g. ARC Project Manager, Supervisor) or the designation is unidentifiable.
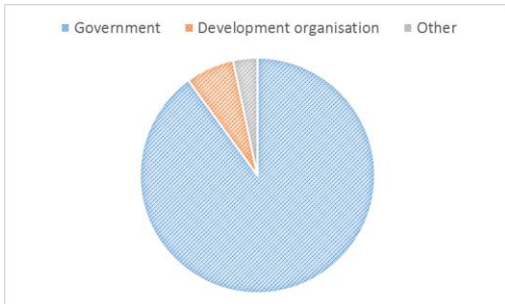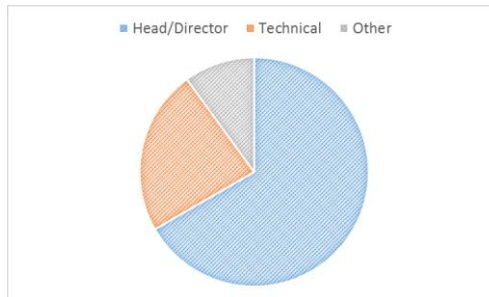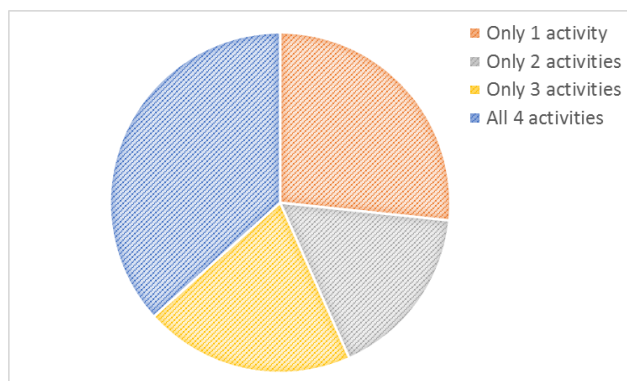
Figure 2: Employment type   **Figure 3: Employment designation**

Respondents are asked whether they are involved with ARC, and 28 out of 29 responses are affirmative. Eighty percent of the sample report having attended an ARC COP (however, we think this should be adjusted to be 100 per cent of the sample, given that all respondents who completed our survey were at ARC's COP in March 2017 have therefore attended an ARC COP. We factor this adjustment into the rest of the analysis within this section). Two-thirds of the sample respond that they have engaged in an ARC workshop, while 54 per cent respond as having been involved in an ARC technical working group. Finally, under one half of the sample (47 per cent) respond with having been involved in an ARC technical training event. Given that the majority of the COP attendees were head/director-level, it is unsurprising that their attendance at the TWG and technical training sessions is lower because it would be more likely that their subordinates participate in more specific technical training events.

To quantify the *level* of involvement in ARC workshops and training events, we aggregate the number of affirmative responses across all four activities, having adjusted for 100 per cent attendance at an ARC COP. We find that 37 per cent of the sample have engaged in all four ARC activities, 20 per cent in only three activities, 17 per cent in only two activities, and 27 per cent in only one activity (See Figure 4). Overall, we observe a high degree of involvement in ARC workshops and training activities.

Figure 4: Level of engagement in ARC activities

2.3   Analysis

2.3.1   Understanding of ARC and demand for ARC's products across the African continent

We ask respondents how well they perceive ARC as being "well-understood" across Africa and in their own Africa-based country. Of the 26 responses, 69 per cent report that ARC is not well-understood across Africa, and 60 per cent of a sample of 25 observations report that ARC is not well-understood in their own country (See Figures 5 and 6 below). This poses strong implications for the success of Pathway 2 in terms of ARC's role as an influencer among key stakeholders in the DRM space. Admittedly, we did not qualify what we mean by "well-understood", so this term is open to interpretation by the respondent. However, we find that there is corroboration in sentiment between these responses and those found in other components of the evaluation, namely from findings in the Global Review and in the country case studies for Malawi and Kenya (see Contribution Story, ST_04).

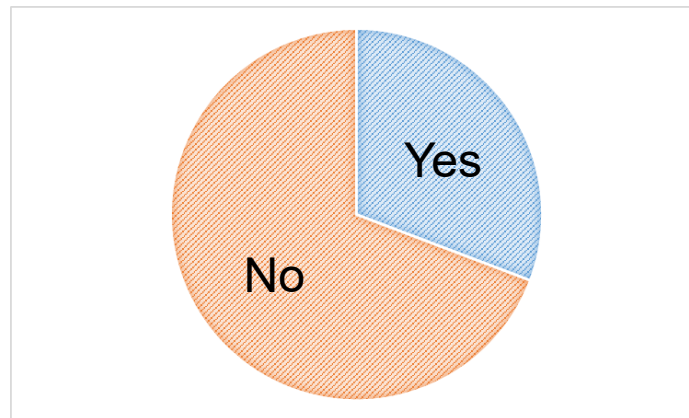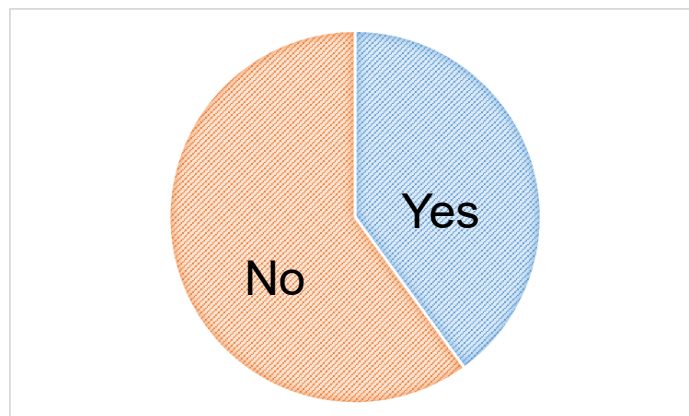**Figure 5: Do you think ARC is well understood across Africa?**

Figure 6: Do you think ARC is well understood in your country?

Overall, we find that although the level of understanding about ARC is relatively low, there is the perception of growing demand for ARC's products and services in both the cross-African (68 per cent) and own-country contexts (62 per cent), as demonstrated by Figures 7and 8 (below).

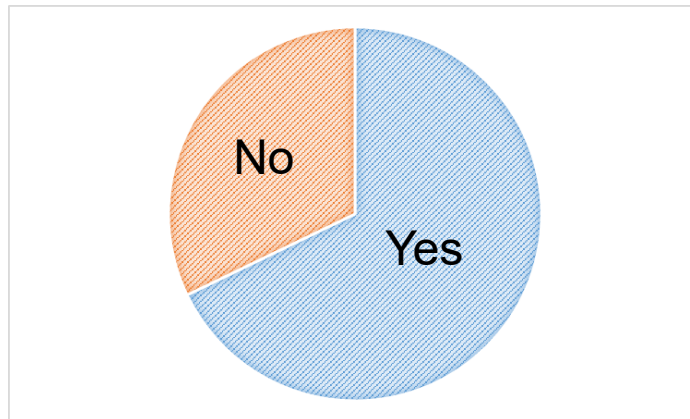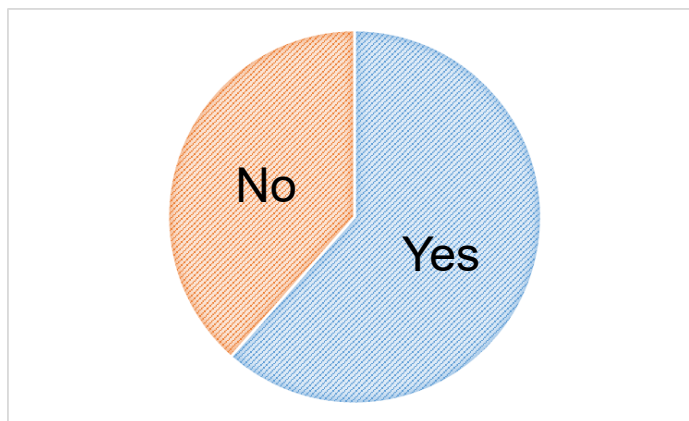**Figure 7: Do you think there is significant and growing demand for ARC products and services across Africa?**

Figure 8: Do you think there is significant and growing demand for ARC products and services in your country?

2.3.2   ARC's influence across the African continent

Furthermore, there is the perception that sovereign insurance for extreme weather events is a relevant priority for governments at this time, both across Africa (79 per cent – Figure 9 below) and in respondents' own countries (72 per cent – Figure 10). These findings should be treated with caution, however, as respondents are attending the ARC COP and so their perceptions of the priority of sovereign insurance may be skewed in favour of sovereign insurance. Moreover, we could improve this section of the questionnaire in subsequent rounds of the survey by asking for a comparison of the priority of sovereign insurance over other alternatives.

Figure 9: Do you think sovereign insurance for extreme weather events is a relevant priority for governments at this time across Africa?
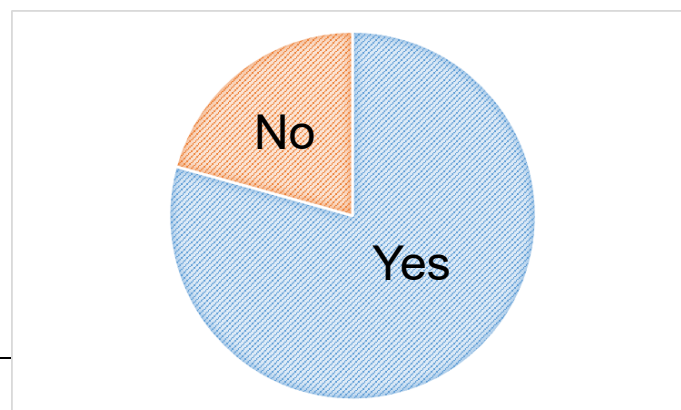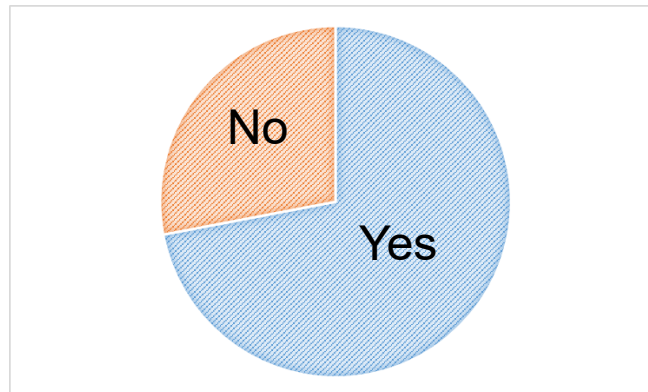
Figure 10: Do you think sovereign insurance for extreme weather events is a relevant priority for governments at this time in your country?

We also ask respondents how influential ARC is with governments, policymakers and other key decision-makers across Africa and within their own African country. The response here is more balanced, as between 50-60 per cent of respondents perceive ARC as being influential across Africa (56 per cent) and in their own country (54 per cent). This is not especially encouraging given that respondents perceive sovereign insurance as being a priority for governments at this time, but that ARC is not a significant influencer with decision-makers in this space.

When asked whether respondents perceive ARC as having contributed to improved dialogue and coordination regarding disaster financing across Africa and in their own countries, they respond affirmatively (80 per cent and 64 per cent, respectively – see Figures 11 and 12 below).

Figure 11: Do you think that ARC has contributed to improved dialogue and coordination regarding disaster financing across Africa?
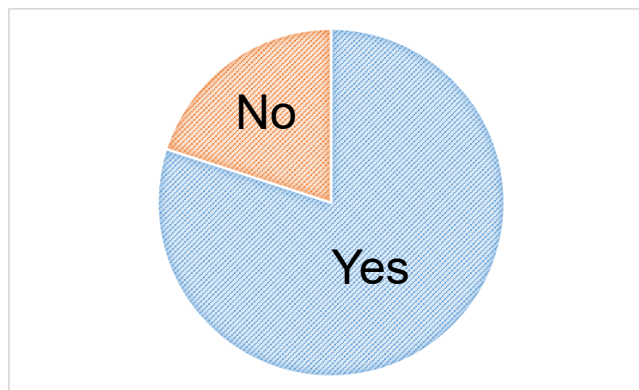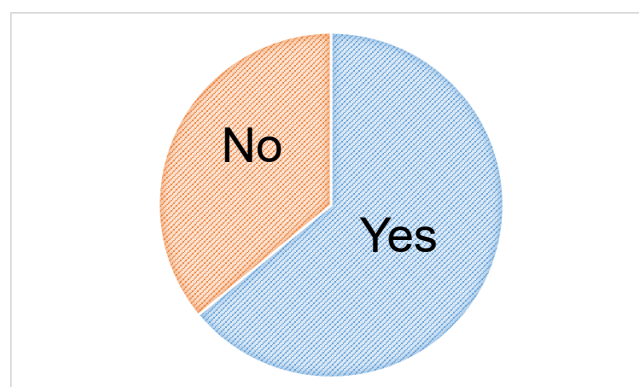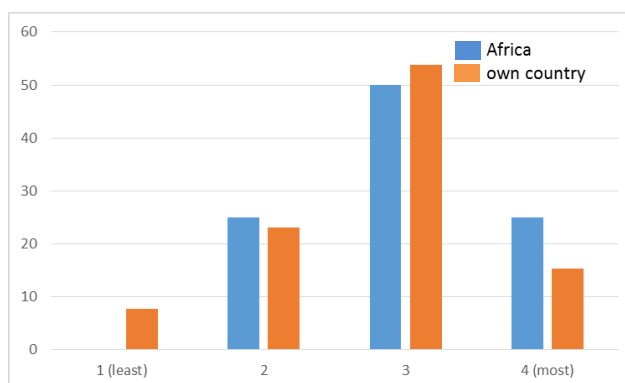

Figure 12: Do you think that ARC has contributed to improved dialogue and coordination regarding disaster financing in your country?

In Figure 13 below, we ask respondents to rank on a scale of 1 to 4 how important they perceive ARC to be as an actor in supporting DRM and DRF, both across Africa and in their own country. The modal category is 3 out of 4 both across Africa and in their own countries. If we group together those ranking ARC's importance into categories 1 and 2, and 3 and 4, we find that 75 per cent of respondents perceive ARC to be an important actor across Africa, and 69 per cent think it is important in their own country. However, when we ask respondents where they feel that ARC payouts match expectations, we find that only 58 per cent respond in agreement.

Figure 13: On a scale of 1-4 (least to most), how important is ARC as an actor in supporting disaster risk management and risk financing?

Overall, the findings in this section demonstrate that sovereign insurance for weather events is a high priority for governments; that ARC is considered to be broadly influential with governments and policymakers; that ARC has contributed significantly to improved dialogue and coordination regarding disaster financing; and that ARC is an important actor in supporting DRM and DRF.

2.3.3   ARC as an AU initiative and the role of the international community

The entire sample was aware that ARC is an African Union (AU) initiative and 83 per cent of the sample state that they view ARC differently as a result of its AU reputation. In terms of perceptions regarding the role of the international community, 83 per cent perceive the international community as helping African states to develop proactive risk management strategies and approaches. The free-text justifications provided in support of this answer include:

- *"international community has provided most of the funds for ARC, they have made it possible for the AU to start the ARC initiative. The problem is the conditions attached to the support."*

- *"A large part of development assistance is building resilience, DRM, capacity, climate change adaptation. Included on a regional level and in most bilateral aid as well…"*

- *"Africa is habitually affected by natural disasters constituting a heavy financial blow for the affected countries. To this end, the international community helps the countries through the implementation of anticipated policies."*

- *"The international community guides African states due to their experience in resolving food crises in terms of the scale and the ways in which this can be done".*

By contrast, we also report comments which also demonstrate the reasons why some respondents perceive the international community to be hindering the process of developing proactive risk management strategies and approaches:
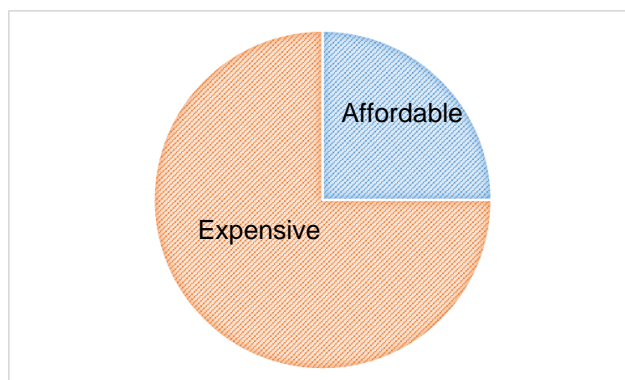
- "Development partners including World Bank is aware [of] role, value of ARC initiative but they hinder it to frustrate the initiative not providing premium support to member states. WB do not want AU to have credit on the success of ARC."

- "Because they do not leave the states to find solutions themselves, we are always in the state of being assisted."

2.3.4 Perceptions of affordability of ARC premiums

When we ask what other weather risk insurance options are available for respondents in their own country, responses include: price-hedging and forward contracts, emergency funds (including drought contingency funds), government assistance, and agricultural, livestock and microinsurance products. It is clear that respondents are aware of alternative products available in their countries. More importantly, when asked whether ARC insurance is affordable compared to these other options, 15 of the 20 respondents who answered this question consider ARC insurance to be expensive as opposed to affordable (see Figure 14 below).
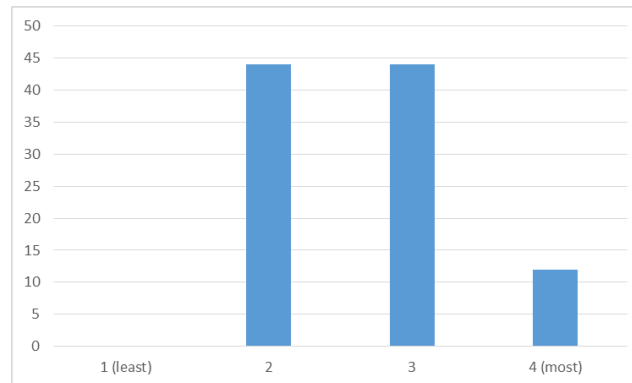
Figure 14: In your view, is ARC insurance affordable or expensive in comparison with the other options stated above?

2.3.5 Perceptions regarding effectiveness of capacity-building initiatives

Twenty five respondents answer the questions relating to whether ARC's activities have been successful in facilitating knowledge transfer and capacity-building in relation to disaster risk management (DRM), contingency planning (CP), early warning systems (EWS) and disaster risk financing (DRF) (on a scale of 1-4). The modal answers are "2 out of 4" and "3 out of 4" (see Figure 15 below). Admittedly, collectively 56 per cent of respondents rate ARC's success as "3 out of 4" and "4 out of 4". However, the fact that 44 per cent of responses rate ARC's success as "2 out 4" (i.e. at the lower end of the scale) is concerning. We run simple correlations between the success score and GDP volumes of each country and find no statistically significant relationship between the two variables. We run the same correlation but for GDP in current U.S. dollars and again find no statistically significant relationship between the two variables. Running a correlation between success score and 2016 GDP growth rates and then run a correlation test between the success score and 2000-2016 average GDP growth rates – in all cases, we find no statistically significant relationship between the two variables.

Figure 15: 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?

2.3.6 Perceptions of trust in the models

Finally, respondents are asked to rank on a scale of 1 to 4 (least to most) the extent to which they trust the information provided by ARC's early warning and risk models (currently Africa RiskView (ARV). Of the 25 respondents, the modal category is "3 out of 4" (or 68 per cent), while 16 per cent of the sample rank ARC's ARV model as "2 out of 4", and the remaining 16 per cent also rank ARV as "4 out of 4".

In sum, that there is a reasonably high level of trust in the ARV model is promising. However, there are several concerns given the other quantitative findings – first, only 56 per cent of the sample would rate ARC in the higher ranking category (and 44 per cent would rate ARC lower) in terms of its success in facilitating knowledge transfer and capacity building regarding DRM, CP, EWS and DRF processes. Moreover, key stakeholders are aware of the range of other DRM tools and consider those to be more affordable than ARC. ARC is clearly part of an evolving DRM space and will need to bear such findings in mind in future.

2.3.7 Limitations

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 by individuals attending an ARC COP and it is 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.

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 othe 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 and we will endeavour to increase the sample size during the next round of the survey, as 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.