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Bureau of Democracy, Conflict and Humanitarian Assistance
Office of Food for Peace**

**Fiscal Year 2013 Final Report
Single-Year Assistance Program**

**Awardee Name/Host Country:
SAVE THE CHILDREN, FEDERATION INC/GUATEMALA**

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Awardee HQ Contact Name	William Noble Senior Director, FSL
Awardee HQ Contact Address	2000 L Street NW, Suite 500 Washington, DC20036
Awardee HQ Contact Telephone Number	(202)-640-6751
Awardee HQ Contact Fax Number	(202)-640-6950
Awardee HQ Contact Email Address	wnoble@savechildren.org

Country Office Contact Name	Carlos Cárdenas Country Office Director
Host Country Office Address	1a. Calle 21-19 zona 15 Vista Hermosa II Guatemala, Guatemala
Host Country Office Contact Telephone Number	+502-2222-4444
Host Country Office Contact Fax Number	+502-2369-0466
Host Country Office Contact Email Address	Email: ccardenas@savechildren.org

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LIST OF ACRONYMS

ASORECH	Chorti Regional Farmers Association
BCC	Behavior Change Communication
CSB	Corn-Soy Blend
CMAM	Community-Based Management of Acute Malnutrition
COCODE	Community Development Committee
CODESAN	Departmental Commission on Food Security and Nutrition
CUNORI	Centro Universitario de Oriente
FAO	Food and Agriculture Organization of the United Nations
FFW	Food for Work
FFP	Food for Peace
GAM	Global Acute Malnutrition
GOG	Government of Guatemala
HH	Households
MAGA	Ministry of Agriculture
MAM	Moderate Acute Malnutrition
MFEWS	Mesoamerican Food Security Early Warning System
MOH	Ministry of Health
MUAC	Middle Upper Arm Circumference
MYAP	Multiyear Assistance Program
NGO	Non Government Organizations
PROSANO2	Food Security and Nutritional Program in Chiquimula Guatemala
PROEDUSA	MOH Department of Health and Promotion and Education
REA	Rapid Environmental Assessment
SAM	Severe Acute Malnutrition
SAMI	Automated Monitoring and Information System
SC	Save the Children Federation Inc.
SD	Standard Deviation
SESAN	Food Security and Nutrition Secretariat of Guatemala
SILVYA	Local Warning and Surveillance System
SYAP	Single Year Assistance Program
UN	United Nations
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organization

Introduction: Annual Food Aid Program Results

Save the Children Federation Inc. (SC) implemented a Single Year Assistance Program (SYAP) in Chiquimula Guatemala called PROSANO2 (Food Security and Nutritional Program in Chiquimula, Guatemala). PROSANO2 targeted 11, 137 families (approx 66,822 beneficiaries) living in 87 communities. The program started on May 19, 2011, initially planning to end on June 30, 2012. Due to the persistently high food insecurity rates, the program was extended to December 31, 2012, authorizing a transfer of 230 metric tons of commodities from the SC Multi-Year Annual Program (MYAP) to the SYAP in order to increase beneficiaries from 9,000 Households (HH) up to 11,000 HH.

The program area was located in Chiquimula, a mountainous area with depleted soils, water scarcity, recurring agricultural pest and disease issues, and high rates of food insecurity complicated by erratic weather patterns in the region over the past few years. PROSANO2's main goal was to mitigate the impact of the current crisis and to help vulnerable households (HH) to more effectively *manage future shock to their health, nutrition, livelihoods, and overall food security*. PROSANO2 main beneficiary groups were children under the age of 5, pregnant and lactating women experiencing or were at risk of malnutrition. To reach this goal PROSANO2 had three strategic objectives:

- (a) Increased access to nutritious foods for targeted vulnerable HH
- (b) Improved nutritional status of children from vulnerable HH
- (c) Improved availability of nutritious foods

PROSANO2 started by conducting a Rapid Environmental Assessment (REA) requested by the Office of Food for Peace (FFP), which was submitted to FFP on June 6, 2011. After PROSANO2 was approved on May 19, 2011, SC made significant efforts to start field operations in support of beneficiaries.

SC coordinated with a number of stakeholders locally and nationally to reduce overlaps of assistance and complement ongoing activities. This included direct collaboration with USAID/Gt, Food Security and Nutrition Secretariat of Guatemala (SESAN), Ministry of Health (MOH) local offices, Ministry of Agriculture (MAGA) local offices, Action Against Hunger (ACF), World Vision, and the World Food Programme (WFP) to assess the food security status of communities in Chiquimula. This coordination also included the input of Guatemalan Community Development Committees (COCODES), Departmental Commission of Food Security and Nutrition (CODESAN), community leaders, and local municipality authorities.

A total of 112 communities were identified based upon current involvement with other institutions, acute malnutrition, food and nutrition insecurity, road access and conditions, and population size. The nutrition criteria established to select PROSANO2 communities followed UNHCR/WFP Guidelines for Selective Feeding Programs in Emergency Situations as follows:

1. Communities with GAM rates below 4.99% were not considered
2. Communities with GAM rates between 5-9.99% were selected and food distribution took place to all household surveyed that at least had a child under

the age of five, lactating and pregnant women suffering or were at risk of malnutrition.

3. Communities with GAM rates above 10% were considered as Blanket Feeding, which means all households received blanket feeding with USAID approval.

The baseline was designed and conducted from July 21 to September 23, 2011. Using SAMI, SC began its baseline survey data collection in selected communities to acquire information on the status of children under age of 5, pregnant, and lactating women. The information collected included the child’s personal and family information, anthropometric indicators for children (height, weight, and MUAC), and for lactating and pregnant women anthropometric indicators using MUAC, morbidity, family food rations reserves, beneficiaries using promoted livelihood activities, number of months of adequate household provision, mothers and caretakers that knew at least two signs of malnutrition in children, and family, social and organizational participation.

After analyzing this data, SC identified a total of 11,137 HH living in **87 communities** in Chiquimula (in six out of eleven municipalities: Chiquimula, San Juan Ermita, Jocotan, Camotan, Olopa, and Esquipulas) at high risk of malnutrition and food insecurity level and in need of immediate assistance. It was also found that this target population did not have disposable income, lacked purchasing power, and had limited or no access to formal markets. Additional food introduced in these HH will have no measurable effect on markets as the targeted beneficiaries live entirely outside of commercial markets.

During the months of October to December 2012 several activities took place in order to achieve the strategic objectives for PROSANO2, such as closing activities in each community where the program carried out activities, finalizing MCHN training to mothers, caregivers, Mother Leaders and Father Leaders, providing furniture and equipment to MOH Convergence Centers, and completing livelihood training activities on apiaries, agro forestry, hen management, and vegetable gardening. PROSANO2 also wrapped up activities with CUNORI and ASORECH which established chicken feed processing plant, chicken coops, incubators, provided hens and proper training. More information is provided below under each strategic objective. In addition, during December 2012 the project undertook activities related to close-out including debriefing staff, conducting the final financial transactions and reconciliation and formally closing the office.

SO 1: Increased access to nutritious foods for targeted vulnerable HH

Over LOA PROSANO2 reached 60% of PROSANO1 communities and 40% of new communities totaling 11,137 HH (2,137 more than the initial households’ target of 9,000) by providing a food ration on a monthly basis shown in the table below¹:

Commodity	Total Ration		Grams			
	per month (Lbs)	KG/month	Grams per Month	per day/HH6	Calories per day/HH6	Calories person/day

¹ The ration was calculated with guidance obtained from USAID’s Commodity References Guide and calculations were run on Nutval’s 2006 database and calculation sheet <http://www.ucl.ac.uk/cihd/research/nutrition/nutval-2006-v2.2.xls#CalculationSheet> (September 2009)

Rice, bagged	18 pounds	8.16	8.160	272	992.8	165
Pinto Beans	18 pounds	8.16	8.160	272	992.8	154
Corn-Soy Blend	18 pounds	8.16	8.160	272	1021.9	170
Fortified Veg Oil	2 liters	2 liters	1,850	61.7	545.13	91
Kcal/day					3,484.63	580
% needs met					27.66%	

Each ration contributed to meet 27.66% of the total HH caloric needs (based on a family of six members). The PROSANO2 logistics unit followed a plan of distribution from warehouse-community-household in order to ensure that the rations reached the intended program beneficiaries and assured that these were collected by 80% of the women². The Unit also used instructional materials in every food distribution to provide commodity information to beneficiaries showing the name of donor, where it came from, product and quantity and ensured that USAID branding and marking strategy was followed according to ADS Chapter 320 and authorized by USAID/Gt CTO.

A total of 2,713.6 MT of commodities were distributed during program LOA in order to assist the emergency. Food monitors conducted monthly food distribution and surveillance of proper use of the ration at the household level. The monitors were supported through 90 *Lideres de Manejo de Alimentos* (Food Management Leaders) that were identified and trained on USAID and SC norms and procedures regarding commodity distribution, proper use and storage of food rations at community and household level as well as prohibitions and sanctions and community commitments. These leaders received a monthly food ration as Food for Work (FFW) for assisting project activities on a monthly basis such as beneficiary monthly calls, helping to unload food rations arriving at the community, assisting in distributing the food rations, and informing PROSANO2 logistic staff on those beneficiaries that did not come to get their ration. PROSANO2 had the assistance of COCODES, Community Facilitators, and MOH health monitors and thus conducted a surveillance survey from January to August 2012 on the use of the commodities. 1,021 visits were made showing good results: 97% knew the commodities came from USAID, 99.5% acknowledge the food ration came in good condition, and 99.5% knew how to properly store the commodities.

PROSANO2's Financial Assistant conducted monthly commodity inventories at the warehouses and at community level, in order to ensure the commodities were packed and delivered according to the Food Distribution Plan and were properly reported to SC Project Manager, Financial Manger and Auditor. Also monthly nutritional monitoring took place in these 54 communities in order to check on GAM rates; however these did not lower as expected due to pregnant and lactating women showing constant high levels of malnutrition. The reason found was linked to male migration to temporary jobs from November through May to the southern coast of Guatemala for the sugar cane harvest, Honduras for the coffee harvest, and the U.S. for various opportunities.

² PROSANO reached out for women to receive the food ration in order to ensure proper care and food preparation for target beneficiaries.

Women were left behind to take care of children as well as manage the household and farm-related activities in the absence of men (from 5 to 6 months per year). These activities lead women to consume more energy, lessening improvements to their nutritional status. For pregnant women, this created conditions in which children could be born at lower birth weights as well as higher chances of neonatal mortality and maternal complications before, during and after birth increasing maternal mortality. Therefore, these communities were assisted until August 2012 in order to protect this vulnerable group.

During the months of September and October 2012, the logistic unit prepared the closing activities for each of the 87 communities that were assisted during LOA. The purpose was to close the project in each community establishing how many trainings and inputs were provided by the program in every community and finalizing other administrative and social aspects. Minutes were written and signed by community leaders and members.

SO 2: Improved nutritional status of children from vulnerable HHs

PROSANO was able to reach and assist with growth monitoring on a monthly basis to 8,512 children under the age of five, 3,351 lactating and 843 pregnant women in the selected 87 communities. A total of 183 *Madres Lideres* (Mother Leaders) and 4 *Padres Lideres* (Father Leaders) were identified and trained on the signs, causes, and impact of malnutrition, the prevention of respiratory and diarrheic diseases, basic health and nutrition practices, exclusive breastfeeding, infant and young children feeding practices, hygiene, safe drinking water as well as food ration use and preparation. To increase their visibility within communities, *Madres Lideres* were provided with a Mother Leader bag, identification coat, and Mother Leader banner placed at their home for easy community identification. All these materials were in compliance with the approved SYAP II Branding and Marking Plan. PROSANO2 trained 10 more *Madres Lideres* than planned in the original proposal (180 ML) due to the nutritional emergency needs in the region. For their time devoted to the program, these mothers received a food ration as food for work (FFW). On August 2012, these mother were recognized by MOH through its Health District Directors. These Mother Leaders will be part of the MOH Surveillance Network for detecting and monitoring acute malnutrition cases in the community. This was stated on the MOH Health Services Legal Record Books.

PROSANO2 developed SAMI and the Local Warning and Surveillance (SILVYA) on the same web platform as the MOH in order to streamline data collection. SILVYA was introduced to local MOH and SESAN staff in order to have a system to facilitate the timely identification, referral, and treatment of SAM in children under five at the nearest MOH facility and in accordance with the International Community Management of Acute Malnutrition (CMAM) guidelines and protocols. Currently, SILVYA is being used by Mother Leaders who find the system helpful in reporting cases of SAM.

During the no-cost extension months (September-December 2012) approved by FFP, PROSANO2 strengthened the role of Mother Leaders and Father Leaders, through trainings. 186 ML and 4 FL were all certified by MOH and became part of the MOH Extension Community Service. A total of 4,672 mothers and caregivers were trained to strengthen practices on child breastfeeding and infant feeding, practices related to health and nutrition, prevention of illness that affect child nutrition. PROSANO2 provided

stadiometers and balances to 20 Convergence Centers and 400 Acute Malnutrition booklets to local MOH offices to record each child's health status. Also PROSANO2 validated its Behavioral Change Communication Strategy with 43 MOH local authorities and staff. This BCC strategy was presented at MOH National Level at the Department of Health Promotion and Education (PROEDUSA) on November 7th and 15th; it was well received, discussed, analyzed and it is intended to be incorporated into the 2013 National MOH PROEDUSA strategy.

SO 3: Improved availability of nutritious foods: Once communities were selected, the PROSANO2 livelihoods team began further assessments on road access and agricultural conditions (such as soil and water quantity/quality, land, water, and animals, maize and bean production and yields) and food availability. PROSANO2 implemented an intensive livelihoods strategy to accelerate the reestablishment of beneficiaries' livelihoods and self-sufficiency, taking into consideration the seasonal calendar (rainy versus dry season). The strategy included (1) the selection of *Agricultores Lideres* (Agricultural Leaders) (2) implementation of a train-the-trainer program (3) selection of beneficiary families according to UNHCR/WFO Guidelines for Selective Feeding Programs in Emergency Situations.

PROSANO 2 aimed to select and train 125 *Agricultores Lideres* but was only able to train 93 due to the impact of migration on the availability of qualified community members. Fortunately, program activities were not impacted by the deficit. The methodology used to train *Agricultores Lideres* was *Campesino a Campesino* (farmer-to-farmer). This provided the opportunity to promote agricultural best practices among community members and for them to apply these practices to their own crops with the support of other farmers. Fifty-four Learning Agricultural Centers were established to conduct farmer-to-farmer and hands-on training by the *Agricultores Lideres*. Training and inputs were delivered to selected households and according to crop in the rainy season (May to October) and livestock production and irrigation systems (November to April) which included bean and corn production, sustainable agro forestry system management, protection of hillside crops through simple agro forestry techniques, family gardens, horticulture seeds, micro-irrigation systems, organic compost, soil conservation, management of egg-laying hens and apiaries, training on incubators management, chicken feed processing using local native plants with high nutritional value, fruit trees management, as well as the use of silos for improved postharvest storage of grains such as corn and beans. The *Agricultores Lideres* received a monthly food ration as FFW for their support to the achievement of project objectives.

These inputs provided new agricultural ways to cope with the crisis by having new sources of food and to complement the food ration. The corn and bean seeds were provided in order to restore the production lost during 2010-2011 and silos were provided as a means of proper storage and reduce loss. The egg-laying hens, native and local plants were provided in order to complement the food ration with animal protein, minerals and vitamins intake especially for the children. Apiaries were provided as a means of new livelihood activity in the region for family income generation and to lessen migration of men to other areas or countries, and forestry plants as a means of restoring soil protection and environment. A total of 4,733 families were assisted, which means 89% more families reached compared to 2,500 families proposed in the original proposal and more than 5,000 hands-on trainings were delivered.

During the non-cost extension months (September-December 2012), PROSANO2 completed poultry management training to 571 beneficiaries, conducted follow-up for Agricultural Leaders on farmer to farmer training in Chiquimula communities, conducted training on proper use of established irrigation systems, conducted training on agro forestry systems and vegetable gardens, and provided ASORECH a total of 1940 egg-laying hens and 9,700 lbs of chicken feed to its members that lost most of their corn crops. Also, according to PROSANO's approved budget incubators, a poultry coop, and chicken feed processing plant rehabilitation was done in CUNORI, as they already had part of the equipment and suitable infrastructure and space. A MOU was signed between CUNORI and ASORECH to work together in order to train the beneficiaries as well as to conduct all follow-up necessary for chicken and chicken feed production activities to be a sustainable after the program ended.

Monitoring and Evaluation:

PROSANO2 M&E Unit used SAMI, the Monitoring and Evaluation tool used in PROSANO1. The baseline was designed on June and July and was conducted on July 22 and completed on September 23. The baseline was conducted in 97 communities, identifying 87 communities that need immediate assistance due to its high level of GAM in children under the age of five, lactating and pregnant women. Record of all project activities (food distribution, growth monitoring, livelihood activities as well as training on each component) was conducted by this Unit on a monthly basis in order to ensure achievement of all project objectives and targets. PROSANO2 conducted home visits to ensure the commodities were used at the HH level and found out that no sales of these commodities took place. Also PROSANO2 monitored corn and beans prices in the local market on a monthly basis and results have shown that the prices are very high in the area: \$ 0.32/lb of corn and \$ 0.51/lb of beans due scarcity of these basic staple foods in the region. SC has been monitoring corn and bean production in the area and found in 2011 that mold was present on corn production thus damaging 25% of the crop. SC informed USAID/Gt about the 2012 drought crisis that damaged more than 90% of bean production and 95% of the corn crop. This situation will increase the food insecurity in Chiquimula as well as other departments of the Guatemala Dry Corridor in the first quarter of 2013, which has been confirmed by Mesoamerican Food Security Early Warning Systems (MFEWS).

During the no-cost extension period, PROSANO2 was able to complete SAMI and SILVYA platforms to be compatible with local MOH office and SIGSA to migrate information. Also PROSANO2 conducted an internal final evaluation of project activities and results were the following:

Table 2: PROSANO2 Final Results:

Indicator	Base Line	Final Evaluation	Target
SO 1: Increased access to nutritious food by vulnerable HH			

Number of beneficiaries from food insecure households that received direct food assistance	0	66,822	54,000
Number of households that were identified to receive direct food assistance	0	11,137	9,000
SO2: Improved nutritional status of children from vulnerable households			
% of children 0-59.99 months with < -2.0 DE weight/age (underweight).	41.7%	36.64%	Decrease of 5%
% of identified cases of SAM among children (6-23.9 months and 24-59.9 months)	1.73%	0.33%	Decrease of 0.4%
% of cases of SAM (red MUAC) with complications referred to a hospital or stabilization center	100%	100%	100%
% of mothers and caretakers that know at least 2 signs of malnutrition in children	29%	Mothers and caretakers 67.20% Mother and Father Leaders 78.77%	50%
% of children aged 0-23.9 months recovered from SAM (red MUAC)	0%	92.8%	75%
SO3: Improved availability of food at the HH Level			
% of beneficiaries reporting use of promoted livelihood practices	0%	91.1%	50%
Average # of months of adequate household food provisioning	1.5	1.23	2.0

The results show that all strategic objectives were accomplished beyond targets except SO3: average of number of months of adequate household food provision. This dip in this indicator is due to the severe drought mentioned above. PROSANO 2 also conducted Lessons Learned Activity (please refer to page 13) and the first audit phase was completed from May 2011 to June 30, 2012 with no significant finding. The second and final audit phase takes place in March 2013.

SUCCESS STORIES

Honey Production an economic solution for vulnerable communities facing food insecurity and nutrition

Families' lives in Chiquimula have been affected in the past years due to weather changes causing drought, sporadic rainfall, recurring pest and diseases that affect basic staple grains that at the end impact vulnerable groups such as children under the age of five, lactating and pregnant women. Low basic grain production forces family members to migrate to other geographic areas in Guatemala leaving women and children behind especially in the months of October to April causing family disintegration.

Honey production represents a potential activity for income generation in Chiquimula, is friendly to the environment and sustainable for farmers, easy to manage and a low cost activity. PROSANO2 baseline results showed Amatillo community with a GAM level above 5% and on September 2011, PROSANO2 and community leaders decided to implement 30 Langstroth apiaries for 10 families to enter into honey production as an alternative for income generation. Beneficiaries were excited and complied with all PROSANO2 requirements such as cleaning the area, construction of terraces and bases to install the bee hives as well as participating in all training courses. The honey production in March 2012 generated a total of more than \$ 1,706, which allowed these men to stay at the community and with their families and not to migrate. Now they have 40 apiaries and they named themselves as *Apiario Unidos en Accion* (United Apiary in Action). This type of activities provides a new and unique opportunity for these families to diversify production, increase revenue, and keep families together.

Implementing apiaries in Amatillo Community in Chiquimula



Photographer: MarlaLisette Gonzalez Boche, PROSANO2 Livelihood Technician.
Beneficiaries establishing the apiary in Amatillo Community in September 2011.



Photographer: MarlaLisette Gonzalez Boche, PROSANO2 Livelihood Technician.
Beneficiaries with beekeeping suits during honey production training and training on apiaries management in Amatillo Community.
Left to right: Berto Pérez, Oscar García, Fidel Ramírez, Gregorio Canan, Rigoberto Canan, Isaías Díaz, Héctor Hernández, Wilmer Vasquez, Rodrigo Canan, and Marcos Suchite



Photographer: Elmer Barillas
Beneficiaries extracting honey in Amatillo Community in March 2012



Photographer: Elmer Barillas
Beneficiaries extracting honey in Amatillo Community in March 2012

French bean Production: an economic alternative for the community El Carrizal in Chiquimula

PROSANO 2 identified El Carrizal as one of the 87 communities that were at high risk of malnutrition, especially for children under the age of five. There are many underlying causes for this situation: climate change damaging staple crops, scarcity of jobs, lack of education and health services as many others. PROSANO 2 livelihood staff conducted an assessment to check on potential economic crops other than corn and beans, finding an opportunity with a commercial exporter named UNISPICE. UNISPICE authorities checked on El Carrizal community and conducted soil testing, water availability and quality and social willingness on commitment to work. Results showed the potential to produce French beans and production began in May 2012. UNISPICE provided for free all seeds, fertilizers and chemicals; PROSANO2 livelihood staff provided proper training and Beneficiaries provided the land (0.7 Ha) , water and labor. The results showed that French beans were produced in a period of 3 months with a cost of \$ 2,531 producing 17,403 lbs and giving a net profit of \$ 5,178 for 10 families (\$ 579 profit for a family in 3 months). These results generated great expectations in the community that now there are a total of 40 families from El Carrizal and Mojon, who have collaborated to grow 5.25 Ha of French beans, have a formal contract with UNISPICE and have obtained micro credit from Fundacion CRY SOL. This new crop in Chiquimula will generate new jobs, income generation and reduce food security in the area.



Photographer: Elmer Barillas PROSANO2 Livelihood Coordinator
Beneficiaries working in the French bean production in Carrizal community



Photographer: Elmer Barillas, PROSANO2 Livelihood Coordinator
Beneficiaries working on the French production in Carrizal Community



Photographer: Elmer Barillas, PROSANO2 Livelihood Coordinator
French bean production in Carrizal Community

LESSONS LEARNED:

On October 4, FFP approved SC's Lessons Learned Scope of Work and PROSANO2 hired an independent consultant who conducted this task. Listed below are the descriptions of the key lessons that emerged from this program and the full report is at as supplemental materials (Annex H).

1. The support of FFP/W and USAID/GT was key to overcoming the challenges in the region

The excellent coordination and communication from FFP/W and USAID/GT helped SC achieve program goals and solve the challenges faced in the region during the crisis.

2. The legacy of PROSANO1 facilitated PROSANO2

The successful work in the area with PROSANO1 facilitated PROSANO2 start-up activities in Chiquimula as well as provided a strong foundation of recognition and trust with the communities which allowed for smoother implementation of activities and reduced start-up time and steps.

3. Seek official support

Despite a change of Government during LOA, good relations with government officials and with the Departmental Committee on Food and Nutrition Security (CODESAN) were crucial to the successful start of PROSANO2. Local authorities helped to organize activities avoiding duplication of efforts and optimizing use of resources.

4. Involve key persons

The early involvement of local authorities, community leaders and community members helped improve collaboration and empowered local authorities to better cope with the crisis.

5. Changes are due to persistence.

PROSANO2 could not address all needs, however because it was operational for a substantial amount of time and followed-up on activities, it was able to achieve planned results.

6. Target women for behavior change

Save the Children understands that it must fight malnutrition, but the question is how. Part of "how" is supporting women with practical and affordable interventions that enable them to be the agents of change in their families and communities.

7. Involve communities in decision-making and planning

Resources are rarely sufficient to meet the needs of communities in crisis; locating families who need the support *the most* is a must. In the selection process, the participation of communities is vital to identify the neediest beneficiaries and ensure collective 'buy-in' into the process. Community responsibility and accountability is invaluable in ensuring the program avoids duplication, waste and fraud.

8. Be flexible and creative

The weather presented a serious challenge for PROSANO2. Droughts, storms, floods, affected the achievement of original plans. For example, SC originally planned to assist beneficiaries with planting corn; however it became clear with conditions that would not be possible. Instead, SC proposed the creation of apiaries as an alternative economic activity for various communities who lost their corn crop. This challenge taught the PROSANO2 team the value of being flexible, creative and adapting to the context, in close coordination with USAID.

9. Families are not the same

Although facing the same emergency and sharing similar needs, families remain inherently different and sometimes, what worked with one, does not work with another. Therefore, it is preferable to have a menu of interventions from which to choose so that things can be modified for what will work best in each case.

10. Don't be afraid to try big interventions, even in an emergency program!

PROSANO2 team demonstrated through a mini irrigation project that it is possible to design and implement a challenging task even in a short time. This was possible because of the high level of involvement and commitment of the beneficiary families and program staff who were excited about the project and took ownership of the work.

11. Figures of Mothers Leaders, Farmer Leaders and Food Management Leaders were vital

Having community volunteers to draw upon contributed significantly to the success of PROSANO2. These leaders provided critical support to carry out activities, but more importantly, they facilitated community buy-in to the program and modeled the key behavior changes, resulting in a faster up-take of practices.

12. Involve beneficiaries

Involve beneficiaries in the training process and in the handling of food. PROSANO2 found that providing volunteers with distinctive vests increased their motivation and feelings of responsibility, which resulted in better and more efficient food distributions.

13. Challenges can be overcome with suitable strategies

During PROSANO2 there were different challenges that were overcome with strategic meetings. This was the case of a prolonged MOH strike, which prevented PROSANO2 MCHN staff from reporting all acute malnourished children cases. These reports were presented at CODESAN, where the governor helped to take the reports to local MOH authorities where follow-up was conducted even during the strike.