AID 1015-1 (7-71) (FACE SHEET)

CAPITAL PROJECT PAPER (PROP) PD-AAK-251-B1

9320069 G32-069 (2) PAGE 1 of __ PAGES

I. PROJECT IDENTIFICATION

1. PROJECT TITLE

Development Program Grant for Meals for Millions Foundation (MFM)

APPENDIX ATTACHED ☐ YES ☐ NO

2. PROJECT NO. (M.O. 1095.2) 936-[illegible]

3. RECIPIENT (specify)

☐ COUNTRY WORLDWIDE

☐ REGIONAL ☐ INTERREGIONAL

4. LIFE OF PROJECT

BEGINS FY 75

ENDS FY 77

5. SUBMISSION

☐ ORIGINAL DATE

☐ REV. NO. DATE

CONTR. PASA NO.

II. FUNDING ($000) AND MAN MONTHS (MM) REQUIREMENTS

A. FUNDING BY FISCAL YEAR	B. TOTAL $	C. PERSONNEL (1) $	C. PERSONNEL (2) MM	D. PARTICIPANTS (1) $	D. PARTICIPANTS (2) MM	E. COMMODITIES $	F. OTHER COSTS $	G. PASA/CONTR. (1) $	G. PASA/CONTR. (2) MM	H. LOCAL EXCHANGE CURRENCY RATE: $ U.S. = (U.S. DATE) (1) U.S. GRANT LOAN	H. (2) COOP COUNTRY (a) JOINT	H. (2) COOP COUNTRY (b) BUDGET
1. PRIOR TIME ACTUAL FY												
2. OPRN FY 75	143	93					50					
3. BUDGET FY 76	- 206 -	-					-					
4. BUDGET 5th QTR	163	138					25					
5. BUDGET +2 FY 77	177	152					25					
6. BUDGET +3 FY												
7. ALL SUBJ. FY												
8. GRAND TOTAL	483	383					100					

9. OTHER DONOR CONTRIBUTIONS

(a) NAME OF DONOR	(b) KIND OF GOODS/SERVICES	(c) AMOUNT
N/A	N/A	N/A

III. ORIGINATING OFFICE CLEARANCE

1. DRAFTED: Maurice D. Kohan	TITLE: Project Manager, PHA/PVC	DATE
2. CLEARANCE OFFICER: Cleo F. Shook	TITLE: Associate Director, PHA/PVC	DATE

IV. PROJECT AUTHORIZATION

1. CONDITIONS OF APPROVAL

3. Judith W. Gilmore, PHA/PVC/OPNS Judith W. Gilmore

4. John A. Ulinski, Jr., PHA/PVC

5. William Alli, PHA/PRS

6. David McMakin, PHA/PRS

2. CLEARANCES

OFFICE	SIGNATURE	DATE	OFFICE	SIGNATURE	DATE
NESA/TECH	D. Steinberg	5/15/75	LA/HRSD	M. Zak	
AFR/DP	D. Wilson		PPC/DPR	A. Handly	

3. APPROVED BY (OFFICE DIRECTOR)

SIGNATURE: (Mrs.) Harriett S. Crowley

TITLE: Assistant Administrator for PHA (Acting)

DATE: 5/27/75

4. APPROVED BY (AID/W MGT. STAFF)

SIGNATURE:

TITLE:

DATE:

PROJECT PAPER FOR A DEVELOPMENT PROGRAM GRANT

FOR

MEALS FOR MILLIONS FOUNDATION (MFM)

MARCH 1975

MEALS FOR MILLIONS FOUNDATION

TABLE OF CONTENTS

TABLE OF CONTENTS (Continued)

INTRODUCTION

Since 1946 the Meals for Millions Foundation has had as its objectives both the relief and prevention of malnutrition. MFM has realized these objectives through nutrition, food development, and emergency relief programs which stress low-cost, high-nutrition (LCHN) foods based on locally available resources. Working only where self-help is an underlying motivating force of those participating, its role throughout all of its programs is one of a catalyst, bringing together resources to match felt needs in areas of food scarcity and where current costs of a balanced diet prevent proper nutrition.

RATIONALE

A. PROGRAM METHODOLOGY

The program methodology is varied to suit the situation. This allows flexibility with which to meet the needs peculiar to the problem. The range of activities now engaged in is quite wide:

> Where resources do not exist for reasonably low-cost protein foods, MFM has supplied farming equipment and is training the people to grow protein-rich crops.
>
> In other programs MFM gives on-the-site technical assistance to preserve foods and to produce LCHN products for the local market.
>
> In Santa Monica MFM maintains support facilities that are used for solving food development problems, and where food science people of the third world come to learn the techniques of LCHN food production and marketing. Each participant works on the development of LCHN products which will fit the local needs, using ingredients locally available.
>
> Other activities are nutrition education, on-going nutrition feeding programs, and disaster relief where self-help is temporarily out of reach.
>
> Still another function of the program staff is to seek donations of equipment for project implementation.

Philosophy of MFM Programming

The Meals for Millions Foundation operates from a philosophical orientation which views self-help and participation in one's own growth and uplifting as the most effective and long-lasting method for assuring human and economic development. Based on this viewpoint, implicit in program planning is the intent to transfer technologies which are intermediate in sophistication and appropriate to the needs and skills of the program recipients.

Here the concept "to transfer" does not mean "to ship" or "to build facilities." It means to train people in both the functional and operational principles of various technologies as well as actual techniques of operation and maintenance of technological hardware. Since "technological tools" are both conceptual and material, training is an integral part of the transfer mechanism. MFM's approach to technological transfer through training fundamentally involves and requires active participation in the process. Training is based on problem solving rather than "depositing information," and participation is an essential part of this process.

A problem which arises in the process of technological transfer is the criteria for evaluating the effectiveness of that transfer. The basic questions are "what is an appropriate time frame for judging effective transfer," and "what results determine the effectiveness of transfer?" From MFM's viewpoint these questions can only be answered in the context of each project as each deals uniquely with its own objectives, level of sophistication (in terms of information transferred and the comprehension of the people addressed) and sociological context. For instance, an agricultural project which involves teaching subsistence farmers new farming techniques for an unfamiliar crop would not be judged in the first three to five years on the basis of production figures, even when set as objectives.

Less tangible and subjective criteria are appropriate: self-confidence in ability to recognize and solve problems independently, discipline in being task-oriented, and sociological changes recognizable by improvements in the quality of life. On the other hand, a marketing and food development project in high protein foods would be judged by tangible factors of production and sales volume. Only after ten to twenty years would the nutritional impact as a criteria of effectiveness lend itself to evaluation.

The purpose in presenting this philosophical perspective is to convey the significance MFM places on technological and economic development as the vehicles and as the means to attaining human development. Their program strategies demonstrate this by meeting people from where they are developmentally, and adapting technological solutions to fulfill their needs, and by involving them in the process of their own development.

Technical and Human Resources Development Capabilities

MFM defines its skills and capabilities relating to its program area as:

1. Food product development (especially protein foods from vegetable sources)
2. Food processing and preservation
3. Food machinery engineering
4. Food production facilities design
5. Food marketing
6. Education and training in food development, manufacture and marketing
7. Agricultural production (especially soy)
8. Rural community development related to food, nutrition, health.

B. Technology Transfer Methodology

1. Food processing Technology and Engineering

A specific program in training food technologists and techniques in producing protein foods from vegetable sources is a means by which MFM transfers its particular expertise in food technology. This portion of the program wholly managed and funded by MFM is called The International Institute of Protein Food Technology.

Yearly a group of students, most of whom have a background of either a Master's or Bachelor's degree in food technology, spend 15 weeks at the training site in Santa Monica learning the latest technology available in converting vegetable sources of protein to finished food products. The criteria for selection of the students includes either experience of academic background in food technology, or employment with a university, research institute or industry where the information can be put to immediate use. Students from various food industries are selected on the basis of their company's interest in producing a high protein, low cost food product which would be available to low income people of their native country.

The training is very specifically geared to products which are appropriate to the respective areas from which they come. The training is very practical in terms of giving experience with equipment as opposed to being strictly an academic lecture situation. By the time the students leave, they have a solid conceptual understanding as well as a working proficiency in food development techniques and in various pieces of equipment available for production.

On a recent trip to Latin America discussions with one of the 1973 graduates stimulated the proposal to create a similar training program to the one in Santa Monica, in Chile as a Latin American regional Institute of Protein Food Technology. Such an institute would allow an easier transfer of available food technology and development information than is now possible to all of the Latin American countries in their own cultural context.

This project would go a long way toward providing a center for the exchange of technology so that the individual countries would not require the tremendous capital investment in a government research institution and the duplication of research and information available in other countries, in order to get a substantial food industry started which will provide products specifically for low income groups.

This type of technical training (which would include a philosophical bias toward producing low cost, high nutrition food for low income groups) would be a valuable contribution to the food availability and food preservation requirements in many of the developing countries.

2. Equipment Design and Manufacture

The technology of equipment design is another important level at which MFM is working to transfer food technology to the developing countries. MFM feels it is its role to work with the latest technology, particularly in protein technology, to understand the needs at the village or community level, and to modify useful, sophisticated technologies to a level which is appropriate to the needs overseas.

This has already been accomplished in two projects carried out in the facilities of The International Institute of Protein Food Technology. One project is the modification of an extruder to simplify the operation of the extrusion machinery and reduce the cost of the basic equipment required. The design is such that the machine can be made in a developing country in a simple engine lathe with a milling attachment. Inexpensive automobile parts are used for the power train. With this development, the whole area of extrusion technology becomes available to developing countries for a very minimum capital investment compared with equipment currently being manufactured in the United States.

A second development in textured vegetable protein technology has been the manufacture of a small apparatus based on the design of a machine currently being produced and used in Korea. This apparatus can be operated by one person in a village without electricity. It can produce shaped and textured protein patties. MFM plans to put this technology to direct use in the developing countries at the village level.

MFM will encourage small machine shops in a developing country to make both machines with MFM-created plans and assistance. With the machine manufactured in a developing country, an entrepreneur has the incentive to encourage the utilization of the equipment. The basic knowledge of using the machine to produce products from it is also transferred, and thereby offers an added incentive to popularize products made from the machine.

3. Agricultural Technology and Practices

Another transfer approach in the case of agricultural projects is on an extension basis to demonstrate various techniques, and to supervise the involvement and participation of the farmers. At each stage of the process of preparing land for planting, weeding, harvesting, etc., the farmers initially observe the process carried out by a staff which consists of an agricultural expert, a community development worker, and several agricultural assistants. The farmers participate wherever possible by clearing land, planting, irrigating, and weeding during these early stages. As the level of comprehension and skill increases, responsibilities given the farmers also increase.

In the case of equipment operation and maintenance, farmers are initially taught to maintain equipment with such basic functions as oiling and lubrication, and various other rudimentary maintenance activities. As their mechanical comprehension improves, they are given instruction on the operation of the tractor and, later on, in some of the more complex maintenance problems.

In addition to the above, MFM introduces intermediate technology equipment for use by the farmers on their plot of land. As soon as the farmers demonstrate that they are capable of implementing any particular level of training, the responsibility is relinquished to the farmers with followup supervision by MFM staff. It is through this process of staff demonstrations, farmer participation, and gradual phaseout with MFM supervision, that MFM has functioned in a project of significant impact to the Santa Elena Peninsula in Ecuador.

4. Food, Nutrition and Health Information

The home extension phase of the agricultural project works in a slightly different manner. Initially the community development worker makes contact with the women of the village of the agricultural project to determine their interest in instruction and food preparation. Once this interest is demonstrated, a meeting is arranged with the women and the home extension worker.

In the project now operating in Ecuador, the home extension is provided by a Peace Corps volunteer and "Mejoradora" from the Ministry of Agriculture. Rather than starting with demonstrations concerning food preparation, the extensionist inquires which foods are consumed in the community, how the foods are prepared, and what information the women would like from the extensionist.

Based on the information on available food and village preparation techniques, the extensionist determines how various soy products (since this is a soy production project) would best fit the eating habits and interests of the particular village. Other food preparation and habit modifications are also tried. Only after this information is obtained do the demonstrations begin. The other elements of participation and phaseout are also applicable in MFM involvement in the home extension work.

5. Marketing Analysis Skills Transfer

Another project in which MFM technology, particularly its marketing skills and product development capabilities, are being put to use is a marketing survey in Guayaquil, Ecuador.

The purpose of the marketing survey is to determine the consumption patterr of the zero to six-year-old age group. Based on this information MFM will develop and promote the manufacture of a nutritious soy-based food which will fit the eating patterns and preferences of this age group and, particularly, those of the poorest of the poor. While the poor are only minimally involved in a participatory manner, the benefits to the poor are those of eventually being recipients of a nutritious low-cost food geared to their taste and for which they have provided the information concerning preference, color, taste, texture, etc.

In addition to the information MFM seeks from this study, there is also a transfer of technology in actual implementation of the market survey. The survey is administered in collaboration with another voluntary agency (AITEC) in which the staff is predominately Ecuadorian. Thus, one of the spinoff benefits is to train a corps of Ecuadorians in the various skills of food marketing research and, since computerization of data is involved, the use of computers in data tabulation and analysis.

Underlying all of these various approaches is the willingness to work from the premise of satisfying the human needs for food with available tools appropriately adapted to the grass roots or whatever level is involved. Technology is seen as the means of fulfilling basic human requirements, not the determinant of MFM development strategy.

C. DEVELOPMENT GRANT PROPOSAL

1. PURPOSE OF GRANT

With the increasing need of looking for solutions to the world hunger situation, as well as to the prevention of malnutrition, MEM wants to expand its activities to new geographical areas, in response to the accelerated pace of requests for MEM involvement. Additionally, MEM is attempting to coordinate their specific skills with other organizations that are wider in scope, to meet the total nutrition problem.

The purpose of this grant is to allow MEM to obtain additional talent which, together with the present programming resources of MEM, will allow for planning, programming, management and evaluation.

Since the program planning in MEM is addressed essentially to transfer of technologies and specialized training, as explained in the preceding sections of the Rationale, entitled "Philosophy of MEM Programming and "Technology Transfer Methodology", the new staff to be added should have capability to plan and develop nutrition and food technology as well as develop specialized training programs, stressing low-cost high nutrition foods in the LDC's, based on locally available resources and local participation.

Similarly, primary program facilities of MEM are the pilot plant and laboratory which are used for training, research and development related to program plan and design, in the sense of program planning and evaluation to assess in-country source of raw materials for LCHN foods, information upon which the projects are programmed.

The requested grant seeks to improve these facilities, commensurate with the program development expected from the added professional staff.

STAFF REQUIREMENTS

The personnel requested under the grant, and their main responsibilities are listed as follows:

1. An Associate Program Director to share the responsibilities of the program depactment, as described in the MFM Organization Charts, coordinate resource information and preparation of the next training program of the International Institute of Protein Food Technology (IIPFT).

2. A Nutritionist to coordinate and develop nutrition information as a basis for programming, to compile information for in-house reference in program development, to evaluate programs, to coordinate data on nutritional needs in Africa and Latin America, to teach nutrition components of IIPFT and serve as consultant to other members of the staff on program development on nutritional matters.

3. A Food Development Researcher to perform analytical work on parts of the development of texturized edible food products made in the MFM developed modified texturizer and to plan and design intermediate technology in food processing, applicable to the village level to assist in the programming of LCHN food development, especially in utilizing vegetable protein and to teach LCHN food development processes to sectors of the IIPFT.

4. A Food Engineer skilled in the area of processing and extracting high nutrition basic elements of vegetable protein products, TVP, soy milk, expanded cereal products, infant and weaning foods; to plan, program and evaluate projects developing an appropriate range of foods to suit nutritional needs of local situations; and when required, the setting up of a production facility to get food moving into the market place and to instruct in the IIPFT training program.

5. A Training Program Coordinator to plan and program specialized training for solving food development problems, based on technologies developed by the professional staff, with the objective of improving the transfer of technology as a tool of program planning, as well as training

personnel for other volunteer agencies, and their own.

6. Two Secretaries are needed to serve a projected staff of five, including Program Director, Associate Program Director, Food Scientist/Nutritionist, Food Development Researcher, and Food Engineer.

FACILITIES REQUIREMENTS

The Foundation headquarters building includes, on the first floor, a reception area, a meeting room (which is both a conference room and a classroom for the training program), a laboratory-kitchen, print shop, pilot plant, plant office, and laboratory office. Seven administrative offices are on the ground floor.

The laboratory-kitchen and pilot plant currently serve both general program suppor and the working areas of the training school during four months of the year. Expansion of the program staff and consequent increase in program support would strain these facilities beyond capacity and dilute the effectiveness of both these vital areas. Therefore additional office and warehouse space will be obtained.

2. IMPLICATIONS OF THE GRANT

The possibility for funding to expand program support staff and facilities comes at a very opportune time.

On the average MFM receives ten to twenty requests per year for assistance to viable projects. At the present time at least five of these projects are in the development stage, and once funded and initiated would rely heavily on the support of the proposed additional staff. But without backup staff at headquarters until now, new projects could not be attempted even if funding were forthcoming. This grant would substantially change that and make it possible to get underway those projects being developed.

Four of the projects waiting in the wings are establishment of training programs, based on the model of the IIPT, in conjunction with colleges and private industry in Korea, Ecuador, Mexico and Nigeria.

All of these will require a food engineer to evaluate equipment needs and to direct the installation of such equipment.

In addition to the program coordinator, at least six instructors are required in each project for the various courses.

One of the criteria for selecting the technical staff in this proposal will be the willingness and ability to teach in their area of expertise. Where possible they will initially constitute the instructors in all of these training programs. Since the underlying program philosophy

is self-help, those students trained in the programs, or capable instructors in the project country, will eventually assume major responsibility for the training.

Since initiation of all of these training programs will be staggered, work demands on the program support staff for these will also be staggered so that this is a manageable system.

It is expected that ten to twenty students per year will participate in each of the training programs. Since requirements for admission include experience in the food industry, or in a food research institute or a university food science and technology program, and current employment in one of these areas, the utilization of the training can be immediate and far-reaching.

Also, in screening applicants there must be a verifiable commitment to utilizing the information, whether in expanding a low-cost, high-nutrition product line by a company; or initiating a new product based on sound marketing information; expansion of a university curriculum to include material from the training course; or evidence that research from a research institution will be implemented by industry or a government project.

While it is impossible to predict the exact numbers of people affected by training one individual, a multiplier effect is at work here. For every person trained, the numbers affected by the addition of a new high-protein food to the market, or of a trained food technologist to the development of products for the developing countries, will be in the thousands.

In addition to expansion of the training school model, funding is actively being sought for expansion of our very successful soybean project in Ecuador into a marketing and food development phase and a nutrition program. The marketing and food development activities will result not only in the production of a low-cost, nutritious food for the markets of Guayaquil, but will also involve training of qualified Ecuadorians in marketing techniques which will remain after we phase out. This effect alone has significant ramifications in that most evidence for the failure of new products in developing countries points to a lack of prior marketing research. Presently, Ecuador must go outside its borders, to New York in many cases, for such research tools, and this is a very costly process.

In terms of the effect of putting a nutritious low-cost food on the market, MFM knows of no technique yet for predicting effect; however, in The Nutrition Factor (1), Berg cited these as the effects of malnutrition which are a barrier to national development: Excessive and unnecessary medical costs; reduced productivity; low efficiency in education; reduced working years; loss to society of outstanding individuals; and excessive births seen as security against an inevitable loss of offspring.

Without making sweeping claims to solving all these, let it suffice that the project will add one or more high-protein products to the diets of the population of Guayaquil. The extent of the market and the type of product will be determined by the marketing research which is presently underway. As this phase of

(1) Alan Berg, The Nutrition Factor, 1973
Washington, D.C.: The Brookings Institute

the project progresses, backup support will be needed at MFM headquarters in the area of food development and testing. Although every attempt will be made to work with available and capable Ecuadorians, trained supervision is required from MFM staff.

Another significant area in which projects will open up is in lending assistance to other agencies, PVO's, etc., whose projects in the developing countries could involve food development nutrition. As this has not been done on a regular basis before, the IIPFT would run a second training session for three to four months specifically for this new group of people. As one example, CARE has already been approached and is very interested. No specific approach has been made to others, although previous discussions indicated great interest and willingness to participate.

Again, in terms of numbers, the multiplier effect of any assistance program extends the implications of this program into the thousands of projects carried out by other PVO's.

In summary, the broadest implications of expanding staff and facilities in support of field staff in our development programs are that MFM will be involved not only directly in food production and development and nutrition programs, but will also provide a unique and specialized training to other organizations which will in turn initiate their own projects in this area.

D. FINANCIAL PROJECTIONS

This past year has been one of transition in terms of restructuring the organization and changing its public image. In emphasizing preventive methods to solving the hunger problem (technical assistance) instead of the immediate cure-all (food donations), the Foundation realized that many previous individual donors (its main source of income) would not make the transition. New sources of income were required to substitute the old, but also larger and more predictable funds are required to plan ahead for coherent programs, an approach untenable before, given $5 and $10 donations designated specifically for certain groups to receive food donations.

Based on the awareness that different kinds of funding were necessary, vigorous efforts began in 1973 to develop substantial and predictable new sources of income. Several corporations were approached with a plan to contribute a given percentage of their advertising budget to set up an MFM fund. Representatives from the contributing corporations would constitute an advisory board to approve allocation of the funds to projects screened by the Foundation staff. Reception to the proposal has been warm and enthusiastic, but more time is needed to complete the arrangement. Additionally, applications have been made for sponsorship from several significant employee groups which would mean substantial and regular income. These are hopeful, but will take time to develop.

Additional funding projects include greater solicitation of foundations, inclusion in funding by organizations such as United Way and combined Federal campaign, greater support through major religious denominational groups, creation of an endowment fund, implementation of a much larger deferred giving program.

While these various funding bases offer substantial income in the future, confirmation of these will take time. What this grant means is that until these alternatives are finalized, the vital work of the Foundation can expand and continue to meet the urgent needs for nutritious low-cost foods in the developing countries. By the end of the grant period it is projected that a firm base of funding will have been established, and that the ongoing costs of these expansion efforts will then be absorbed by this new base.

Additionally, the costs related to new staff which will be added with this grant will be shared by each project's budget according to the work each devotes to a given project (25% to A, 50% to B). By having program staff supported in part by specific project budgets, there is no need to carry staff under a separate "program support" budget.

The cost of maintaining facilities will be handled in much the same way. The MFM headquarters and proposed "program building" is unique in that it is also the site of a significant project--the International Institute for Protein Food Technology. For the three-month period (six months if two courses are conducted) of the training, overhead for the facilities will be assigned in part

to the training course budget. The remainder will be absorbed by other projects whose support requires use of the facility, and in part by rental of the pilot plant and laboratory to outside organizations or companies. This is already proving to be a viable system. With the addition of a Sprout-Waldron 450, Cooker-Extruder, to the equipment inventory of the pilot plant, several companies (Carnation, General Mills, General Foods, and Knudsen) have rented the facility for experimental purposes. The rental fees are calculated to cover all costs, including facilities, without violating MFM non-profit status.

On the basis of the foregoing, no great difficulty is foreseen in the transition from the grant period to one of self-support.

E. MFM and Women in Development

INVOLVEMENT OF WOMEN IN MEALS FOR MILLIONS PROGRAMS

Meals for Millions has, throughout its history, included, and does presently include, the active and significant participation of women at all levels of headquarters management and program operations.

In the Santa Monica, California program headquarters, two of the four departments are under the direction of women; they are the Program and Public Relations departments. Women staff essential supportive roles within these and other departments (secretary/assistant in Public Relations; cashier; secretary-assistant in fund-raising; nutritionist and librarian.

At the policy-making level, several women occupy Board of Trustee positions. In our field programs women fulfill roles as home extensionists/nutrition advisors; household interviewers; and home economist/product developer--all key inputs to the success of program operations.

In the actual implementation and impact of our programs several important program elements are directed at the participation of women. In Ecuador, in the Santa Elena Peninsula project, home extension work with women in gardening, child care, nutrition and food preparation, complement the agricultural work with the farmers, husbands and fathers who are growing soy. A marketing survey to determine the characteristics of consumption in the 0 to 6 years age group both involves women in obtaining data and also has as its target for the marketing campaign the women who have responsibility for those nutrition patterns of their infants.

As spelled out in the philosophical basis of MFM programs, MFM's goal is human development as it is influenced by nutrition. That means that no less consideration is given to women than to men in the design of projects based on participation and self-sufficiency.

PROJECT NARRATIVE

I. Program Goal

A. Statement of Goal

To raise the standard of living of selected less developed countries (LDC's) by developing the capabilities within the countries to solve their own food and nutrition problems for the benefit of the poor.

B. Measurement of Goal Achievement

1. New institutions will have been created and existing capabilities will have been expanded.
2. A new use of available local resources will be taking place.
3. Implementation and operation of the projects will be done by local participants.
4. New appropriate technologies will be in use.

C. Means of Verification

1. MFM documentation, reports, field visits.
2. USAID site visits and reports.

D. Assumptions

1. That basic human, material and capital resources are available.
2. That LDC's will have an acceptable infrastructure for transportation, communication and distribution.
3. That a responsible LDC organization, government or private, will realize the need and request MFM assistance.

II. Project Purpose

A. Statement of Purpose

The purpose of this grant is to increase MFM's capability in program design, management and evaluation for developing programs in nutrition and food development, and in specialized training,

stressing low cost high nutrition foods in LDC's, based on locally available resources and self help as local participation.

This will be accomplished by strengthening the program support and technical capaoility of MFM. Once the additional Program Support and Technical Staff is in place and additional facilities are available, priorities and specific programs will be defined in terms of quantifiable and measurable indicators. Country selection will be based on an analysis of four major factors:

1. A.I.D. Priorities and USAIDs' concurrence.
2. Availability of local support.
3. Establishment of appropriate agreements with selected host country governments.
4. Identification of suitable nutrition and food problem solving programs.

B. End of Project Status (EOPS)

MFM intends to maximize its program development performance on a wide spectrum with the following results at the end of this DPG period:

1. Transfer of appropriate protein food technology will have taken place in 20 countries.
2. 30 Food Technologists will have received training.
3. Nutrition and food development programs will be functioning in at least 6 LDC's.
4. MFM ability to sustain operations will continue.

5. Other PVO's will have availed themselves of specialized training programs.

C. Means of Verification

The accomplishment of the above indicators will be verified by MFM documentation, reporting, field visits, USAID site visits, visits to MFM headquarters by appropriate A.I.D. personnel and by the technical outputs reviewed by appropriate A.I.D. Offices.

D. Assumptions

In order to obtain the conditions for the project to achieve its purpose, it is assumed that (a) separate funding will be available for the technology transfer, training, research and implementation of the new program; (b) there will still be a need for and acceptance of MFM's approach to problem solving in nutrition and food development; (c) 20 countries will be receptive to utilizing MFM technology; and (d) there is PVO receptivity to MFM specialized training.

III. Project Outputs

A. Outputs and Output Indicators

The outputs to be obtained from the grant and its indicators will be:

1. An expanded program staff and facilities. An Associate Director of Programs, A Food Nutritionist, a Food Development Researcher, a Food Engineer, a Training Program Coordinator, a Laboratory Chemist, and a Librarian positions with support staff and logistics will have been created and filled. Additional space will have been leased for added staff.

2. Added programming and evaluation capacity. The programming and evaluation teams will be operative and the evaluation systematized.

3. Technology development capability. An indicator will be training increased to include two yearly sessions and seminars added as needed.

4. Training for food technologists.

5. Specialized programs for training staff of other PVO's.

B. Means of Verification

The project outputs will be verified by review of the payroll records, personal contracts, audited accounting records, training school records, physical inventory and site visits, and USAID reports.

C. Assumptions

The listed outputs are dependent on several factors, such as: That the DPG is funded at the level requested; that qualified personnel is available; and that there are sufficient interested qualified candidates for IIPFT training.

IV. Inputs

A. Inputs from A.I.D.

A DPG to allow MFM to obtain additional talent, which with the present programming resources of MFM will allow for planning, programming, management and evaluation.

B. Inputs from Others

1. MFM constituency.

2. Agencies and Foundations.

3. Corporations and Churches

4. Host country governments and private sectors.

C. Beginning of Project Status (BOPS)

1. Number of Countries being assisted: 4

2. Food Tecnologists presently under training: 4

3. Nutrition and food development programs presently functioning: 0

4. Present MFM budget: $500,000.

5. Specialized programs for other PVO's: 0

D. Assumptions

In addition to assumptions regarding provision of inputs, such as that increased funding is realized through present efforts and support in LDC's is available, the basic assumption is that MFM will receive a DPG from A.I.D., which will provide program support and technical backstop for this programming and evaluation development.

Meals for Millions Foundation
Santa Monica California
March 1975

AID/LAG

IMPLEMENTATION SCHEDULE
for

STAFF ADDITIONS and FACILITIES EXPANSION

January 1975 - March 1978

Jan 1975	April 1975	June 1975	July 1975	Aug 1975	Sept 1975	Oct 1975	1976 Jan-Feb	April 1976	1976-1978
Assoc. Prog. Director	1. Nutritionist/ Food Scientist	Food Devel. Researcher	1. Food Engineer	1. Begin remodeling	1. Finish remodeling	Program development trip to West and East Africa	Program development trip to Latin America	1. Training Coordinator	Travel expe for 1976-78 are pro-rat on quarterl basis
	2. 2 Secretaries		2. Remodeling plans	2. Warehouse equipment	2. Install equipment			2. Laboratory Chemist	
	3. Librarian		3. Equipment		3. Program development trip to Egypt				
	4. Rental of office space		4. Warehouse						
	5. Rental of warehouse								

...als for Millions Foundation
...arch 1975

...D/DRG

IMPLEMENTATION SCHEDULE
of
WORK ASSIGNED NEW STAFF
April 1975 - March 1976

	April - June	July - September	October - December	January - March 1976
Associate Program Director	Preparation for next training program of IIFFT Assist Program Dir. in coordinating proposals for overseas training	Coordinate resource information for sub-Sahara/Africa	Final preparation for IIFFT training	Administer training program
Nutritionist	Coordinate/develop nutrition info. as basis for programming (with other PDO/s) Compile info. for in-house reference in program development	Compile data on local & regional nutrition needs in sub-Sahara and Africa	Program development trip to East & West Africa with Program Director; Evaluate info., concept of project, coordination of proposal; Coordinate data on nutritional needs of Andean region of Latin America	Teach nutrition component of IIFFT; Continue consultation to staff on program development on nutritional matters
Food Development Researcher		Initiate analytical work to define parameters of variables in texturized products made in modified texturizer (village level technology)	Initiate research with Food Engineer on method to produce beverage base & infant formula, using modified extrusion technology	Continue research; Instruct food development section of IIFFT
...d Engineer		Initiate written documentation of design & in testing for manufacture of II extruder & village level texturizer as part of RDD	Begin development design for use of extruder to develop beverage base/infant formula; Development work w/Food Level. Researcher	Instruct in IIFFT training program; Continue development work

Cash Flow

For Fiscal Year 1975-1976

	1975 April	May	June	Total 1st Qtr.	July	1975 August	Sept	Total 2nd Qtr.	1976 Oct - Dec 3rd Qtr.	Jan - March 4th Qtr. (4)	Total First Year April '75-March '76
Assoc. Prog. Dir. Salary	$ 1,125	$ 1,125	$ 1,125	$ 3,375	$ 1,250	$ 1,250	$ 1,250	$ 3,750	$ 3,750	$ 4,125	$ 15,000
Payroll Expenses (1)	185	185	185	555	206	206	206	618	618	678	2,469
Prod Dev. Researcher			1,250	1,250	1,250	1,250	1,250	3,750	3,750	4,125	12,875
Payroll Expenses			206	206	206	206	206	618	618	678	2,120
Artificialist	1,084	1,084	1,084	3,252	1,084	1,084	1,084	3,252	3,252	3,576	13,332
Payroll Expenses	178	178	178	534	178	178	178	534	534	588	2,190
Prod Engineer					1,250	1,250	1,250	3,750	3,750	4,125	11,625
Payroll Expenses					206	206	206	618	618	678	1,914
Secretary	750	750	750	2,250	750	750	750	2,250	2,250	2,475	9,225
Payroll Expenses	123	123	123	369	123	123	123	369	369	408	1,515
Secretary	625	625	625	1,875	625	625	625	1,875	1,875	2,064	7,689
Payroll Expenses	103	103	103	309	103	103	103	309	309	339	1,266
Consultants	1,000	1,000	1,000	3,000	1,000	1,000	1,000	3,000	3,000	3,000	12,000
Office Space Rental (2)	400	400	400	1,200	400	400	400	1,200	1,200	1,200	4,800
Prog. Development Travel (3)							1,750	1,750	5,600	4,200	11,550
Equipment									18,800		18,800
Modelling Laboratory Facilities					7,000				7,000		7,000
Warehouse	600	600	600	1,800	600	600	600	1,800	1,800	1,800	7,200
	$ 6,173	$ 6,173	$ 7,629	$19,975	$16,231	$ 9,231	$10,981	$55,243	$33,293	$34,059	$142,570

1 Payroll Expenses:

S.D.I.	3.40%
FICA	5.85
Group Insurance	5.50
Compensation Insurance	1.00
Paid Sick Leave	.70
	16.45%

2. Office Space Rental refers to space in present SRI building which has previously used for administrative, fund-raising and P.R. functions, and which is now being used for expanded program activities.

3. See attached for expenses for Program Development Travel.

4. Total 4th Qtr. (January 1976) 10% cost of living increase

Total [illegible] to be received at the beginning of the

Meals for Million Foundation
March 1975

AID/DAG

CASH FLOW (F/Y 1975-76)

Itemization of Program Development Travel

September 1975

Egypt (1 person)

Air Fare	$ 1,100	
In-country travel	200	
15 days @ $30/day per diem	450	
		$ 1,750

October 1975

West Africa/East Africa (2 people)

Air Fare	2,700	
In-country travel	500	
40 days @ $30/day per diem per person	2,400	
		5,600

January-February 1976

Latin America (2 people)

Air Fare	2,000	
In-country travel	400	
30 days @ $30/day per diem per person	1,800	
		4,200
		$ 11,550

Meals for Millions Foundation — CASH FLOW
March 1975 — Fiscal Year 1976-1977
AID/DPG

	1976 Apr.-June 1st Qtr.	1976 July-Sept 2nd Qtr.	1976 Oct.-Dec 3rd Qtr.	1977 Jan.-March * 4th Qtr.	Total 1976-1977
Assoc. Prog. Dir. Salary	$ 4,125	$ 4,125	$ 4,125	$ 4,538	$ 16,913
Payroll Expenses (1)	679	679	679	747	2,784
Food Dev. Researcher	4,125	4,125	4,125	4,538	16,913
Payroll Expenses	679	679	679	747	2,784
Nutritionist	3,576	3,576	3,576	3,934	14,662
Payroll Expenses	588	588	588	647	2,411
Food Engineer	4,125	4,125	4,125	4,538	16,913
Payroll Expenses	679	679	679	747	2,784
Training Coordinator	3,250	3,250	3,250	3,575	13,325
Payroll Expenses	535	535	535	588	2,193
Secretary	2,475	2,475	2,475	2,723	10,148
Payroll Expenses	407	407	407	448	1,669
Secretary	2,064	2,064	2,064	2,270	8,462
Payroll Expenses	340	340	340	373	1,393
Consultants	6,000	6,000	6,000	6,000	24,000
Office Space Rental (2)	1,350	1,350	1,350	1,350	5,400
Prog. Development Travel	3,000	3,000	3,000	3,000	12,000
Warehouse	1,800	1,800	1,800	1,800	7,200
	$ 39,797	$ 39,797	$ 39,797	$ 42,563	$161,954

* 4th Quarter: 10% cost of living increase

1. Payroll Expenses:

S.D.I.	3.40%
FICA	5.85
Group Insurance	5.50
Compensation Insurance	1.00
Paid Sick Leave	.70
	16.45%

2. Office Space Rental: Increase over F/Y 1975-76 due to added personnel

Meals for Millions Foundation — CASH FLOW
March 1975 — Fiscal Year 1977-1978

AID/DPG

	1977 Apr-June 1st Qtr.	1977 July-Sept 2nd Qtr.	1977 Oct - Dec 3rd Qtr.	1978 Jan-March 4th Qtr. *	Total 1977-1978
Assoc. Prog. Dir. Salary	$ 4,538	$ 4,538	$ 4,538	$ 4,992	$ 18,606
Payroll Expenses (1)	747	747	747	821	3,062
Food Dev. Researcher	4,538	4,538	4,538	4,992	18,606
Payroll Expenses	747	747	747	821	3,062
Nutritionist	3,934	3,934	3,934	4,327	16,129
Payroll Expenses	647	647	647	712	2,653
Food Engineer	4,538	4,538	4,538	4,992	18,606
Payroll Expenses	747	747	747	821	3,062
Training Coordinator	3,575	3,575	3,575	3,933	14,658
Payroll Expenses	588	588	588	647	2,411
Secretary	2,723	2,723	2,723	2,995	11,164
Payroll Expenses	448	448	448	493	1,837
Secretary	2,270	2,270	2,270	2,497	9,307
Payroll Expenses	373	373	373	411	1,530
Consultants	6,900	6,900	6,900	6,900	27,600
Office Space Rental (2)	1,350	1,350	1,350	1,350	5,400
Prod. Development Travel	3,000	3,000	3,000	3,000	12,000
Warehouse	1,800	1,800	1,800	1,800	7,200
	$ 43,463	$ 43,463	$ 43,463	$ 43,463	$176,893

* 4th Quarter: 10% cost of living increase

1. Payroll Expenses:

S.D.I.	3.40%
FICA	5.85
Group Insurance	5.50
Compensation Insurance	1.00
Paid Sick Leave	.70
	16.45%

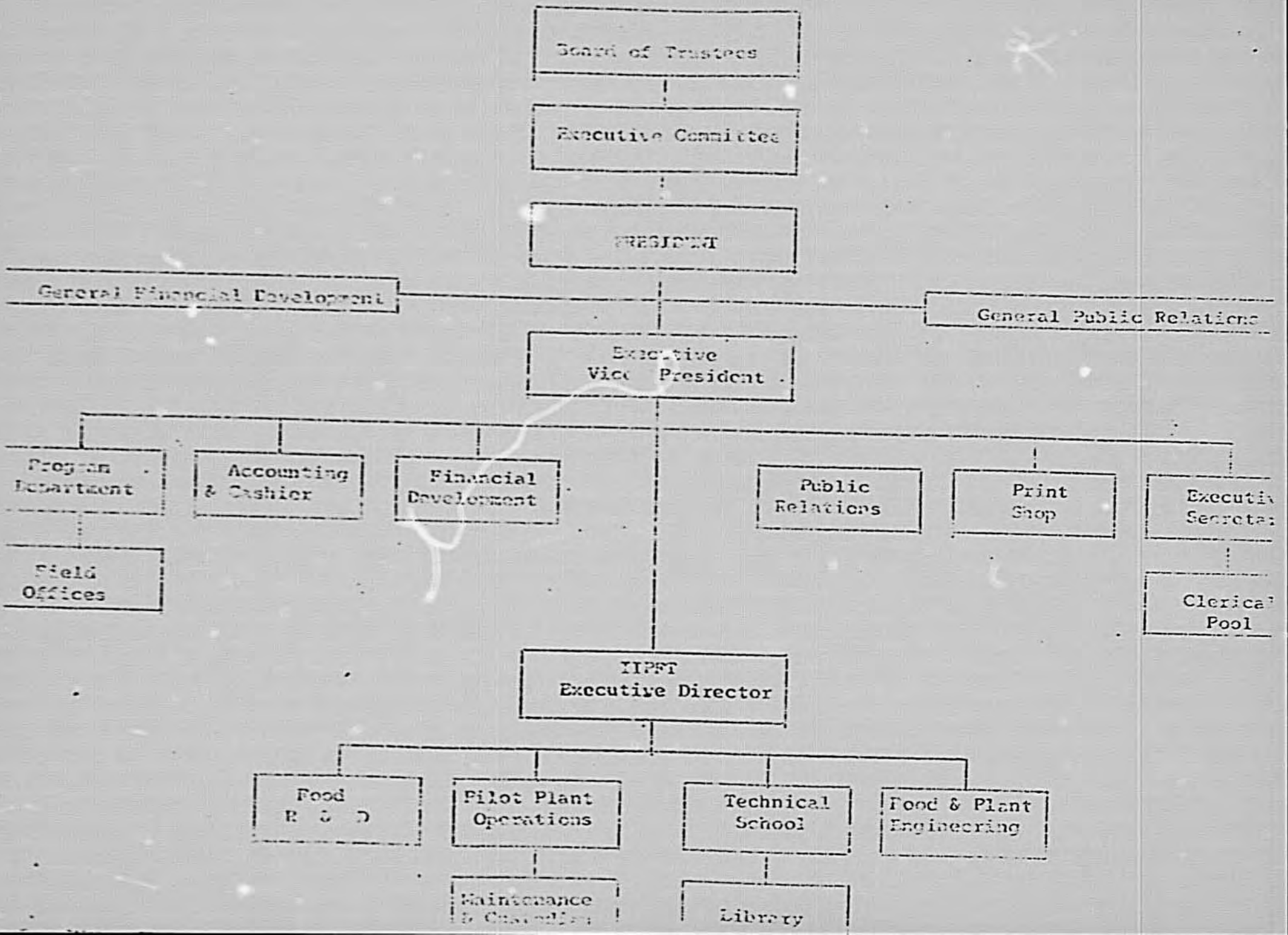
2. Office Space Rental: Increase over F/Y 1975-76 due to added personnel

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project:
From FY 1975 to FY 1977
Total U.S. Funding $483,000
Date Prepared: MARCH 1975

Project Title & Number: MEALS FOR MILLIONS FOUNDATION: (MFM)

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Program or Sector Goal: The broader objective to which this project contributes: To develop the capabilities within the LDC's to solve their own food and nutrition problems for the benefit of the poor.	Measures of Goal Achievement: 1. New institutions will have been created and existing capabilities will have been expanded. 2. A new use of available local resources will be taking place. 3. Implementation and operation of the projects will be by local participants. 4. New appropriate technologies will be in use.	MFM documentation, reports, field visits, USAID site visits and reports.	Assumptions for achieving goal targets: 1. That basic human, material and capital resources are available. 2. That LDC's will have an acceptable infrastructure for transportation, communication and distribution. 3. That a responsible LDC organization, government or private, realize the need and request MFM assistance.
Project Purpose: To increase MFM's capability in developing nutrition and food development and specialized training programs, stressing low-cost high nutrition foods in LDC's, based on locally available resources and self-help as local participation.	Conditions that will indicate purpose has been achieved: End of project status. 1. Transfer of appropriate protein food technology will have taken place in 20 countries. 2. 30 food technologists will have received training. 3. Nutrition and food development programs will be functioning in at least 6 LDC's. 4. MFM ability to sustain operations continues. 5. Other PVO's will have availed themselves of specialized training programs.	MFM documentation, reports, field visits, training program records. MFM reports, USAID site visits. Visits to MFM Hq. by appropriate A.I.D. personnel. Technical outputs reviewed by appropriate A.I.D. office. A.I.D. Evaluation.	Assumptions for achieving purpose: 1. Separate funding will be available for the technology transfer, training, research and implementation of the new program. 2. There will still be a need for and acceptance of MFM's approach to problem solving in nutrition and food development. 3. That 20 countries will be receptive to utilizing MFM technology. 4. PVO's receptivity to MFM specialized training.
Outputs: 1. Expanded program staff and facilities. 2. Added programming and evaluation capability. 3. Technology development capability. 4. Training for food technologists. 5. Specialized programs for training staff of other PVO's.	Magnitude of Outputs: 1. Program staff increased by 7 professionals and 2 clerical personnel. Additional space leased for added staff. 2. Programming and evaluation teams operative and evaluation systematized. 3. Training increased to include two yearly sessions and seminars added as needed.	1. Payroll records 2. Personal contracts. 3. Accounting records (audited). 4. Training school records. 5. Physical inventory. 6. Site visits and USAID reports	Assumptions for achieving outputs: 1. That the DPG is funded at the level requested. 2. That qualified personnel is available. 3. Sufficient interested qualified candidates for IIPFT training.
Inputs: 1. DPG from A.I.D. 2. MFM constituency 3. Agencies and foundations. 4. Corporations and churches. 5. Host country government and LDC private sector.	Implementation Target (Type and Quantity)	Beginning of Project Status (BOPS) 1. No. of Countries: 4 2. Food technologists presently under training: 4 3. Nutrition and food development programs presently functioning: 0 4. Present MFM budget: $500,000. 5. Specialized programs for other PVO's: 0	Assumptions for providing inputs: 1. A.I.D. grant. 2. That increased funding is realized through present efforts. 3. Support in LDC's will be available.


Board of Trustees
Executive Committee
PRESIDENT
General Financial Development
General Public Relations
Executive Vice President
Program Department
Accounting & Cashier
Financial Development
Public Relations
Print Shop
Executive Secretar
Field Offices
Clerical Pool
IIPFT Executive Director
Food R & D
Pilot Plant Operations
Technical School
Food & Plant Engineering
Maintenance & Craftsmen
Library

MFM PRESENT FINANCIAL AND ORGANIZATIONAL STATUS

1. Presently, MFM is active in:

Ecuador: Finalizing a first phase, which consisted of determining the kinds of crops which could be raised in the proximity of Guayaquil to produce food with higher nutrient content.

Korea: Manufacturing on commercial basis, of low-cost high protein foods.

Egypt: Development of protein enriched beverages in combination with the SAWS.

2. MFM has under consideration requests from:

Ecuador: Second phase of present program, which consists of food production and marketing of products developed in phase 1.

Korea: Establishment of training programs on protein food technology in the Korean Institute of Science and Technology (KIST) and the Korea Union College.

Mexico: Extension of a Regional Training Program for food technology.

Nigeria: Similar program as in Mexico.

Jordan: Food development in relation to refugees.

India: Food technology training school and protein research.

3. MFM operation budget for 1974 is reported to be $560,000, which is totally raised from private sources. Additional support from the agro-business community (1% of the industries' advertising budget) seems to be forthcoming with the selection of Mr. David Brode, of Van Brode Manufacturing Company of Clinton, Massachusetts, as Chairman of this business board, which is expected to be effective in November-December 1974.

4. The courses in food technology at the International Institute for Protein Food Technology, at MFM headquarters in Los Angeles, which started in January 1975 just concluded and the next session, to which requests for enrollment number 15, will be held in January 1976.

5. MFM has 8 salaried technicians in the field, 4 in Ecuador, 2 in Korea, and 2 visiting the other countries.

6. Aside from the negotiations which are being conducted with CARE for transfer of food technology, MFM is also developing similar technical assistance support with the Public Health Foundation through UCLA, the International Protein System and the Central America Division of SAWS.

7. The current headquarters program staff is composed of a Program Director (Food Technologist), a Protein Food Technologist (who is also the Executive Director), a Pilot Plant Director, a Plant Engineer, a custodian, several part-time training course instructors, and a part-time librarian.

The headquarters program staff is dictated by a balance between the needs of program staff and administrative and fund-raising staffs as these relate to income from traditional support functions. In order to live within support means and to channel the greatest possible support into the program area, the staff shares responsibility of more than one area of activity.

8. As for current headquarters facilities, one of the primary program facilities of the Foundation is the pilot plant which is used for training, research and development, and which is equipped with the following:

....equipment to produce vegetable beverages (including a spray drier for dried products).

....a system to isolate protein and spin it into fibers for textured products.

....equipment to produce a variety of extruded products

....a system for extraction of oil from seed or fish

....equipment for making infant and weaning food.

In conjunction with these pilot plant facilities, a combination kitchen-laboratory is equipped for food product development and basic food analysis.

Another supporting area is the library. It is stocked with food science periodicals, books, reprints and manufacturers' information which have been accumulated over several years.

All of these facilities have taken years to build, and with proper staffing can be used to the full capacity for which they were intended.

REPORTING AND EVALUATION

1. MFM will report progress to AID/W in accordance with the Implementation Work Plan and PHA/PVC will conduct informal evaluation as good management of the project requires. (Not more than once a year.)

2. A non-intensive evaluation will be performed by AID/W at the end of the first and second years of the Grant (at the 12th and 24th months.)

3. An intensive evaluation will be conducted by outside consultants at the end of the Grant, (36th month) if required.