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THE AGENCY FOR INTERNATIONAL DEVELOPMENT

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SUMMARY

This report covers Meals for Million's (MFM) program activities during the second year of its second three-year Matching Grant. Under the grant, MFM aims to expand and replicate successful Applied Nutrition Programs (ANPs) in Ecuador, Honduras, Sierra Leone, Kenya, and Thailand; to continue establishing an ANP in Nepal; and to develop, implement, and support new ANPs in six additional countries by 1988.

MFM develops and supports ANPs in rural areas around the world. The ANP is a model for addressing the wide range of factors that contribute to hunger and malnutrition. Each ANP aims to strengthen the capabilities of developing communities to recognize and solve their own food and nutrition problems. Program activities focus on improving the nutritional status of the community's most vulnerable groups: children under five years of age, and pregnant and lactating women. These are the people who become malnourished first and for whom the consequences are most severe. To improve nutritional status the ANP combines several activities into a consistent, complete, and coherent program.

Institutionalization and replication have been a major thrust this year. ANPs in Honduras, Thailand/Lampang, and Sierra Leone are consolidating their current activities and reaching out to surrounding areas. The Antigua ANP and the Ecuador/Santa Elena ANP are beginning to phase out. In Antigua a new organization is becoming self-sufficient, while in Ecuador staff aim to transfer activities to existing government and non-government agencies. Programs in Ecuador, Thailand, and Kenya are reaching out to replicate their activities in new regions, geographically distant from the original program. The newer programs in Nepal and Bolivia are developing well despite severe floods that have hampered activities in Bolivia. The groundwork is being laid for new ANPs in Ghana and Mali.

MFM has embarked on an innovative collaborative effort with the Pillsbury Corporation, a major US food corporation. Pillsbury has offered both funds and the assistance of its highly qualified scientists. In Mali MFM is undertaking a new collaborative approach under a PACT initiative. This is the first attempt to combine the approaches of three US PVOs in active partnership with an indigenous PVO.

The lessons learned from experience, regular evaluations, and technical input from headquarters staff and consultants is reflected in all the ANPs as MFM continues to refine the ANP approach.

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Chronic hunger and malnutrition are widespread. Worldwide, one out of four people do not get enough to eat. According to UNICEF, of the estimated 40,000 who die each day from hunger or hunger-related diseases, the majority are children. Despite billions of dollars in foreign aid, the green revolution, and international pledges to end hunger, more people are hungry today than ten years ago.

People are hungry not as a result of food scarcity, but because they are denied access to the resources they need to feed themselves: land, credit, or jobs. The problems of malnutrition are compounded by inequitable systems that do not provide adequate health care, education, or other services necessary to maintain a good standard of life.

Through its search for ways to combat malnutrition, MFM became skilled at assisting people to establish food processing operations to produce low-cost, nutritious foods; and at providing food and nutrition training to mid-level managers from developing countries. However, the organization learned that the complexity of the problems of hunger and malnutrition required a broader, more integrated, and better targeted approach in order to have a greater impact on the most malnourished groups. The complexity of the problem led to the Applied Nutrition Program (ANP).

The ANP is designed to address the multiple social, economic, environmental, and biological factors contributing to malnutrition. It encompasses multi-sectoral interventions that link community development, education, food production, and income-generation to improved health and nutrition; and bridges the gap between local needs and regional and national rural development planning and policy making. As a result of MFM's evolution to the ANP approach, MFM has significantly increased its ability to improve the nutritional status of rural populations and address the real causes of hunger.

MFM currently supports 14 ANPs in 11 developing countries. ANP beneficiaries are subsistence farm families living in communities where health and other government services are inadequate or non-existent. They suffer from serious health and nutrition problems resulting from inadequate food. Poor food supply results from low levels of production, poor distribution, and storage problems. Water for drinking and irrigation is frequently found at a considerable distance from the home, and is almost always unsanitary. Most beneficiaries live in semi-permanent dwellings, and have a high illiteracy rate. The children are malnourished and suffer from diarrhea, intestinal parasites, pneumonia, and a variety of other diseases.

MFM's ANPs respond to government development priorities by virtue of the methodology used in their design and implementation. Initial country selection depends on analysis of government development plans, and discussions with national development agency representatives, local development workers, and rural people. If there is a match between MFM expertise and host country needs, an ANP model is developed with host country collaborators.

ANP activities vary from country to country, responding to specific needs and existing capabilities in given areas. Family planning receives greater attention in Kenya, village health worker training in Sierra Leone, and livestock production in Ecuador. Each ANP reflects the priorities of the governments and people with, and for whom, is it is designed.

II. PVO APPROACH

There are three essential characteristics of the ANP approach. First, ANPs focus on good nutrition which is essential to a healthy and happy life. Adequate social and economic conditions are needed to achieve and maintain good nutrition. An ANP, therefore, must affect the factors -- such as food production and distribution, consumption practices, health and sanitation, income availability, etc. -- that influence nutrition in each community.

The remaining two ANP characteristics deal with process-- that is, the way MFM staff go about achieving and sustaining nutritional improvement. This process involves the organized participation of community members on the one hand, and the active involvement of government and non-government agencies, to the extent possible, on the other. MFM recognizes that communities and local agencies must be involved in the solution and prevention of nutrition problems; MFM cannot act on its own. This is the essence of our self-help approach.

While each ANP targets the most vulnerable groups, pregnant and lactating women, and children under five years old, the overall goal is is to increase the capabilities of developing communities to identify and solve their own food and nutrition problems. To achieve this goal MFM provides training and technical assistance, and acts as a catalyst in mobilizing resources. The most difficult and sensitive task of the ANP staff is to lead a dynamic, problem solving process with community members and agency personnel, asking the right questions and presenting appropriate ideas at the right time, so that they can make meaningful decisions and commitments.

Achieving the ANP goal goes beyond providing ideas, training, and education; it involves bringing about change in people's attitudes and behavior. Staff provide mothers with information about the importance of immunizations and proper

weaning practices; they provide information to farmers about the importance of new seed varieties and improved planting and storage techniques. But what they aim for is that mothers will actually take their children to be vaccinated and that infants will in fact be adequately weaned; that farmers will plant and harvest new food crops and will build and use improved storage facilities.

Under what circumstances do people become motivated to change their attitudes or accept new ideas and practices? First, they must recognize that a problem is serious and deserves attention. Second, they need to become convinced that the proposed solution will be effective. And third, the cost of the solution -- in time, money, adverse social pressure, etc. -- must be within their reach and worth the effort.

The ANP process, simply put, is working with community members as well as agency personnel on these three issues. People learn by doing, and responsibility is taken only when it is given. When things are done for people, learning, the acceptance of responsibility, and commitment tend not to take place. That is why, at all steps of program development -- from the initial problem analysis and planning through implementation and evaluation -- the ANP process promotes active community participation and involvement of collaborating agencies.

The ANP process strives to avoid the pitfalls of traditional development planning that tends to obstruct learning and the acceptance of responsibility. In a traditional "top down" approach, for example, survey results are taken and analyzed in agency offices; in an ANP the results are taken back to the village to be analyzed with the people. All too often, specialists and technicians define the problems and plan the programs; the ANP process insists that each village decide on its own plan for action. Traditionally, projects are managed and controlled by agency personnel. A primary function of ANP staff; however, is to provide technical and logistical support to community-based projects.

MFM stresses data gathering and technical analysis of the local nutrition system as a basis for sound decision-making at the community and area levels. Local, expatriate, and MFM specialists are often consulted to offer professional insight as well as recommend possible options for resolving key problems. ANP staff act as the link between these specialists and the community, insuring that information gets to the community decision makers. Community members are the most qualified and appropriate people to merge new ideas with their social, cultural and local economic realities.

To be sure, ANP staff play a very active and vital role in the ANP process, particularly during the early phases of the program. They make plans to reach all the target communities and agency collaborators, and analyze baseline studies in order to

prepare for the possible outcomes of the community process. They anticipate probable courses of action and conduct research, demonstration, and experimentation activities in order to identify and propose feasible alternatives, make inventories of existing programs, and prepare proposals in order to secure needed resources.

But to confuse these support plans with community-based development plans would only subvert the ANP process. One of the real challenges inherent in this approach is effectively merging community planning with the staff planning needed to prepare proposals, annual budgets, and implementation plans. Potential community activities determined by staff alone cannot be construed as fixed program targets, which if imposed could jeopardize the very process that is the basis for sustained development.

The important targets of an ANP are those that emphasize and monitor the self-help process at both the community and institutional level rather than numbers of specific community development projects. Likewise, implementation plans for the first phase of the program should give priority to establishing and supporting community and agency involvement through community organization, data-collection and analysis, demonstration activities, training, and, as appropriate, specific community projects. The real purpose of the ANP is not to provide solutions but to motivate people to want to seek and discover solutions to their food and nutrition problems.

Under the three year Matching Grant MFM's primary objectives are:

* to develop and conduct baseline data surveys and needs assessments in new ANP areas,
* to provide training in program planning, design, and evaluation to MFM local staff, collaborating agency staff and community members,
* to design and implement food and nutrition training courses for community workers and beneficiaries,
* to monitor 0-5 year old children for nutritional status,
* to promote small development projects which are locally planned and managed,
* to promote coordination of government and NGO activity in program countries,
* to integrate resources and services provided by other organizations into the ANP, i.e. health care, family planning, agriculture, and sanitation,
* to strenghten and diversify technical capabilities to improve program management and impact on nutritional status,
* to refine project planning and management systems,
* to increase knowledge, experience, and technical expertise throughout the organization and within ANP countries,
* to institutionalize ANPs in Antigua, Ecuador, Honduras, and Thailand.

III. REVIEW AND ANALYSIS OF PROJECT RESULTS--BY COUNTRY

Latin America/Caribbean

The programs in Ecuador, Honduras, and Antigua are consolidating activities, focusing on those with the highest impact, most cost effectiveness, and highest participation. In Honduras the Ministry of Health's role is growing as the health center takes over some tasks. A consultant, Charles Teller, funded by the US Office of International Health and USAID has provided assistance with this process. (See report Appendix 2). This will free staff to expand program activities into six new areas. The independent Organization for Agricultural Development has taken over the Antigua ANP's activities and assets, and the focus is on learning fundraising skills. In Ecuador/Santa Elena the staff aim to transfer activities to both community and government organizations using existing resources. Meanwhile, the recently completed baseline survey report points the way for a new ANP in Ecuador/Esmeraldas. The Bolivia ANP staff are building on existing community structures, aiming to institutionalize activities as they develop. Bad weather has affected two programs. Drought has returned to the Santa Elena peninsula, while heavy floods have hampered the Bolivia ANP.

Asia

The jointly implemented MFM/Family Planning of Nepal (FPAN) program has successfully completed the preliminary ANP development phase. An institutional infrastructure now links the major actors - the villagers, ANP field staff, FPAN, MFM/Kathmandu, and MFM/Davis - into a cohesive functioning entity capable of achieving the program goal. The Thai programs in Lampang and Korat Provinces continue to progress. Lampang is currently in the midst of MFM's phase-out. The field staff are planning the program's replication throughout the province, as well as the institutionalization of existing individual projects. In Korat, a viable institutional structure has been created and the ANP is entering the full-fledged implementation stage.

Africa

Sierra Leone staff have begun implementing recommendations from the interim evaluation focusing on follow-up with malnourished children detected in growth monitoring sessions. Plans are underway to expand the program throughout the district in coordination with the Ministry of Health. Mr. Teller is also assisting with this. (See report Appendix 3). The Sierra Leone ANP hosted a very successful Child Survival workshop with participants from all over Africa. (Report

Appendix 4). The Kenya/Kisumu ANP has been strengthened by the addition of new staff, and program activities continue to develop. Staff have

also been hired for the new ANP in Kenya/Embu. Data from the CRSP program was analyzed and the community survey completed. An exciting new collaborative program is planned for Mali, and the groundwork is being laid for a new ANP in Ghana.

PROGRAM OUTPUTS AND INDICATORS

1. **OUTPUT:** Baseline surveys for new ANPs, and needs assessments for target groups.

   INDICATORS: Baseline surveys completed for six new ANPs, 2 each year. Needs assessments completed for each new ANP.

   PROGRESS TO DATE:

   - In Bolivia community needs have been studied through questionnaires, surveys and interviews.

   - The Kenya/Embu ANP is carrying out household surveys to supplement data provided by CRSP.

   - In Esmeraldas, Ecuador, nutrition and general baseline surveys have been completed.

   - The Nepal ANP has conducted nutrition and household surveys and Vitamin A deficiency surveys.

2. **OUTPUT:** Training of local MFM and collaborating agency staff.

   INDICATORS: Approximately 35 local MFM staff and 1000 collaborating agency staff provided with training in planning, designing, and evaluating community programs.

   PROGRESS TO DATE:

   - Antigua Program Director attended:
     - a fund raising seminar
     - 3 day workshop on food marketing research
     - National inter-sectorial workshop on primary health care
     - presented paper at Women, Men and Development studies seminar

   - In Honduras nurses at 6 MOH health centers introduced to the ANP and trained to reorganize the health information system based on Zopilotepe experience.
   - Program directors and nutritionists from Ecuador, Honduras and Bolivia attended a 6 day regional meeting in Ecuador.

   - Latin America regional staff received training from Rural Technology Transfer systems in small animal management and farming systems.
   - Staff nutritionists from Honduras and Ecuador/SE attended nutrition conference sponsored by CARITAS in the Dominican Republic.
   - Ecuador/SE Program Director visited Bolivia program.

- 9 Bolivian staff made quarterly visits to La Paz for review and training.
- 6 Bolivian staff trained in use of logical framework.
- Bolivian program director visited Honduras ANP.
- Sierra Leone hosted 6 day USAID sponsored workshop "The Integration of Child Survival Activities into Community Development".
- Sierra Leone staff organized a short training session on Applied Nutrition for nurses from the National School of Nursing. Student nurses regularly visit ANP site.
- 3 Sierra Leone staff attended 2 workshops on water and sanitation in Freetown.
- 2 Sierra Leone staff attended a 2 day workshop on non-formal education techniques.
- 2 Sierra Leone staff participated in 5 day immunization workshop.

- 2 Kenya/Embu staff attended a 1 day seminar on community based growth monitoring.
- 7 Kenya/Kisumu staff participated in a a 5 day review of the ANP process.

- Thailand/Lampang held workshops for 1,900 nurses on effective nutrition outreach.
- Thailand/Lampang held workshops for 1,112 government workers covering how to replicate the ANP in the rest of the province.
- Thailand/Lampang 290 nurses at Child Nutrition Centers trained in basic foods, ORT, etc.
- Thai and Nepalese staff attended 8 day regional meeting in Thailand.

3. **OUTPUT:** Food and nutrition training for community workers.

INDICATORS: Two to three hundred community workers trained in food and nutrition subjects.

PROGRESS TO DATE:

ANP	TRAINING	
	Participants	Subject
Honduras	mothers groups	24 cooking demonstrations
	pregnant women	being monitored and weighed, receiving PLU80 commodities

	91 meetings with approximately 19 at each meeting	variety of subjects: - hygiene - causes and effects of malnutrition - diarrhea control
	23 community volunteers	variety of subjects: - midwifery - first aid
Ecuador/Santa Elena	14 community volunteers	°hands-on' training in health and nutrition activities
	1,400 home visits in 12 villages	health and nutrition
	468 people attended 81 community talks	health and nutrition
Bolivia	132 village promoters, 3 training sessions	agriculture, health and nutrition
Sierra Leone	training sessions held in July, August and September for 70 TBAs and VHWs	health education and environmental sanitation
	25 TBAs and VHWs	role of volunteers nutrition and health
Kenya/Kisumu	51 VHWs 7 days mothers	health and nutrition family planning, environmental sanitation, etc
Thailand/ Lampang	711 Health Post Volunteers and Health Communicators	Growth monitoring, etc
	319 mothers	causes of malnutrition, ORT, weaning, etc
	911 women's clubs	immunization, child spacing, weaning
	1,400 village women	cooking classes, food sanitation, nutrient loss
	12 primary school teachers	basic nutrition
	10 villagers	Hill tribe health problems
Thailand/Korat	960 villages	weaning practices, proper nutrition for 0-5s, purpose of growth surveillance
	236 housewives	weaning foods, nutrition, ORT, etc

	1,946 school pupils 220 home visits	nutrition
Nepal	6 traditional healers 8 school teachers 100 school children 77 village volunteers 150 villages	ORT, weaning nutrition nutrition, family planning growth monitoring, family planning personal hygiene

4. **OUTPUT:** Monitoring of 0-4 year old children for nutritional status.

INDICATORS: Approximately 25,000 children monitored for nutritional status by end of year 3.

PROGRESS TO DATE:

ANP	GROWTH MONITORING
Honduras	554 under 2 year old children monitored, 90% coverage of population 302 2 through 4 year olds monitored, 65% coverage
Ecuador/Santa Elena	1160 children monitored, 85% coverage
Bolivia	766 children monitored
Sierra Leone	monthly monitoring sessions averaging 242 children per session
Kenya/Kisumu	monthly monitoring sessions averaging 364 children per session
Thailand/Lampang	4,948 children monitored
Thailand/Korat	1,319 children monitored
Nepal	Staff completed an anthropometric survey of 212 children. Approximately 100 children are being regularly monitored.

5. **OUTPUT:** Small, self-sustaining development projects.

INDICATOR: Over 300 small development projects such as potable water, gardens, fish ponds, sanitation, small animal raising, developed and implemented.

PROGRESS TO DATE:

ANP	PROJECT	
	Participants	Animals/Produce
Honduras	28 families raising chickens	280 chickens
	9 families raising ducks	85 ducks
	39 families raising pigs	208 pigs
	26 families and 3 group projects with 30 families cultivating fish	16,000 fingerlings distributed 3,250 lbs of fish harvested
	21 families cultivating pineapple	36,000 plants
	96 families received/purchased fruit trees from 4 nurseries set up by program staff	16,000 fruit trees
	10 families raising rabbits	30 rabbits
	92 grain silos in use several commercial gardens	
	33 home gardens	
	92 basic grain projects	increased yields of basic grains, primary corn
	238 home improvement loans	$49,000 loaned
Antigua	30 beekeepers	175 hives supplying 50% of honey to the island
	58 gardeners	3 community gardens
	250 children	8 school gardens
Ecuador/Santa Elena	22 households	11,300 chickens
	3 households	20 pigs
	140 home and community gardens	
	56 revolving loan fund projects	
	9 families	agroforestry project 400 latrines built 2 community water systems installed
Bolivia	demonstration gardens in all communities	33 communities

Sierra Leone	83 rice farmers (11 are women)	
		6 community fish ponds 2 demonstration fish ponds (project self-sufficient in fingerlings)
	54 groundnut farmers	demonstration grain storage for groundnuts
	10 communities	24 latrines
	1 community	improved traditional water source
	15 villages	slide show on need for good drinking water
	demonstration chicken project with Ministry of Livestock	
	5 school gardens	
Kenya/Kisumu	241 farmers 6 schools 9 community groups	seeds for planting (approximately 1,142 kilos of seed) - 25% increase in land cultivated
Thailand/ Lampang	885 households	6192 ducks
	1,889 households	802 kg soybeans 450 fish ponds with 47,000 fingerlings
	42 families	42 water tanks
	13 families	40 beehives
Thailand/Korat	263 families	1,241 chickens 13 community ponds (74,000 fingerlings)
	219 kg vegetable seeds	1453 households
	997 kg legume seeds	199 households
Nepal		115 pit latrines
	2 households	4 beehives
	55 households	170 chickens
	1,080 households	kitchen gardens
	35 households	70 ducks 1 bread factory 7 home nurseries 1 demonstration nursery 1 fish pond

6. **OUTPUT:** Materials development.

INDICATOR: Visual aids and/or manuals developed for all training programs.

PROGRESS TO DATE: All of the programs use appropriate material developed by others when it is available. When it is necessary they have developed their own.

ANP	MATERIAL
Honduras	A/V material for hygiene campaign
Ecuador/Santa Elena	Pamphlets: How to prepare ORS How to prevent dehydration Agriculture
Bolivia	Bi-monthly bulletin °Kamisqui' agriculture calendar Training manual for community promoters
Sierra Leone	Nutrition education lesson plans
Kenya/Embu	Manual for survey enumerators
Nepal	Pamphlets on ANP process Several posters Using translated Thai growth charts

7. **OUTPUT:** Integration into ANPs resources and services provided by other organizations, i.e. health care, family planning, agriculture, sanitation.

INDICATORS: Health care, family planning, agriculture, and sanitation staff, materials, logistical support used in planning, training, implementing, and evaluating ANPs.

PROGRESS TO DATE:

ANP	COLLABORATION
Honduras	Works closely with MOH health centers. Supported national vaccination campaign. Supported MOH oral hygiene campaign. Working with Honduran National Institute of Housing on home improvement project. 2 Peace Corps volunteers work with the program.
Antigua	Representatives from IVS and the Ministry of Agriculture are OAD board members Close working relationship with OAD continues.
Ecuador	Worked with Ecuadorian Institute for Sanitary Construction (IEOS) to install community water system.

	9 Peace Corps volunteer work with the program.
Bolivia	Working with Ministries of Health, Education, and Agriculture, CARE, PRITECH, and Project Concern. Flood emergency activities carried out with the British Embassy, Civil Defense and the Red Cross. The Pillsbury Corporation is providing technical expertise.
Sierra Leone	Planing and implementation of program expansion carried out with UNICEF, PHC, Plan International, CRS, ACRE, and government ministries.
Kenya/Embu	Kenya Freedom from Hunger Council working with District Development Committees to plan the project. University of Nairobi assisted with household survey and did community survey.
Kenya/Kisumu	Immunization activities carried out with MOH. Work with Lake Basin Development Authority. PFP prepared feasibility study on income generating activities.
Thailand/Lampang	Provincial Chief Medical Officer is ANP Program Director. MFM staff serve as catalysts, trainers, motivators, and coordinators with most direct services provided by provincial government staff from Ministries of public health, education, agriculture, and interior.
Thailand/Korat	The majority of ANP staff are employees of the ministries of public health, agriculture, interior, and education. These ministries are actively involved in program planning and implementation.
Nepal	MFM and the Family Planning Association of Nepal are jointly implementing this ANP. Staff are coordinating activities with the Baudha Behunipati Project, a joint World Neighbors and FPNN project. The ANP has obtained medicine from UNICEF and OXFAM, and growth charts and A/V material from UNICEF. Exploring exchanges with Action Aid.

8. **OUTPUT:** Improved and diversified technical capabilities from MFM staff and ANP participants and beneficiaries.

INDICATORS: Documentation of new technologies through assessment surveys; training courses in technology for MFM staff, ANP participants, and beneficiaries; technical information and support provided for all programs to introduce revolving loan funds, gardening techniques, fish ponds, food processing and storage techniques, and others as needed.

PROGRESS TO DATE:

ANP	ACTIVITY
Honduras	Pesticide management workshop attended by MFM agricultural extensionist and 2 farmers. Workshops on construction of cement washing areas, 12 participants. 13 hour course in improved farming techniques, 23 participants. 2,075 home visits by staff covering topics such as: - proper use of fertilizers and pesticides, - soil preparation, - soil conservation. 4 courses offered on basic home construction techniques, 38 participants Community leaders taught skills such as goal setting, group dynamics, and how to run an effective meeting.
Antigua	Technical assistance and credit provided to 35 farmers and a resource for 300 other farmers in the area. Hands-on agricultural and small business training.
Ecuador/Santa Elena	2 day course on agricultural techniques, 30 participants . 4 day course on management of vegetable gardens, 10 participants. 2 day course on accounting and marketing, 44 participants. Twice daily radio broadcasts covering health, nutrition and agriculture. Regular technical assistance provided to 65 farmers. Staff make quarterly visits to community providing training to local groups in organization techniques.

Bolivia	Sheep de-worming. 7,874 sheep and 410 cows vaccinated.
Sierra Leone	Improved stoves being tested by TBAs in 3 communities. 1/2 day sessions on water resources with 15 Village Development Communities. 1/2 day sessions on fish farming in 8 communities, 250 participants. 1/2 day sessions on the role of communities in the ANP in 4 communities, 20 participants. MFM participated in Makeni's Agricultural Show.
Kenya/Kisumu	Agriculturist attended 2 week seminar on goat and sheep production 1 improved grain storage facility introduced. Developed 6 weaning food recipes.
Thailand/Lampang	Continuing to introduce and support soybean cultivation, fish ponds, duck raising, beekeeping, gardening and water filtration tanks.
Thailand/Korat	18,700 chickens vaccinated.
Nepal	14 smokeless stoves introduced. 50 compost pits prepared. 6 campaigns to vaccinate chickens carried out.

9. **OUTPUT:** Project planning and management systems:
   - appropriate to social, cultural, economic situation of beneficiary groups
   - monitoring and evaluation
   - management information

INDICATOR: Regular and reliable information produced and documented regarding number and quality of services; clear relationships between goals and inputs and how they are transformed into outcomes which benefit beneficiaries.

PROGRESS TO DATE:

Staff have undertaken an intensive child survival planning effort including regional meetings, community surveys, etc.

An assessment of information needs for MIS development is underway. All regions are currently field testing partial versions of standardized periodic reporting forms. These

will be expanded, integrated, and computerized in 1987. A model for reporting on growth monitoring activities is being field tested in Sierra Leone.

Plans are being developed for computerizing word and data processing in the field. The first major step was installation of ten computers in the central office.

Community based planning methods for integrating child survival activities and community development were discussed at the Sierra Leone workshop.

Staff began work on review and development of EOPS indicators, particularly in terms of institutionalization objectives, and drafted an "hierarchy of objectives". A model for determining per capita and recurrent costs of field programs was tested in Honduras.

10. **OUTPUT:** Cross-fertilization through sharing knowledge, experience, and technical expertise throughout the organization and within ANP programs.

INDICATORS: Resource center provides field staff with information from its collection and documents program activities, produces case studies, training manuals, evaluations, newsletters, and technical bulletins for use in other programs.

PROGRESS TO DATE:

Staff produced three issues of Connections newsletter (appendix 5) focusing on the nutrition system, ANP process, and child survival. Several copies of theSierra Leone Interim Evaluation Report, and the Report of the Sierra Leone Child Survival Workshop were distributed to interested organizations and individuals. A new Resource Center service, the Periodical Review (appendix 6), has been very successful. RC staff scan all incoming periodicals for articles they believe will be useful to the programs. These articles are briefly annotated and 15 to 20 annotations are collected and circulated to all staff who can request copies of the complete article by returning an accompanying card. The programs continue to receive a variety of useful information from the Resource Center; in 1986 300 items were sent.

11. **OUTPUT:** Antigua program institutionalized by 1986.

INDICATORS: Local agency(ies) undertake full responsibility for developing, implementing, and financing ANP activities.

PROGRESS TO DATE:

The Organization for Agricultural Development staff are consolidating program activities. They are putting more resources into the best projects, those that are most cost-effective and have the highest impact and local participation. Staff aim to be self-sufficient in fund raising by 1988. The program director has attended a fund raising seminar, and the OAD Board of Trustees is forming a fund raising committee. They are also exploring collaborative fund raising efforts with other PVOs.

12. **OUTPUT:** Ecuador, Honduras, Thailand models adopted into government, local agency and/or community nutrition planned programs.

INDICATORS: Local government and agency demand for ANP services, investment in projects, use of systems and materials developed, continuation of collaborative relationships with each other and communities.

PROGRESS TO DATE:

ANP	ACTIVITY
Honduras	Nurses in 6 MOH health centers trained to use MFM designated information system. MOH nurse in the Zopilotepe Health Center trained to provide nutrition education and taking over this activity from MFM staff.
Thailand	Activities are underway that will extend the ANP methodology to all of Lampang Province through the ministries of public health, agriculture, education, and interior. The Korat ANP was developed at the request of the Thai government.
Ecuador	Ecuadorian government requested that ANP staff develop a new program in Esmeraldes.

13. **OUTPUT:** Public respect for all ANPs demonstrated by beneficiaries, government and local elites.

INDICATORS: Attendance at national and regional meetings, cooperation with ANP staff, use of systems and materials.

PROGRESS TO DATE:

All of the ANPs enjoy a high level of respect in the countries in which they operate. As noted in several of the

sections above, cooperation among agencies is crucial in enabling all of the programs to operate at current level.

Specifically: the MOH of Thailand has requested MFM to assist with the development of a local PVO which would interact with the GOT agencies to facilitate the use of the ANP process throughout Thailand. Zoila Alvarez, MFM Program Director in Honduras was invited to present a paper on "The Integration of Nutrition and Health Education" at the XI IVACG meeting in Brazilia, September 28 - October 3, 1986.

Meals for Millions has been invited to present a case study on "The Determination of Sustainable Development" and to participate in the International Institute of Environment and Development meeting to be held in London, England, April 1987. John Seo, Asia Regional Director and Philip von Mehren, Program Associate are co-authoring the paper which is on the Lampang, Thailand Applied Nutrition Program. Both will attend the meeting in London.

Justin Opoku, MFM Program Director in Sierra Leone has been invited by World Development (Washington) and the Overseas Development Institute (London) to participate in their upcoming symposium "Development Alternatives: The Challenge for NGOs," scheduled to be held at Regent's College in London, England, March 11-13, 1987. The symposium will be attended by 100 individuals from NGOs, bilateral and multilateral development agencies, governments and research institutions worldwide.

IV. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS/SUPPORT FUNCTIONS

The ANP planning process involves beneficiaries, planners, and administrators in the design of relevant sustainable actions geared toward improved nutrition. In the feasibility survey and preliminary planning stage host country organizations help determine the appropriateness of an ANP to their country. If the response is positive, local organizations help design the program. Throughout the ANP, MFM promotes beneficiary responsibility by training decision-makers to collect and analyze the data they need to plan, implement, and evaluate appropriate actions.

The baseline data survey/needs assessment is a key element of this process. It is designed by MFM staff and host country technicians based on guidelines developed by qualified international headquarters staff. The survey is the means to enter communities, establish rapport, identify potential participants, and initiate discussions with them about local concerns. This survey establishes a basis for detailed program planning and baseline data against which changes can be measured.

Coordination of agencies in implementing ANP activities is essential to program success. Malnutrition results from a variety of causes. A small organization such as MFM cannot possess all the skill--let alone financial resources--to provide all the technical and material assistance required in an ANP. Thus, MFM uses the resources of government and non-government organizations to extend its own capabilities. In addition MFM aims to strengthen the infrastructure and service delivery capabilities of existing organizations rather than duplicating other's efforts. Thus, mechanisms are established to strengthen the effectiveness of local rural development efforts.

Nutrition education is a vital component of every ANP; it is the one program component that links all other interventions to the ultimate goal of improved nutritional status. MFM staff monitor the causes and extent of malnutrition in a community and use this information to help people plan activities that will resolve the problems contributing to malnutrition. MFM trains health personnel in nutrition, nutrition survey techniques, growth monitoring, and ways to improve primary health care systems. MFM also seeks more efficient ways to promote growth monitoring, oral rehydration therapy, breastfeeding, and immunization at the community level.

Through the ANP MFM helps communities develop and expand their economic base by increasing and improving agricultural production and small business activities. MFM provides technical assistance, management training, and access to credit. Credit is critical to this process; it provides ANP participants with a means to establish and implement viable and sustainable activities. ANP staff design loan programs to fit local

conditions and needs. Most programs avoid cash transfers by providing materials rather than cash. Participants are trained in the fundamentals of business management such as record keeping, and accounting. Loans and technical assistance are provided for agricultural activities such as grain production, and animal raising; and for small scale enterprises such as bakeries, production of farm implements, or soap production.

MFM provides grants to local groups to develop potable water systems and proper sanitation facilities. Community members actively participate in the planning and implementation process, and are trained to maintain systems once installed.

Monitoring and internal evaluations are essential aspects of the ANP process. They ascertain the achievements of the community development process: people's self-confidence and participation; their access to resources, services, facilities, and opportunities; the usefulness of technical assistance; and the effectiveness of training completed during the project period. Staff also use this information to modify and improve project activities as necessary. Throughout the process MFM checks to see if people are interested, involved, and fulfilling the commitments they've made. MFM's technical support staff have prepared a five-year evaluation schedule for current programs insuring that ANPs are monitored at crucial points in their development.

MFM hires local nationals to staff its ANPs. They receive support, guidance, and training from headquarters program and technical staff during regular field visits. Yearly program plans and budgets are developed in the field and reviewed by headquarters staff. Field staff prepare quarterly reports on all program activities.

Field staff also participate in bi-annual international staff meetings held in Davis, and regional meetings held at an ANP site. During these meetings staff learn from their peers as they review and refine the ANP process and share experience. In addition, specific technical issues are addressed by technical staff, or other qualified experts. In the field, headquarter's technical assistance is supplemented by the involvement of local experts.

MFM staff and outside consultants direct MFM's fundraising/ promotion program from the international office in Davis. This ongoing program combines a search for both undesignated funds, and specific project support grants. The undesignated fund program includes:

- six mailings a year to a national donor list of approximately 50,000,
- a direct mail acquisition project mailing to 1.5 million prospects
- personalized appeals to individual major donors,

- participation in the Combined Federal Campaign, and beginning in 1986, state employee solicitations,
- a growing Planned Giving Project and bequest promotion that produces over a quarter of a million dollars.

Staff approach foundations, corporations, and churches for project grants. For example, the Pillsbury company has given a $40,000 grant to the Bolivia ANP that includes technical assistance. Please refer to the attached News Briefs (Appendix 1) for a listing of typical institutional funding sources.

Ultimate responsibility for MFM's program and activities lies with its Board of Trustees. MFM's Trustees, who come from all over the country, bring a variety of relevant experience and expertise to their task. The Board is particularly active through its various committees. The Resource Committee is the Board's link to fundraising activities, while new program proposals are reviewed by the Program Review Committee.

As MFM's programs have increased in number, the need for technical assistance has grown. To respond to this need MFM has increased its technical assistance personnel. It now consists of a Director of Technical Support Services, Director of Resource Center, Information Specialist, Senior Specialist in Planning and Design, Senior Specialist for Technical Assistance Coordination and a Senior Specialist for Education and Training (the latter to be hired in January 1987).

V. FINANCIAL REPORT

During 1986 there have been no significant differences in program expenditures in comparison to budget projections.

MFM's projected income for 1986 was 3.7 million dollars. Expenditures were projected at 3.5. We expect to reach our projected income goal and expect to expend slightly less than projected according to the latest figures. MFM's major income is from four sources: general public 50%, churches 5%, foundations and corporations 17% and the Agency for International Development 25%, about 3% from miscellaneous sources. Total Matching Grant funds expected in 1986 will be $850,000 matched by private funds.

On the expenditure side approximately $2,304,500 (68.8%) for Applied Nutrition Programs; $414,000 (11.8%) for other program services (program information, technical support, and Resource Center) for a total of $2,718,500 (80.6%), administration (6.8%) and fund raising (12.6%).

About 28% of program funds go to Latin America; 16.5% for Asia; 27.7% to Africa; .33% to new program exploration; and 11.2% for domestic programs; 16.3% for other program services divided equally among the regions.

For the 1987 Budget MFM's projected income is 4.6 million dollars of which 1.0 million dollars will be from AID Matching Grant funds. The percentages from various sources is expected to remain about the same as 1986.

On the expenditure side projections are $2,967,000 (64.5%) for applied nutrition programs; $726,000 (15.8%) for other program services for a total of $3,693,000 (80.3%); administration (6.7%) and fund raising (13.0%).

The distribution of funds by Regions will change in 1987; approximately 26.8% will go to Latin America/Caribbean; about 19.2% to Asia, 38.5% for Africa; 4% for program development; 12.97% for domestic (USA) programs; and 18.4% for other program services divided equally among the regions.

FUNCTIONAL/FUND ACCOUNTING BUDGET BY PROGRAM AND LINE ITEM 1986
($000)

	SALARIES	FRINGE	CONSULTANTS PROF FEES	TRAVEL	OTHER DIRECT COSTS	OFFICE COSTS	TOTAL 1986
MATCHING GRANT BUDGET							
Applied Nutrition Programs	743	141	50	265	646	80	1925
Other Program Services	197	32	40	25	60	30	384
Sub-Totals	940	173	90	290	706	110	2309
Matching Grant G & A	94	17.3	9	29	70.6	11	231
TOTALS	1034	190.3	99	319	776.6	121	2540
NON MATCHING GRANT BUDGET							
Togo	30	8	5	13	16	3	75
Korea	4	1	0	2	23	1	31
USA	156	40	10	16	50	6	278
Management & General	24	5	14	3	5	7	58
Fund Raising	40	8	40	4	293	8	393
TOTALS	254	62	69	38	387	25	835
TOTAL MATCHING GRANTS AND NON-MATCHING GRANT BUDGET- PROGRAM & SUPPORTING SERVICES	1288	252.3	168	357	1163.6	145	3375
MATCHING GRANT	382	68	25	85	240	50	850
OTHER GOVERNMENT	145	25	6	28	90	22	316
PRIVATE CONTRIBUTIONS	761	159.3	137	244	833.6	74	2209

FUNCTIONAL/FUND ACCOUNTING BUDGET BY PROGRAM AND LINE ITEM 1987
($000)

	SALARIES	FRINGE	CONSULTANTS PROF FEES	TRAVEL	OTHER DIRECT COSTS	OFFICE COSTS	TOTAL 1986
MATCHING GRANT BUDGET							
Applied Nutrition Programs	1040	157	78	340	690	95	2400
Other Program Services	190	40	70	65	320	35	720
Sub-Totals	1230	197	148	405	1010	130	3120
Matching Grant G & A	123	19.7	14.8	40.5	101	13	312
TOTALS	1353	216.7	162.8	445.5	1111	143	3432
NON MATCHING GRANT BUDGET							
Togo	61	14	4	28	65	6	178
USA	229	51	18	17	58	10	383
Management & General	24	8	7	2	0	8	49
Fund Raising	77	17	60	16	374	14	558
TOTALS	391	90	89	63	497	38	1168
TOTAL MATCHING GRANTS AND NON-MATCHING GRANT BUDGET- PROGRAM & SUPPORTING SERVICES	1744	306.7	251.8	508.5	1608	181	4600
MATCHING GRANT	400	60	60	130	310	40	1000
OTHER GOVERNMENT	147	26	6	34	76	21	310
PRIVATE CONTRIBUTIONS	1197	220.7	185.8	344.5	1222	120	3290

VI. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

Stimulated by an inquiry from AID officials in Honduras staff recently undertook a careful analysis of recurrent and per capita costs in the Honduras ANP. This study has become the foundation for a program-wide methodology. The first step in this process was to develop operational definitions that reflected the holistic nature of the ANP. Staff had to carefully define target populations, investment costs, recurrent costs, and depreciation; and to allocate costs by major program components. The preliminary results from their study of the Honduras ANP indicate that the ANP's integrated approach is both efficient and cost effective when compared with individual sector programs.

Even the most cost effective program cannot continue without effective institutions and building institutions is one aspect of the ANP approach. MFM has found that collaborating agencies often benefit from participating in the ANP. In both Sierra Leone and Honduras the ANP has been the catalyst for a movement toward adopting standardized growth monitoring systems. In Ecuador, the ANP has helped to standardize educational messages and materials to allow more cooperative and effective efforts. ANPs also foster cooperative action at the village level; villagers learn the advantages of sharing resources and joint problem solving. They also become aware of existing services and learn how to take advantage of them.

MFM not only fosters institutions, it builds new ones. The Organization for Agricultural Development, a local organization run by former ANP staff, all local nationals, has assumed responsibility for Antigua ANP activities. They are developing their fundraising skills and aim to be financially self-sufficient by 1988. At the same time, they are consolidating activities, focusing on those with the highest impact, lowest cost, and greatest local participation.

As we've begun to focus on the need to institutionalize our activities, staff are beginning to consider it very early in the ANP planning stages. The Bolivia ANP strategy is to institutionalize activities as they are developed. All activities involve community members from the start, and are planned and implemented in ways that the community can take over. Staff are using local community structures to promote institutionalization. This kind of local participation is essential to both on-going and future program success.

The Bolivia ANP facilitates community participation through two ASCONAs (Association of Communities, Applied Nutrition Program), one for each of the two provinces where the ANP operates. The ASCONAs include four community elected representatives from each of the 32 program villages, and the secretary general (village leader) from each village. The ASCONAs meet periodically to evaluate the program, ensuring their input into program activities and fostering ownership.

This process also helps develop community leaders, an essential element in community self-help efforts. Similar activities are going on in Honduras and Ecuador. In Honduras staff are supporting a newly formed agricultural cooperative. Participants have established a nine member board of directors and written their own by-laws. The members are meeting regularly and plan to build an office. ANP staff are also soliciting training from the Honduran Institute of Training and Research for Cooperatives for coop members. Both the Honduras and Ecuador ANPs have found that communities need help with the basics of how to organize themselves. Staff meet regularly with town councils where they discuss topics such as how to run meetings, and group decision making processes.

MFM's policy of hiring local nationals to run its programs offers another avenue for developing leaders. ANP staff receive on the job training in leadership skills. Further training opportunities are provided at regular international and regional staff meetings, and visits to each others programs broaden their perspectives.

The benefits of each MFM ANP are felt at different levels within the variety of populations it touches. Generally four population groups are affected to some degree: 1) individuals or families receiving specific services or groups of services, 2) the total number of people residing in the communities in which the ANP directly provides services, 3) the total population of the catchment or program area, and 4) the total population of the area of potential influence.

At the time of the Honduras ANP evaluation, evaluators found that the program was directly reaching 20% to 25% of the total population, and indirectly touching about two-thirds. Coverage has increased steadily since then. They also noted that the program's coverage of malnourished children and pregnant women was thorough, very few missed being monitored.

Evaluators of the Sierra Leone ANP found that the program's emphasis on identification and follow-up of seriously malnourished children was very successful. However, the program was having little apparent impact on preventing malnutrition, particularly during the weaning process. The evaluators looked at two other characteristics of this sample group to assess how impact might be enhanced. They found that 28 of the 81 households in one village participated in rice and/or groundnut production activities, but there was no correlation between involvement in these activities and the nutritional status of children in the household. The evaluators recommended that staff strengthen this linkage. This year staff made sure that mothers of malnourished children were included in food production activities. All MFM ANPs are strengthening this link.

MFM has embarked on an innovative collaborative effort with the Pillsbury Corporation, a major US food corporation. Pillsbury has offered both funds and the assistance of its highly qualified scientists. This collaboration provides the opportunity to formulate a model for long term collaboration in development between PVOs and large corporations. If successful this model could then be used as the strongest argument in favor of this type of collaboration. In MFM this was seen as a means to open an untapped source of financial and technical resources and to expand and improve foundation field activities. From the Pillsbury point of view the major benefit was the sense of pride and commitment within the corporation that this collaboration could generate among the company workers. Another benefit for Pillsbury was the public relations advantage of this type of collaboration.

From the beginning two challenges became apparent to both MFM staff and Pillsbury executives. The first challenge was to effectively integrate Pillsbury's technical assistance and support into the program without altering MFM's program priorities. MFM and Pillsbury quickly agreed that overall decision making and planning and identification of general areas in which technical assistance was needed should remain in MFM. Funding levels and specific areas of technical assistance were left negotiable and based on the type of proposal presented by MFM and the resources (both financial and technical) Pillsbury was willing and able to commit to the collaboration.

The second challenge is to find the most appropriate way to utilize the knowledge generated by Pillsbury's high tech laboratories to improve the low tech production, processing, storage, and food preparation practices characteristic of the rural communities where MFM operates. One important assumption in this regard is that there is a simple solution to most technological problems. Given the proper understanding by Pillsbury scientists of the needs and resources available to local people, they could develop simple technologies compatible with local resources to address local needs. Pillsbury scientists have now made two visits to Bolivia and identified several areas in which they can provide support. They are eager to begin work on these challenges.

Collaborative efforts have always been a cornerstone of the ANP approach. In Honduras ANP staff have sought out and obtained technical and material assistance from many government and non-government institutions as specific needs are detected. In turn, ANP staff have collaborated with the initiatives of these agencies within and outside the geographical program area. At least 25 government agencies and private organizations have contributed to the ANP.

The Nepal ANP has encountered some interesting problems with its major collaborator in the field, the Baudha Bahunipati Project (BBP). The Executive director of the Family Planning

Association of Nepal (manager of the BBP), the MFM Country Director, and field staffs of the BBP and the ANP met recently to discuss how to improve their collaborative efforts. Despite reaching some important agreements, differences remain to be resolved.

Effective collaboration requires a uniform approach to prevent confusion and enhance the possibility of success. Currently, the BBP's projects are "locational" in their focus as opposed to the ANP's "blanket" coverage. The BBP does not attempt to provide development assistance to every village in the target area, whereas the ANP does. Thus, some villages have active community committees involved in development activities while others do not. Before program activities can start in all villages, the ANP and BBP staff will need to reactivate dormant committees, or create new ones.

Another major difference is the BBP's practice of paying local "volunteers" a salary to participate in the program. MFM feels strongly that paying local participants a wage poses a serious, if not insurmountable, obstacle to the process of institutionalization. However, ANP staff recognize that some form of incentives is required to motivate volunteers and have decided on four tactics. BBP and MFM are working out their differences.

In Mali MFM is participating in a new collaborative approach under a PACT initiative. This is the first attempt to combine the different approaches of US PVOs (OEF/International, International Voluntary Services, and MFM) in active partnership with an indigenous PVO the Malian Group de Jeunes. The goal is to strengthen the Malian PVO which will ultimately manage and replicate the project.

Successful collaboration can provide an effective vehicle for replication as the Thailand/Lampang ANP demonstrates. From the start this ANP has operated closely with the Ministry of Health. It has been so successful that the Povincial Chief Medical Officer for Lampang Province is now the Program Manager. MFM has begun to phase out of the program at the same time as it is pushing replication throughout the province. The current focus is on training government workers and villagers how to manage the ANP approach. A Provincial Advisory Committee meeting held to discuss replication strategies focused on how to insure the same high level of intersectorial collaboration that the ANP has achieved. The meeting produced a six-month plan to speed up the process of replication and institutionalization. MFM feels confident that the major ANP activities will be successfully institutionalized in Ngao and Sobrab, and that the program will be used as a model for the government's developmental efforts throughout the province. Replication is also underway in Korat province drawing on the experience and successes of Lampang.

VII. RECOMMENDATIONS

1. Programs should better define the goals and indicators for end of project status. This will bring the issues of sustainability and institutionalization more clearly into focus earlier in the program development process.

2. Since funds are essential to local efforts, fundraising and field staff should enhance their working relationships with local donor agencies.

3. Programs could increase the effectiveness of their collaborative efforts through the development of multi-agency coordinating mechanisms.

4. As the evidence accumulates that the ANP is a successful model of integrated rural development with a nutrition focus, ANP staff need to document their activities. The ANP strategy, both its successes and constraints, should be recorded and shared with government and non-government agencies.

5. MFM has now accumulated experience with the ANP in a variety of settings. This experience should be collected, analyzed, and used to refine operational procedures.

6. The increasingly sophisticated levels of analysis and expertise needed to deal with the problems of malnutrition require increased use of outside technical assistance.

7. Training is a cornerstone of ANP activities. All levels of training - from headquarters staff to village nutrition education - should be reviewed and improved where necessary.

8. While much data is currently being collected by program staff, an improved management information system would improve project monitoring.

These recommendations have evolved out of evaluations, experience and feedback from Board and donors. All are presently being addressed as major objectives.

MEALS FOR MILLIONS/FREEDOM FROM HUNGER FOUNDATION

LOGICAL FRAMEWORK

1984

ANTIGUA

GOAL	INDICATORS	MEANS OF VERIFICATION	ASSUMPTIONS
To improve the nutritional status of the most vulnerable groups in designated areas of Antigua. Increase food production and income of local groups and farming families leading to self sufficiency. Build leadership potential leading to the institutionalization of the developmental process.	Increase in the nutritional status among the vulnerable groups. Decrease in morbidity among 0-5 year old age group Increased availability and consumption of locally grown foods Formation of a local viable and responsible organization	Weight/height measurements Clinic records Health/nutrition surveys Program reports Minutes from scheduled meetings	People will improve their die by consuming locally/home pro duced nutritious foods. People will return to farm th lands and will readily utiliz locally available resources. The local professional community is supportive of the institutionalization process.
PURPOSE			
To train local groups and farming families in nutrition education, organizational techniques and in the implementation of small scale agricultural projects to improve food production and consumption resulting in self-sustaining actitivies.	Participating group and farm family members learn how to manage available resources to improve their nutritional levels and standards of living. Program participants actively seek representation through locally identified leaders. At least 8 groups organized and self-reliant. A minimum of 25 farming families become self sufficient Increased income by 50% from sale of foods produced/raised by farming groups/families	Observation and group records Questionnaires and surveys Records on agricultural production and sales	Community members and groups are willing to cooperate and work together Natural leaders exist in community groups which are developing. Government and NGO's continue to cooperate
OUTPUTS (OBJECTIVES)			
Conduct nutrition and health education activities and classes with local groups and farming families. Supervision and monitoring of the 0-5 year old age group. Continuing development of community, home and school gardens. Implementation of small scale agricultural projects. Design and implementation of agricultural training programs. Provision of technical assistance in agriculture for small farmers. Maintain a revolving loan fund to provide credit for small scale agricultural projects. Coordinate with Government and NGO's to provide resources for program development Provide marketing assistance to small farmers Strengthen the self-help capabilities of the people and organized groups to assume leadership roles in their community.	2 nutrition/health education classes taught each month to participating group and farming families Develop a home visit schedule on a regular basis for all program participants. Visit area health clinics monthly to review pertinent nutrition and health information on program beneficiaries. 25 gardening and other agricultural projects started and/or maintained at schools and in the community. 15 small farming projects started and or maintained. Development of informational interchange in the agricultural community through periodic participant field visits and meetings. Continuing emphasis on coordinating resources and technical assistance from local and regional agricultural agencies. Develop, promote and carry out at least 3 seminars on agricultural techniques/practices	Records Observations On-site visitations Surveys Reporting Forms Data Collection Project Management System Trip Reports	The parties to this program carry out their individual responsibilities. Weather patterns do not become erratic, causing crop failure. Technical personnel are available. Water is available Land tenure remains stable Revolving Loan Fund continues to receive paybacks on a timely basis. Marketing outlets increase their purchases of locally grown foods. Recognized community leaders receive support from locally organized groups. New funding sources are identified and respond positively.
Initiate the process of institutionalizing program activities leading to the development of a responsible organization.	Revolving loan fund credits for small farmers to be provided up to a maximum of U.S. $5000 for CY 1984.		

	Maintain tractor plowing services on a fixed rate per acre. Develop outlets for the marketing of produce grown for sale by program participants Organized groups to take the initiative as representative bodies to identify, develop and implement plans which will have a positive influence on their communities. Establishment of an advisory group to direct the development of a local and legally recognized association.		
INPUTS			
Personnel (4 MFM/FFH Staff) Materials and Equipment Pickup Tractor Rototiller Tools, seeds, fertilizers, etc Irrigation supplies Local community participation Government of Antigua Inputs Personnel from Ministry of Agriculture Ministry of Health Ministry of Education Regional organizations (personnel and/or resources) Peace Corp World Food Program CARDI CFNI Barclays Bank	1984: U.S. $128,000.	Personnel records Financial reports Information/records on use of M & E Observations Reporting Forms Field visits	Funds are available when needed M & E are available on a timely bais Unanticipated expenditures are minimal Designated personnel provide the necessary resources Identified resources remain available for program participants