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UNCLASSIFIED

UNITED STATES INTERNATIONAL DEVELOPMENT COOPERATION AGENCY
AGENCY FOR INTERNATIONAL DEVELOPMENT
Washington, D. C. 20523

ROCAP

PROJECT PAPER

TECHNICAL SUPPORT FOR FOOD ASSISTANCE

Amendment 1

AID/LAC/P-406
CR P-225

Project Number: 596-0116

UNCLASSIFIED

AGENCY FOR INTERNATIONAL DEVELOPMENT PROJECT DATA SHEET		1. TRANSACTION CODE <input checked="" type="checkbox"/> A = Add <input type="checkbox"/> C = Change <input type="checkbox"/> D = Delete	Amendment Number 1	DOCUMENT CODE 3
2. COUNTRY/ENTITY ROCAP		3. PROJECT NUMBER 596-0116		
4. BUREAU/OFFICE Latin America and the Caribbean		5. PROJECT TITLE (maximum 40 characters) Tech. Support for Food Assistance Progs.		
6. PROJECT ASSISTANCE COMPLETION DATE (PACD) MM DD YY 1 2 3 1 9 0		7. ESTIMATED DATE OF OBLIGATION (Under 'B.' below, enter 1, 2, 3, or 4) A. Initial FY <input checked="" type="checkbox"/> 8 4 B. Quarter <input type="checkbox"/> C. Final FY <input checked="" type="checkbox"/> 8 8		

8. COSTS (\$000 OR EQUIVALENT \$1 =)

A. FUNDING SOURCE	FIRST FY			LIFE OF PROJECT		
	B. FX	C. L/C	D. Total	E. FX	F. L/C	G. Total
AID Appropriated Total	1,700		1,700	6,100		6,100
(Grant)	(1,700)	(---)	(1,700)	(6,100)	(---)	(6,100)
(Loan)	()	()	()	()	()	()
Other U.S.						
1.						
2.						
Host Country		280	280		1,733	1,733
Other Donor(s)						
TOTALS	1,700	280	1,980	6,100	1,733	7,833

9. SCHEDULE OF AID FUNDING (\$000)

A. APPROPRIATION	B. PRIMARY PURPOSE CODE	C. PRIMARY TECH CODE		D. OBLIGATIONS TO DATE		E. AMOUNT APPROVED THIS ACTION		F. LIFE OF PROJECT	
		1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan	1. Grant	2. Loan
(1)				5,600		500		6,100	
(2)									
(3)									
(4)									
TOTALS				5,600		500		6,100	

10. SECONDARY TECHNICAL CODES (maximum 6 codes of 3 positions each)
 340 320 520

11. SECONDARY PURPOSE CODE

A. Code	BR	BU	R/H	NUTR	PART	TNG
B. Amount						

13. PROJECT PURPOSE (maximum 480 characters)

To improve the effectiveness of food assistance activities in the Central America and Panama region by helping to establish effective national coordination mechanisms and strengthening the technical, managerial and evaluation capabilities of INCAP and national public and private agencies.

14. SCHEDULED EVALUATIONS

Interim	MM YY	MM YY	Final	MM YY
	0 5 8 7	0 5 8 8		1 0 9 0

15. SOURCE/ORIGIN OF GOODS AND SERVICES
 000 941 Local Other (Specify)

16. AMENDMENTS/NATURE OF CHANGE PROPOSED (This is page 1 of a _____ page PP Amendment)

Project purpose remains unchanged.
 I have reviewed the methods of implementation and financing of this Project and certify that they are in agreement with Payment Verification Policy Implementation Guidance provided in the AA/M R.S. Rollis memorandum of December 30, 1983. J.O. Hill, Controller

17. APPROVED BY
 Signature: *Nadine Hogan*
 Title: **NADINE HOGAN**
REGIONAL DIRECTOR
 Date Signed: **September 24, 1987**
 MM DD YY: 0 9 2 4 8 7

18. DATE DOCUMENT RECEIVED IN AID/W, OR FOR AID/W DOCUMENTS, DATE OF DISTRIBUTION
 MM DD YY: 0 5 1 1 8 8

PROJECT AUTHORIZATION

AMENDMENT NO.1

NAME OF ENTITY: Nutrition Institute for Central
America and Panama (INCAP)

NAME OF PROJECT: Technical Support for Food Assistance
Programs

NUMBER OF PROJECT: 596-0116

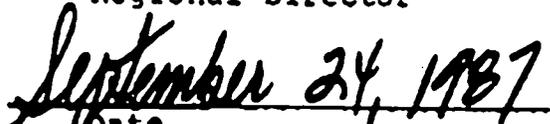
1. Pursuant to Section 104 of the Foreign Assistance Act of 1961, as amended, the Technical Support for Food Assistance Programs Project was authorized on March 28, 1985 (the "Authorization"). The Authorization is hereby amended as follows:

- a. Paragraph 1 of the Authorization is deleted in its entirety and the following substituted in lieu thereof:

"Pursuant to Sections 103 and 104 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Technical Support for Food Assistance Programs Project with the Nutrition Institute for Central America and Panama (INCAP), involving planned obligations not to exceed Six Million One Hundred Thousand United States Dollars (U.S.\$6,100,000) in grant funds ("Grant") over a five-year period from the date of authorization, subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the Project. The planned life of the Project is sixty-nine months from the date of initial obligation."

- b. Except as AID may otherwise agree in writing, all other terms and conditions included in the original Authorization remain in full force and effect.


Nadine Hogan
Regional Director


Date

Project Authorization

Name of Entity : Nutrition Institute for Central
America and Panama (INCAP)

Name of Project : Technical Support for Food
Assistance Programs

Number of Project: 596-0116

1. Pursuant to Section 104 of the Foreign Assistance Act of 1961, as amended, I hereby authorize the Technical Support for Food Assistance Programs Project with the Nutrition Institute for Central America and Panama (INCAP), involving planned obligations of not to exceed Five Million Six Hundred Thousand United States Dollars (\$5,600,000) in grant funds ("Grant") over a five-year period from the date of authorization, subject to the availability of funds in accordance with the A.I.D. OYB/allotment process, to help in financing foreign exchange and local currency costs for the project.
2. The project ("Project") will improve the effectiveness of food assistance activities in Central America and Panama by helping to establish effective national coordination mechanisms and strengthening the technical, managerial and evaluation capabilities of INCAP and national public and private agencies.
3. The Project Agreement, which may be negotiated and executed by the officer to whom such authority is delegated in accordance with A.I.D. regulations and Delegations of Authority, shall be subject to the following essential terms and covenants and major conditions, together with such other terms and conditions as A.I.D. may deem appropriate.

a. Source and Origin of Commodities, Nationality of Services

Commodities financed by A.I.D. under the Grant shall have their source and origin in countries of Central America and Panama, or the United States, except as A.I.D. may otherwise agree in writing. Except for ocean shipping, the suppliers of commodities or services shall have countries which are members of Central America, Belize, Panama or the United

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States as their place of nationality, except as A.I.D. may otherwise agree in writing. Ocean shipping financed by A.I.D. under the Grant shall be financed only on flag vessels of the United States, except as A.I.D. may otherwise agree in writing.

b. Conditions Precedent to Disbursement

(1) Prior to the disbursement, or the issuance of any commitment documents, under the Project Agreement to finance activities other than for hiring long-term personnel, INCAP shall, except as A.I.D. may otherwise agree in writing, furnish, in form and substance satisfactory to A.I.D.:

(a) a detailed time-phased plan setting forth all activities to be completed during the first year of the project;

(b) evidence that INCAP's automated data processing capability is sufficient to provide adequate reporting on project financial transactions at the subcomponent level; and

(c) evidence that INCAP has modified its disbursement and reporting formats and procedures in order to expedite the processing of expenditures by project personnel when away from INCAP headquarters.

(2) Prior to the disbursement for technical assistance to the countries beyond year one under the Grant, the issuance of any commitment document other than for support of the research and training components, INCAP shall, except as A.I.D. may otherwise agree in writing, furnish in form and substance satisfactory to A.I.D.:

(a) an analysis of the country programs, including prospects for success in improving national strategies and plans and addressing major constraints, and an explanation of INCAP's rationale for the quantity and type of technical assistance which it proposes to undertake; and

(b) a plan for developing funding mechanisms and agreements with national governments, bilateral or international food aid donors, PVOs or other international agencies to support a continuation of technical assistance and training for food assistance programs after the ROCAP/INCAP project terminates.

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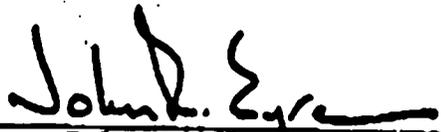
C

c. Covenants

INCAP shall covenant that, except as A.I.D. may otherwise agree in writing:

(1) Prior to undertaking project activities for each year after the first year of the project, INCAP will furnish, in form and substance satisfactory to A.I.D., a consolidated workplan and budget for activities for that year.

(2) INCAP will coordinate appropriate project activities with USAID missions in each country which participates in this project and with private voluntary agencies responsible for managing P.L. 480 Title II activities in the region as well as with other food aid donors and intermediaries.



John R. Eyre
Acting Director

PROJECT PAPER AMENDMENT

TECHNICAL SUPPORT FOR FOOD ASSISTANCE PROGRAMS

596-0116

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I. RECOMMENDATIONS AND SUMMARY

A. Recommendations

The Project Committee recommends that the Director of ROCAP authorize an amendment to the Project Paper (PP) which will extend the Project Assistance Completion Date (PACD) by one year through December 31, 1990, and increase life of project (LOP) funding by \$500,000 to \$6.1 million.

The reasons for this amendment are:

- To allow the Institute of Nutrition for Central America and Panama (INCAP) to account for a delayed start up and carry important refocused Project activities to completion before the Project ends;
- To carry the Project to the end of the current planning period (Dec. 31, 1990) for the Central American Health Priorities initiative which includes this Project as a regional effort;
- To fund additional outside technical assistance for the Project;
- To enable INCAP to carry out specific operational and applied research activities designed to meet needs expressed by country food program staffs;
- To enable INCAP to carry out refocused education, training and information dissemination activities which better meet the needs of country food programs than those activities planned under the original project.

Changes in the Project, which are discussed fully in this PP Amendment, take into account lessons learned during the two-and-one-half years of project implementation thus far. This Amendment also incorporates

recommendations from the evaluation done by Community Systems Foundation in May 1987. The primary recommendation of this evaluation was that the Project's Operations and Applied Research component be redefined and linked more closely to activities carried out under other Project components.

B. Background

The Technical Support for Food Assistance Programs Project was signed on March 28, 1985. Its purpose was to improve the effectiveness of food aid activities in Central America and Panama by helping to establish effective national coordination mechanisms and by strengthening the technical, managerial and evaluation capabilities of INCAP, and national-level agencies and organizations involved in food aid activities. The project would establish INCAP as a major source of technical assistance in the region. It was also envisaged that national governments, donors and implementing agencies would begin providing funding support for activities and approach INCAP for technical assistance in improving their food programs.

Full project implementation did not begin until late 1985 (nine months behind schedule), due to a longer than expected initial planning period. In addition, once implementation had begun, the Project faced other challenges, including political instability, funding constraints and shifting levels of interest in project activities of the governments of participating countries. Also delaying project start-up was the time it took for INCAP to establish its credibility in the food aid field, and constraints within INCAP itself. As a result, certain important project activities, especially under the Operations and Applied Research component, have not been implemented as planned.

The project's staff has learned much, however, from the experience of the first two-and-one-half years of Project implementation. For example, in the Operations and Applied Research Component, experience has shown that this component should carry out discreet operations/applied research aimed at

identifying problems, and finding solutions and testing them, rather than doing impact evaluations. Additionally, in the Training and Information Dissemination Component, some revision and new activities were needed to better meet Project objectives. This amendment reflects the Project's having begun to adapt itself to the real, expressed needs of its clients and making appropriate changes.

C. Summary of Proposed Project Changes

1. Outputs/Activities

The amendment extends the PACD one year to December 31, 1990, so as to continue project activities through the end of the Central American Health Priorities initiative, which includes this project as a regional effort, and to ensure that all project activities are fully completed.

The amendment adds additional funds for increased outside technical assistance for the project. The purpose of this technical assistance is to enhance INCAP project staff capabilities, support operations and applied research efforts and ensure that project goals and objectives are met.

SUMMARY BUDGET
TECHNICAL SUPPORT FOR FOOD ASSISTANCE PROGRAMS PROJECT
(AMENDMENT)
596-0116

ITEMS	ORIGINAL BUDGET	REPROGRAMMED BUDGET	NEW FUNDS	BUDGET
I. <u>Planning and Coordination</u>	217,160	147,600	0	364,760
II. Subregional Training	670,000	(186,100)	0	483,900
A. Subregional Seminars	147,600	(147,600)	0	0
B. Subregional Workshops & Other	522,400	(38,500)	0	483,900
III Technical Assistance	390,900	169,950	0	560,850
A. International Travel	356,400	0	0	356,400
B. Travel, Consultants & Other	34,500	169,950	0	204,450
IV Operations Research	879,705	(31,600)	0	848,105
A. Evaluation of EAP Cost Effectiv. of EAP:Panama	332,800	67,332	0	400,132
Defining Technical Basis for MCH Feeding Programs.	54,500	500	0	55,000
Design and Testing of Information Systems	50,600	(1,000)	0	49,600
75,300	75,300	0	0	75,300
B. Food, Nutrition and Socio- economic Impacts	351,505	(351,505)	0	0
C. Studies & Technical Assistance	15,000	253,073	0	268,073
V Technical and Scientific Information	74,380	52,320	0	126,700
VI Management and Evaluation	1,441,700	76,900	0	1,518,600
VII Amendment, TA, CH & Contingencies	1,926,155	(229,070)	500,000	2,197,085
TOTAL \$	5,600,000	0	500,000	6,100,000

II. INTRODUCTION

A. Background

The Technical Support for Food Assistance Programs Project was signed on March 28, 1985. The project purpose was to improve the effectiveness of food aid activities in Central America and Panama by helping to establish effective national coordination mechanisms and by strengthening the technical, managerial and evaluation capabilities of INCAP and national public and private agencies. The project would establish INCAP as a major source of technical assistance to regional food programs in the region. To accomplish this, it was expected that INCAP would draw from its own experience in related activities and its long-standing relationships with national governments to establish itself early on in the Project as a respected technical assistance provider. It was further anticipated that INCAP would strengthen itself in the programming and management aspects of food aid, in which it had had relatively little experience. INCAP was to achieve this through both the recruitment of new staff with technical and managerial skills and by tapping external technical assistance provided under the Project. National governments, food aid donors and implementation agencies were expected to request INCAP assistance in improving their food programs. In turn, Project activities were to stimulate all parties involved at the national level to provide the necessary increased funding and resources to improve national food assistance programs. This was to be accomplished through their participation in regional coordination and training events as both participants and facilitators, and their formally agreeing to provide specific counterpart funds, in-kind contributions and staff for technical assistance and research activities under the Project.

A delayed start-up and several constraints affected implementation and the achievement of these objectives. First, although the Project was signed in March 1985, full Project implementation did not begin until late

1985, almost nine months behind schedule. This was due to a longer than expected initial Project planning, preparation and staffing up period. In addition, political changes and resulting shifts in counterparts in Central America made it difficult for INCAP to plan major operations research efforts under the Project. Thirdly, severe financial constraints made governments more receptive to ideas on reducing food program costs, but decreased the demand for costly planned research activities. Finally, Project implementation was affected by constraints within INCAP itself. These constraints centered on difficulties in recruitment of adequate Project staff having both the necessary technical skills with information systems or management, for example, and with hands-on experience in implementation of food assistance programs. In addition, INCAP was faced with the burden of handling the start-up of two highly complex projects within the same division, and the continual conflict between INCAP's historical bias toward clinical/epidemiological research and client agencies' preference for problem solving approaches. As a result, activities under the research component, in particular, took longer than anticipated to plan and negotiate with counterparts. In some cases, INCAP also had difficulty generating government, donor and implementing agency interest in these activities.

There has been substantial implementation progress since 1985, however, and all but the Operational and Applied Research component have moved ahead approximately on schedule. Furthermore, the INCAP staff has learned much from the experience to date. For example, in the case of the Operations and Applied Research component, it was expected that planned process evaluations of existing food aid programs would take place before the Project staff did the proposed impact evaluation. This assumed that for food aid programs to show significant impact, they would have to be improved. For many of the reasons already stated, the process evaluations were not started during the first six to twelve months as originally planned. Simultaneously, a by-product of the technical assistance provided by Project staff in participating countries was the identification of specific food program operational problems for which solutions needed to be found and tested through

specific types of operations and applied research, many of which were not originally programmed in the PP. Consequently, it has become apparent that the needs of the food aid programs which the Project is designed to help improve are better served by dropping the impact evaluation in favor of discreet operations/applied research aimed at clearly identifying problems, finding solutions and testing them in priority programs identified by national counterparts for in-depth technical assistance.

Since the Project began, the Central American Health Priorities initiative has generated financial support from numerous donors for a large number of regional programs in the health sector. Originally, therefore, the Project had regional workshops/courses planned under the Training and Information Dissemination Component, many of which were targeted for Health Sector personnel. However, these and other Project-related regional events have required health staff to leave their respective countries at frequent intervals to attend activities in other countries, making them unavailable to carry out their duties. Consequently, Health Ministers have asked that the number of regional activities be reduced. At the same time, however, the Project's Scientific and Technical Advisory Committee (STAC) and national counterparts have pressed for greater exposure of food assistance program staffs to training opportunities. The STAC also found that observation visits to other countries by food program staff were not the most cost effective means of increasing staff knowledge about food program operations. Consequently, itinerant seminars, more tutorials and the production of educational materials for country-based trainers appear to represent a more effective use of resources. They also make it possible to train more staff without requiring frequent travel by such staff outside of their own countries. Finally, the Project has begun producing information and using communications media in forms not planned in the PP, but which appear suited to the felt needs of INCAP's national counterpart agencies and food program staffs.

In summary, the Project is adapting itself to the real needs of food programs in the region, and Project activities are being adapted to meet those needs.

B. Project Evaluation Findings and Recommendations

The first comprehensive evaluation of the Project was carried out in May 1987 by the Community Systems Foundation. The evaluation was carried out by a three-member team composed of a food and nutrition planner, an operations research specialist and a public health nutritionist with education and training experience. The purpose of the evaluation was to assess Project planning, implementation and management, INCAP and country team organization, and Project coordination with donors, PVOs and national planners and program managers. In addition, the team evaluated progress toward achieving the Project purpose and made recommendations for achieving Project objectives.

The evaluation found that earlier difficulties were being overcome and that, with the exception of the Operations and Applied Research Component, the Project was making good progress. It was clear that Project staff were taking real country program needs into account when planning and carrying out Project activities. The operations and applied research program, however, was further behind schedule than any other component, according to the evaluation team. The team thus recommended that this entire component be redefined to ensure that it would support the other Project components to the degree foreseen in the original PP.

The most important evaluation recommendations to be incorporated in the project amendment are the following:

1. Planning, Coordination and Improving Operations

a. Under the Amendment, the Project will become more attuned to individual countries' needs. Project staff will clarify and explore the implications of community participation in improving food programs and the

need for staff with community organization experiences. PVO staff will also be used as resource people in Project activities so as to take advantage of their practical experience and mobilize support for the Project.

b. The Project will concentrate on building shared information systems, encouraging cooperation among food aid programs and providing alternatives for reducing program costs.

2. Training, Information Dissemination Component

a. This component will be revised for improved program effectiveness. For example, observation visits will be reduced, and the savings used for training materials.

b. More training courses will be held on the national rather than the regional level.

c. More and better educational materials will be developed for all types of training under the Project. The Project will determine how audio-visual materials can be used more often and more effectively in both training and all other aspects of the program, as appropriate.

d. There will be greater sharing of experiences from training/education workshops with the research component. Similarly, the design and results of research can assist workshops and seminars. Furthermore, workshop participants can help identify operational research needs and problems.

3. Operations and Applied Research Component

a. This entire component will be redefined and, apart from one small study already underway, no new research initiatives will be

undertaken until this is accomplished. The Costa Rica research project will be further developed using an operations research approach. Certain other research projects, such as the operations research project in Guatemala and impact evaluations in general, will be eliminated or re-considered. In general, activities under this component are to be geared to finding solutions quickly for actual problems faced by food aid programs.

b. The Project's research team will increase its operations research skills so that research activities better support coordination, improvement of food program operations and training efforts. The research team will have the leadership needed to ensure their increasing involvement in operations research and the component's integration with and support of, other Project components.

III. CHANGES IN THE PROJECT DESCRIPTION

Based upon the lessons learned in the first two-and-one half years of the Project and the recommendations of the Project evaluation, the PP is amended as described below. An amended Logical Framework and revised tables, which detail the exact changes proposed, are attached as Annexes I and II.

A. Goal, Purpose and Beneficiaries

The goal, purpose and beneficiaries remain unchanged from the original PP; that is, to contribute to the reduction of infant and young child mortality and improve nutritional status among high risk populations in Central America and Panama, and to improve the effectiveness of food assistance activities in the region by helping to establish national coordinating mechanisms and strengthening the technical, managerial and evaluation capabilities of INCAP and national public and private agencies in the region. As planned in the original PP, the direct beneficiaries will be food assistance program managers, directors and staffs, as well as national

development planners. The final beneficiaries will be families that cannot meet their basic food requirements and mothers and children who suffer from moderate or severe malnutrition.

B. Objectives

The objectives, to be met by the end of the Project at the national and regional levels, remain the following:

1. Country action plans elaborated for improving food assistance programs and effectively being implemented.
2. National strategies or policies developed for the use of food assistance in at least three of the five participating countries in the region.
3. Effective national mechanisms for coordination among implementing agencies, donors and PVO intermediaries functioning in at least three countries of the region.
4. Better managed and more effective food assistance programs in the region through:

(a) The development and use of technical guidelines or methodologies for the formulation, monitoring, and evaluation of food assistance programs, as well as for the development of technical and procedural norms and information systems;

(b) Improved technical and managerial capacity of regional and national personnel responsible for planning, implementation and evaluation of food assistance programs;

(c) Better knowledge of the costs, major constraints and alternative solutions in the design, implementation, monitoring and evaluation of food assistance programs;

(d) Improved targeting of food assistance at the national level and beneficiary selection within individual programs, and

(e) Better coordination and integration of food assistance programs with other related food, nutrition, health or community development activities.

TECHNICAL SUPPORT FOR FOOD ASSISTANCE PROGRAMS (596-0116)

OBJECTIVES AND ACCOMPLISHMENTS AS OF SEPTEMBER 30, 1987

OBJECTIVES	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
1. Country Action Plans	Developed. Being implemented. TA to GOCR to develop country action plan and natl. food aid strategy.	Developed. Being implemented. TA to GOES to formulate country action plan.	Developed. TA to GOG to conduct national food aid policy seminar.	Developed. Being implemented. TA TO GOH to develop food aid strategy and consolidate food aid coordinating unit.	Developed.	Regional Seminar on action plans/strategies held.
2. National Strategies for Use of Food Aid (in at least 3 countries)	Being developed. Documentary on School Feeding Program produced. TA to GOCR to conduct national food aid program strategy seminar and revise food aid program strategy.	Developed. TA to GOES in developing food aid strategy.	Being developed. TA to GOG to conduct national food aid policy seminar.	Being implemented. Documentary on Food for Work project to increase local food production produced. TA to GOH to develop food aid strategy.	-	Regional seminar on action plans/strategies, regional donors' meeting and task force meetings on strategies held.

OBJECTIVES	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
3. National coordination mechanisms (in at least 3 countries)	Functioning. Documentary on School Feeding Program produced.	Being developed. TA to GOES in developing food aid strategy.	- TA to GOG to conduct national food aid policy seminar.	- Documentary on Food for Work project to increase local food production produced.	Functioning.	1 regional donors' meeting held.
4. Technical guidelines (13)	<p><u>Being developed</u></p> <p>1. Food assistance program design.</p> <p>2. Organization and management of food assistance programs.</p> <p>3. Management, preservation and storage of food commodities.</p> <p>4. Beneficiary selection and monitoring in MCH programs.</p>					
	<p><u>Developed</u></p> <p>1. National food assistance strategy and policy development.</p>					
	Documentary on School Feeding Program produced.	TA to GOES to use preliminary guidelines on food assistance program.		Documentary on Food for Work project to increase local food production produced.	-	Design of MCH programs, design of school feeding programs, organization and mgt. of MCH and SFP programs, food program info. mgt, and community level food and nutrition education.
	Process evaluation of MCH/SFP initiated.					

OBJECTIVES	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
5. Improved technical/mgt. capacity of food aid staff	<p>Training program for SFP supervisors on identifying/solving SFP problems developed.</p> <p>Documentary on School Feeding Program produced.</p>	<p>Natl. food aid training plan developed.</p> <p>TA to GOES to assess DIDECO Food prog. info. sys. and draft proposal to improve it.</p>	<p>TA to GOG to redraft project operations manuals and basic eval. protocol, to organize/manage SFP and to conduct natl. workshop in local mgt. of food/nutrition activities.</p>	<p>TA to GOH to establish natl. training committee and to conduct natl. trng. course on mgt. of MCH/SFP programs.</p> <p>6 other trng. courses planned.</p>	--	<p>3 task force mtgs. held on design and implementation of emergency/displaced persons, MCH, SFP programs.</p> <p>2 task force mtgs on mgt. of MCH and SFP programs.</p> <p>1 task force mgt. on food program info mgt.</p> <p>1 task force mgt. held on community-level food/nutrition education.</p>
6. Improved knowledge of costs, major constraints and alternative solutions in design, monitoring and evaluation of food programs.	<p>Training program for SFP supervisors on identifying/solving SFP problems developed.</p> <p>Documentary on School feeding Program produced.</p>	<p>TA to GOES to assess DIDECO food prog. info sys. and draft proposal to improve it, to assess trng. needs of food aid staff and develop training plans.</p>	<p>TA to GOG to redraft project operations manual and basic eval. protocol, to organize/manage SFP and to conduct natl. workshop on local mgt. of food/nutrit. in MCH programs.</p>	<p>Documentary on Food for Work project to increase local food production produced.</p> <p>TA to GOH to conduct natl. training course on mgt. of MCH/SFP programs.</p>	--	<p>Task force mtg. held on food program info mgt.</p> <p>Regional workshops held on identification/design of MCH & SFP prog., organ/mgt. of MCH Impl. and SFP programs and organ/mgt. of MCH and SFP programs.</p>

OBJECTIVES	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
7. Improved targeting/beneficiary selection.	TA to GOCR to design/prepare In-service mgt. training plan for SFP staff, reorganize MCH program.	TA to GOES to assess DIDECO food program Info. sys. and draft proposal to improve it.	TA to GOG to redraft project operations manual, basic eval. protocol, to conduct natl. height census of first graders.	TA to GOH to develop natl. trng. plan for food prg. staff and conduct natl. trng. course on mgt. of MCH/SFP programs.	-	Task force meetings held on the design of MCH/SFP programs, the organization/mgt. of MCH/SFP programs and food prog. Info mgt.
8. Improved coordination with other development activities.	Begun. Documentary on SFP produced. TA to GOCR to conduct natl. food prog. strategies seminar and revise food aid strategy. Assisted GOCR in sectoral food & nutrit. monitoring eval. sys.	-- TA to GOES to develop food aid strategy.	Begun. TA to GOG to conduct natl. food aid seminar, to organize/manage SFP, including development of height monitoring system in schools, to conduct natl. height census of first graders.	Begun. Documentary on Food for Work project to increase local food production produced. TA to GOH to revise "General Guidelines for Use of Food.	--	1 Regional donors meeting held. Regional seminar on country action plans and food aid strategy held. Task force meeting on community level food and nutrition education held. Regional workshop on techniques/methodologies for food/nutn. education in food aid programs.

C. Overall Project Strategy and Timing

The overall strategy of the Project was to develop a regional technical support network to help donor and implementing agencies, both public and private, improve the effectiveness of their food aid programs. This was to be accomplished through promotion, planning and coordination activities, training, direct technical assistance, information dissemination and exchange, and both operations and applied research. The activities would be mutually reinforcing, and would involve regional and national institutions in each participating country, as well as PVOs, international relief organizations and other food donors operating in the region. The approach adopted was to work simultaneously with program-level and national-level personnel both to improve individual programs, on the one hand, and to stimulate the development of national food assistance strategy formulation, national targeting schemes, country action plans and program coordinating mechanisms, on the other. Experience with other projects had shown this approach to be mutually reinforcing and likely to achieve maximum results in each participating country.

This strategy and approach will remain unchanged, as it has proven to be effective. This amendment, therefore, describes the improved focus that many Project activities have taken on and redefines the Operations and Applied Research Component so that it will better support other Project components.

With respect to timing, the PP called for the Project to be carried out in three phases: a promotion and planning phase (approximately 16 months), an implementation phase (approximately 44 months) and an evaluation phase (the last six to nine months). Due to the delays in Project start-up described in Part II of this amendment, however, the initial phase lasted longer than expected (21 months instead of 12). Consequently, this amendment adds nine months to the Project so as to maintain the implementation phase at forty-four months. The evaluation phase would remain unchanged.

D. Project Activities

This PP Amendment focusses activities in some Project components more clearly, extends and refines the approach of other activities and redefines the Operations and Applied Research Component. These changes will improve project effectiveness in reaching its objectives and will enable the Project to respond more effectively to expressed food program needs in the participating countries.

1. Promotion, Planning and Coordination

This PP Amendment does not propose major changes to this Project component. The annual and semi-annual national and regional donor meetings are to be reorganized and better supported during the last three years of the Project, and all other component activities will be carried out as originally planned. In fact, the redefinition of the Operations and Applied Research Component will greatly strengthen its link to this component and contribute more than before to the development and testing of the guidelines that are among the most important of the Project's outputs. (See Annex VI, Matrix 2, Project Activities Status and Modifications, for overview of Project outputs to date). The nine-month extension proposed in this amendment will allow the redefinition of the research component to begin bearing fruit, and thus permit the development of these guidelines.

2. Training and Information Dissemination

The objective of this component, per the PP, was to improve the knowledge and skills of planners, technicians and managers responsible for the management and evaluation of food aid strategies and programs and to strengthen the institutional capacity for implementing food aid activities. This component was to be the major channel through which recommended regional

guidelines, assessment methodologies and operations/applied research results would be disseminated. Component activities were to include regional seminars, workshops and short courses, observation visits and expansion of the INCAP information clearinghouse to include materials on food assistance programs.

Reflecting the general trend of Project activities toward identifying and striving to meet the needs of food program decision-makers and staff in participating countries, there have been some adjustments in the way in which some of these activities will be carried out and some additional activities have been added, as discussed below:

a. Regional Seminars

Three regional seminars were planned for the first, third and fifth years of the Project. These seminars will serve as forums for discussion and approval of regional guidelines, exchange of experiences and new information from experiences outside the region or from project research activities. One seminar has been held thus far; two others are scheduled for 1988 and 1990 respectively.

b. Workshops/Regional Courses.

These activities will be refocussed from the regional to the national level. The courses held regionally did not reach as many people as could have been reached if the same courses had been held in each participating country. As a result, two of the remaining courses (the final organization and management of food assistance programs course, and the final techniques and methodologies for educational activities in food assistance programs course) will be combined into one course and held in each participating country successively by the end of the implementation phase of

the Project. Such a modus operandi will help ensure the maximum possible participation of the appropriate personnel and thus contribute more effectively to meeting Project and component goals.

c. Observation Visits

Under this activity, INCAP would sponsor up to 30 weeks of visits by food aid planners and program managers to other countries in the region, allowing participants to observe ways other country food aid staffs approach common food aid problems and/or integrate food aid with other development activities. Three such visits have been carried out. While they were rated highly by participants, the visits were costly and group logistics were complex and time-consuming. Project staff, therefore, felt that the number of observation visits should be reduced, and that the funds thus saved be used for tutorials, more educational materials for special training courses, special counterpart travel and the application of communications technology to the Project. (These are new activities that will be discussed below.) ROCAP concurs with this view. Therefore, this PP Amendment incorporates this change, as the new activities into which the saved funds will be invested will achieve the same results in a more cost-effective way.

d. Information Dissemination and Communication

There has been a change in the way this activity is envisaged. It has begun to grow beyond its original collection and dissemination of information focus to one of applying communications technology in support of the entire Project.

In terms of the original focus, the planned services are being provided by the INCAP information clearinghouse (see Table 8 in Annex II), under the responsibility, and with the full participation, of the Project's information and technical experts. However, the semi-annual

two-page information sheet of technical notes on food aid issues has been replaced by a bulletin issued every four months, which contains Project news and articles on food aid issues. This has been a highly successful publication that is accomplishing the same purpose as the information sheets would have, and will thus be continued under the amended Project. The Project's objective is to produce three bulletins per year.

As part of the applied communications technology focus, the Project is increasing the use of audio-visuals. Currently, there are two areas of application being developed. One is the development of short documentaries on actual food program operations in various countries, both in Central America and in the rest of Latin America. The Project plans to produce a minimum of four documentaries in countries within Central America and at least two countries from outside the region. Of the former, two have been developed and two have been planned for FY 1988. Once each documentary is developed, it will be sent to documentation centers, then shown and discussed in meetings of approximately three hours in each participating country. Such meetings will be held either for this purpose or included as part of other workshops, courses or seminars held for other purposes. This activity will greatly support Project training activities by widening the experience of documentary viewers without their having to travel to the countries whose operations they are observing. This activity, which will be funded with savings from the reduction in the number of observation visits, is a more cost-effective means of achieving the same purpose.

The second application of communications technology consists of using audio-visual equipment in the collection, analysis and presentation of data in operations and applied research projects. Project staff feel that such a use of photographs and video recordings to support the information collected by more traditional research methods, for example, will assist in making the presentation of results clearer and more convincing, especially to high-ranking decision-makers who have little understanding of

the intricacies of statistical and computer analysis, and have little time or interest to learn, but who nevertheless are likely to grasp crucial conclusions illustrated and supported by a visual and/or auditory image. This could be particularly effective in demonstrating a before/after comparison of how things were when a particular problem existed and how things have changed after the application of potential solutions generated as part of the research findings. Project staff are currently studying how communications technology can be used effectively in this manner, and how cost effective such technology use may be. Funds for any efforts toward this end will be forthcoming from funds available for the various research activities, and will be incorporated in research project proposals.

e. Tutorials

It has been found that short-term individual training at INCAP for project counterparts pertaining to specific information that can be immediately applied is more cost-effective than providing in-depth technical assistance at the host country national level. For example, a Panamanian counterpart responsible for acceptability testing of a new food product produced with INCAP technical assistance and used in Panamanian feeding programs can be more effectively and inexpensively trained in testing techniques under a one month course at INCAP, rather than sending INCAP personnel to Panama to train counterparts or supervise the work themselves.

This type of technical assistance/training mechanism has been very effectively used by INCAP in other programs. During the first two-and-one-half years of Project implementation, the use of this strategy was approved on a case-by-case basis to instruct food aid staff in research techniques, nutritional data analysis and food commodity mixes. Under this Amendment, a small sum will be reprogrammed from other activities to make it possible to continue with this type of highly specific individualized training in support of, and in conjunction with, technical assistance efforts during the remainder of the Project, to ensure the maximum possible transfer of knowledge.

f. Development and Production of Training Materials

The Project was designed with the idea that regional courses and workshops would train program directors and other senior level staff of food assistance programs who would be responsible for the development of national level training activities using national, international or bilateral funding if available at the national level. INCAP project staff were to have provided technical assistance to national counterparts to help develop, seek financial assistance for and implement national or program specific training plans and activities. However, the Project did not originally set aside funds to develop and produce training materials which could be used at the regional level and subsequently adapted for use in national feeding programs. This oversight has made it difficult for the project training activities to effectively move from the regional to the national level.

Therefore, during the remainder of the Project, a small amount of money will be reprogrammed from other training activities for use in developing and reproducing training materials which can be used in regional training activities and can be adapted and reproduced at the national level in support of national food assistance programs training plans.

g. Special Counterpart Travel

This activity involves sending INCAP's counterparts to international conferences on subjects relating to food aid. For example, a group of counterparts and Project staff attended such a conference on food security in Peru. Such an activity contributes to the goal of increasing the knowledge and skills of food aid planners, technicians and managers. Consequently, a small budget line item will be set aside to allow for such travel during the rest of the life of the Project. As stated above, funds for this activity will come from the savings from reduced observation visits.

3. Technical Assistance

This component has been one of the most successful in the Project. Through regular technical sessions many hours of technical assistance by Project staff have been provided to country food aid program decision-makers and technicians at all levels. Specific sessions include assistance in developing country action plans, national food aid strategies and in-service training programs, in conducting training seminars and evaluations and in improving food program design and management. The participants have rated this assistance highly, and the demand is increasing steadily. It has been found that longer term relationships are more desirable and effective than the short-term relationships envisaged in the PP. Except for this slight shift in emphasis, however, this Amendment does not envisage any modifications to this component.

However, given the close relationship that this component was expected to have with all other Project components, the redefinition of the Operations and Applied Research component will greatly strengthen the Technical Assistance Component by providing it with information needed to provide better focused technical assistance. Briefly, the Operations and Applied Research Component should be providing definitions of problems and alternative solutions; the Technical Assistance Component will then test the alternative solutions.

4. Operations and Applied Research

a. Evaluation of FAPs

This Project activity consists of several case studies aimed at improving food assistance programs (FAPs). Each project under this section will include an evaluation of a currently operating FAP, followed by

recommendations for improving it. In most cases, this should lead to modifications (based on the recommendations) and then feedback on the results of the modifications. Also, many of the projects will produce or test methodologies that will increase the quality and effectiveness of future evaluations.

(1) Program Types. The four types of FAPs that will be evaluated are: maternal and child feeding programs (M/C), school feeding programs (SF), food-for-work programs (FFW), and emergency feeding programs (EMER). EMER programs will be analyzed in a special displaced persons project in El Salvador.

(2) Program Elements. For purposes of communication and analysis, feeding program activities will be grouped into three elements: institutional aspects (which include such things as physical structure, laws and regulations, personnel, and organizational arrangements), operations (which refers to all aspects of the process of carrying out a feeding program), and food usage and acceptability, particularly at the household level. Different evaluation projects may focus on different program elements. For example, food usage at the household level is relevant for all FFW and EMER programs, only relevant for the take-home portion of M/C programs, and generally not relevant for SF programs.

(3) Number of Projects. At least eight (8) different evaluation projects will be completed under section 4.a, in addition to the special project on displaced persons in El Salvador, mentioned above in 4.a.(1). Each project will be one of the case studies aimed at improving a FAP described above. The eight projects will include at least two M/C projects, at least two SF projects, and at least two FFW projects. At least three of the eight projects will deal with the institutional element, at least three with the operations element, and at least three with food usage.

(4) Methodology Development. The original PP called for the development of 13 different guidelines and methodologies, appropriate for all four types of programs (See Annex VI, Matrix 2, Project Activities Status and Modifications, for list of guidelines/methodologies). Five of the methodologies will be developed as a direct result of the evaluation projects in this section, namely:

- (a) Food Management
- (b) Beneficiary Selection, Monitoring, Discharge
- (c) Institutional and Operations Assessment
- (d) Food Usage and Acceptability
- (e) Process Evaluation

(Methodologies for cost analysis of FAPs, information systems, and technical basis and norms for beneficiary selection will also be developed and tested, and are described below in paragraphs b, c and d respectively.)

It is anticipated that four separate versions of each methodology will be required, one for each of the four program types, with the possible exception of the methodology on food management.

Another methodology called for in the original PP, assessing the nutritional and food status of displaced persons, will not be done under the revised plan. Instead, the El Salvador displaced persons project will concentrate on producing process evaluation methodologies for this type of program.

(5) Methodology Application and Testing. The five methodologies noted in paragraph (4) above, plus the cost-effectiveness methodology noted in paragraph b. (p.29), will be applied in at least one additional project in a country other than the one in which they were developed. All versions of the same methodology, reflecting the four program

types, will be applied at least once in a different country. The methodologies for EMER feeding programs developed in El Salvador may be an exception and will be applied outside of El Salvador only to the extent that appropriate situations exist.

(6) Initial Projects:

(6.1) Costa Rica. Two projects will be completed in Costa Rica in the coming year, one with the Ministry of Health M/C program, and a second with the Ministry of Education SF program. Both will include an institutional analysis and an operations analysis. Although neither project will look at food usage at the household level, they will analyze participant acceptance in the schools and Ministry of Health care centers. The two projects will be carried out simultaneously in a coordinated fashion under one national level executive committee.

The two projects will develop M/C and SF versions of methodologies for Food Management, for Beneficiary Selection, Monitoring, Discharge, for Institutional and Operations Assessment, and for Process Evaluation.

In addition, the Costa Rican project will be used to develop or test the M/C and SF versions of several other methodologies, including: (1) cost analysis methodologies paralleling the FFW cost analysis methodology noted in paragraph b below, (2) model information systems as noted in paragraph d. (4.1) below, and (3) technical basis and norms for beneficiary selection and discharge as noted in paragraph c below.

(6.2) Guatemala (management). A rapid assessment of management processes in either a SF, a M/C, or a FFW program operated by the Guatemalan government will be undertaken in the coming year. It will focus on institutional and operations assessment, and on achieving practical recommendations for improvements in whatever areas appear to be weak. It will

also develop an alternative methodology for institutional and operational assessment to the one from Costa Rica. If the project is successful, it is likely that the methodology will be tested in the other two government-operated feeding programs.

(6.3) Guatemala (Food Usage Study). A preliminary anthropological study of intra-family food distribution and use in Guatemala will be completed during the year.

(6.4) El Salvador (M/C). The evaluation of El Salvador Ministry of Health M/C program to be carried out in the coming year will focus on the usage and acceptance of food in the centers and in the household. It will seek improvements in food usage in the centers and households, and especially in the take-home part of the M/C program, and develop a food usage methodology for M/C programs.

(6.5) El Salvador (displaced persons). This project will analyze all elements of the EMER and FFW programs serving displaced persons in El Salvador. It will develop the following methodologies for EMER and FFW programs: Food Management; Beneficiary Selection, Monitoring, Discharge; Institutional and Operations Assessment; Food Usage; and Process Evaluation. It will test the cost analysis methodology for FFW, and adapt it for EMER programs after the first draft of the methodology has been completed in Panama as noted in paragraph b. (p.29).

(6.6) Food Management. A small applied project will be done in the coming year, probably in Honduras or Guatemala, which will test the food management methodology developed in Costa Rica (noted in paragraphs a (4) and a (6.1) above. The focus will be on the management of inventories and food flow. The project will make recommendations for improvements and obtain feedback on the results of those recommendations.

b. Cost Analysis of FAPS

The cost analysis will remain essentially the same as in the original PP, resulting in four versions of a cost analysis methodology, and their application in at least eight FAPs. An attempt will be made to apply the methodology in five countries and in all four types of programs. During the coming year, a methodology for measuring FFW program costs will be developed in Panama, and preliminary methodologies for M/C and SF programs in Costa Rica.

c. Technical Basis for M/C Screening, Monitoring, Discharge

The original PP calls for the development of such a technical basis using longitudinal data from pre-existing INCAP studies, and then its application during the impact case study identified in paragraph e below. Since the impact study is being eliminated, an attempt will be made to test the technical basis during the M/C project in Costa Rica.

d. Design and Test Simple Information/Evaluation Systems

The original Project Paper called for information systems to be developed at both the national and program level. In light of the early difficulties in identifying credible national data and reluctance on the part of private agencies to provide information to government agencies, the strategy for achieving national information systems has been altered and the emphasis shifted to information systems for individual FAPs.

(1) National Level. The creation of simple national level information systems will be approached in three ways. First, information systems for specific government-operated FAPs will be developed. Second, the project will stimulate demand for national level data through

workshops for planners and national level decision-makers. Third, the Project will support the development of such single national systems when a demand exists. By the end of the project at least one such system should be operating.

(2) Develop Model FAP Information Systems . Four model information systems will be developed or adapted, one for each of the four program types -- M/C, SF, FFW, EMER. These model systems may be created in modules, for example, one module for food flow and inventory information, another for control of funds, and a third for beneficiary control.

(3) Application of Model Systems and Modules. Existing information systems will be reviewed in 28 of the 63 FAPs. This review will be accomplished through FAP participant workshops as well as direct observation by Project staff. The model systems and/or modules will be applied in at least 14 different FAPs, including the FAPs in which they were developed or first adapted by the Project.

(4) Initial Activities:

(4.1) El Salvador DIDECO. DIDECO, the agency of the government responsible for public sector food distribution programs, operates all four types of programs. During the coming year, Project staff will review information systems in all four programs and make recommendations for improvement. It is anticipated that this activity will yield model information systems for EMER and FFW programs.

(4.2) Costa Rica. Existing information systems for the M/C and SF programs in Costa Rica will be reviewed, and model systems developed in coordination with the Costa Rica process evaluation noted in paragraph 4.a. (6.1) above.

(4.3) Module Review. Four modules in operation elsewhere will be evaluated in terms of their applicability to the needs of the FAPs in the CA/P region. The four modules focus on food flow and inventory management, beneficiary monitoring, and nutrient analysis. If the evaluation is positive, the systems will be applied in a subsequent phase.

(4.4) National Statistical Summary. The Project will compile and publish at least annually (e.g. Newsletter), simple statistics about feeding programs at the national level. Initially, these statistics may be rough estimates of such items as amount of food donated and number of beneficiaries, based on various sources and assumptions. This information will be sent to planners and decision-makers on a periodic basis.

e. Impact of M/C FAP on Participant Families

This sub-component of the project will be eliminated. The two reasons for this decision are: (1) Originally Guatemala was anticipated as the site for this project, following the comprehensive process evaluation that was to be done in Guatemala. Guatemala has rejected this project, and other appropriate sites are not available within the time frame of the project; (2) The unforeseen personnel changes in INCAP have significantly delayed progress in the applied research sub-component, with the result that it is unlikely that the Project will be able to successfully complete both the impact analysis (which is a complicated and expensive undertaking) and the other activities of the applied research component.

f. Food Technology

(1) Panama Cereal. The Project has developed and tested a nutritious liquid cereal similar in form to Incaparina that is made from local Panamanian products (rice and cowpeas). Panama plans to use this product in its national school feeding program, to support its efforts to replace donated food with homegrown food. During the coming year, the Project will assist the Government of Panama in carrying out a country-wide test of

the acceptability of the product. If the test is successful, the Project will transfer the production technology for the product to the commercial sector in Panama.

(2) Guatemala Cookies. The Project has developed a nutritious cookie which Guatemala plans to use in its M/C and SF programs. The cookies will be produced by local bakeries throughout the country for sale to local schools and centers. During the coming year, the Project will develop programs to train local bakers in how to make the cookies. In addition, the Project will develop quality control procedures for the cookie production, to be employed in local baker's training programs.

g. Future Projects

Over the life of the Project, the Project will complete nine FAP evaluation projects (paragraph a.3), eight cost analysis projects (paragraph b), one application of the technical basis for M/C beneficiary selection and discharge (paragraph c), and 14 applications of model information systems and/or modules (paragraph d.3). Specific sites have been identified by INCAP staff in collaboration with national government counterparts for many of these projects, which will be completed in the coming year, namely, seven FAP evaluation projects (paragraphs a.6.1,6.2,6.4,6.5,6.6), three cost analysis projects (paragraph b), one application of the technical basis (paragraph c), and four applications of model information systems and/or modules (paragraphs d.4.1 and d.4.2).

In order to identify specific sites for the additional operations' research projects called for but not yet programmed, the Project will provide follow-up technical assistance activities, develop opportunities presented in training sessions, and systematically review existing information systems as well as promote general awareness of Project activities. The focus of the future projects will be to assist FAPs in improving their programs, and to apply and improve the methodologies, model systems and modules developed earlier in the project.

IV. COST ESTIMATES AND FINANCIAL PLAN

A. Global Project Budget and Financial Plan

The proposed budget for the project is \$7.8 million, of which ROCAP's contribution will total \$6.1 million (78%), INCAP's \$1,050 million (13%) with host country contributions conservatively estimated at \$683,000 (9%). Table 1 contains a summary financial plan by project component and funding source and Table 2 shows the expenditure schedule for the ROCAP contributions by component and year. A detailed project budget and detail of INCAP contributions is included in Annex III.

To facilitate project financial management, all project-funded long-term personnel, except those dedicated exclusively to research activities, are budgeted within the Project Management and Review and Evaluation line item. Long-term research personnel are budgeted within the Operations and Applied Research Component. Short-term consultants and contractual services are budgeted in each component where their services are likely to be required.

Also, for project management purposes, the Training and Information Dissemination Component has been broken out into two separate budget line items. Although they will work closely together, different people within the project staff will have principal responsibilities for coordinating training and information dissemination activities.

TABLE 1
SUMMARY FINANCIAL PLAN
BY PROJECT COMPONENT AND FUNDING SOURCE
(US\$ 000)

<u>Line Items</u>	<u>ROCAP</u>	<u>INCAP</u>	Host Country <u>COUNTERPART</u>	<u>Total</u>
Planning and Coordination	365	---	33	398
Training	484	---	217	701
Technical Assistance	561	---	151	712
Research	848	60	282	1,190
Technical Information Dissemination	127	---	---	127
Management, Review and Evaluation	1,519	760	---	2,279
Sub- Total	3,904	820	683	5,407
INCAP Indirect Costs *	982	230	---	1,212
Contingencies and Inflation	154	---	---	154
U.S. Technical Assistance	1,060	---	---	1,060
TOTAL	6,100	1,050	683	7,833
	=====	=====	=====	=====

* Calculated at a rate of 28 percent of subtotal less fellowships (\$414,000).

TABLE 2

BUDGET SUMMARY OF ROCAP CONTRIBUTION BY COMPONENT AND YEAR
(US\$)

Project Component	First and Second Years (1985-1986)	Third Year (1987)	Fourth Year (1988)	Fifth Year (1989)	Sixth Year (1990)	Sub-Total
I. PLANNING AND COORDINATION	69,704	51,000	116,201	57,044	70,811	364,760
A. Internal Technical Advisory Committee	-0-	2,000	2,000	2,000	2,000	8,000
B. Scientific and Technical Advisory Committee (6 meetings)	19,260	18,000	18,000	18,000	18,000	91,260
C. Task Force (16 meetings)	20,565	28,000	45,391	34,044	-0-	128,000
D. Regional Seminars (3)	29,879	-0-	47,810	-0-	47,811	125,500
E. Donor Coordination	-0-	3,000	3,000	3,000	3,000	12,000
II. REGIONAL TRAINING PROGRAM	83,196	95,900	155,590	124,909	24,305	483,900
A. Workshops and Courses (11)	<u>60,410</u>	<u>82,900</u>	<u>130,090</u>	<u>104,400</u>	<u>18,800</u>	<u>396,600</u>
1. Food Assistance for Displaced Persons or Emergencies (1)	-0-	-0-	46,500	-0-	-0-	46,500
2. Identification and Design of Food Aid Programs (2)	34,800	-0-	25,200	-0-	-0-	60,000

Project Component	First and Second Year (1985-1986)	Third Year (1987)	Fourth Year (1988)	Fifth Year (1989)	Sixth Year (1990)	Sub-Total
3. Management of Food Aid Programs (2)	25,610	-0-	27,190	-0-	-0-	52,800
4. Food Management and Preservation (1)	-0-	-0-	31,200	-0-	-0-	31,200
5. Methodologies for Food & Nutrition Education (2)	-0-	35,400	-0-	27,000	-0-	62,400
6. Information and Evaluation Systems for Food Aid Programs (2)	-0-	47,500	-0-	49,200	-0-	96,700
7. Itinerant Course on Management and Food Management and Preservation (1)	-0-	-0-	-0-	28,200	18,800	47,000
B. Observational Site Visits	<u>12,995</u>	<u>5,500</u>	<u>5,500</u>	<u>5,500</u>	<u>5,505</u>	<u>35,000</u>
C. Tutorial Training	<u>9,791</u>	<u>7,500</u>	<u>10,000</u>	<u>10,009</u>	<u>-0-</u>	<u>37,300</u>
D. Educational Materials	<u>-0-</u>	<u>-0-</u>	<u>10,000</u>	<u>5,000</u>	<u>-0-</u>	<u>15,000</u>
III. TECHNICAL ASSISTANCE	72,653 *****	173,785 *****	107,447 *****	104,000 *****	103,015 *****	560,850 *****
A. Travel: International and Local	<u>43,453</u>	<u>74,000</u>	<u>93,447</u>	<u>90,000</u>	<u>90,000</u>	<u>390,900</u>
B. Short Term Consultants	<u>18,825</u>	<u>40,000</u>	<u>14,000</u>	<u>14,000</u>	<u>13,015</u>	<u>99,300</u>
C. Special Grants to Countries for Development of Appropriate Foods	<u>1,600</u>	<u>30,000</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>31,600</u>

Project Component	First and Second Year (1985-1986)	Third Year (1987)	Fourth Year (1988)	Fifth Year (1989)	Sixth Year (1990)	Sub-Total
D. Subsidies to Countries for Special Activities	<u>550</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>550</u>
E. Subsidies to Countries for National Seminars	<u>8,765</u>	<u>29,735</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>38,500</u>
IV. OPERATIONS RESEARCH	<u>50,193</u> *****	<u>166,433</u> *****	<u>360,506</u> *****	<u>195,000</u> *****	<u>75,973</u> *****	<u>848,105</u> *****
A.1 Evaluation of FAP Operations, Institutional Capacity and Food Utilization at the House- hold Level Including Case Study on Programs for Displaced Persons In El Salvador	<u>14,668</u>	<u>84,358</u>	<u>221,106</u>	<u>80,000</u>	<u>-0-</u>	<u>400,132</u>
A.2 Cost Analysis of Food Aid Programs	<u>-0-</u>	<u>-0-</u>	<u>30,000</u>	<u>25,000</u>	<u>-0-</u>	<u>55,000</u>
A.3 Definition of Technical Basis for Establishing Norms for Maternal-Child Food Programs	<u>35,525</u>	<u>14,075</u>	<u>-0-</u>	<u>-0-</u>	<u>-0-</u>	<u>49,600.</u>
A.4 Design and Testing of Simple Information and Evaluation Systems for Food Aid Programs	<u>-0-</u>	<u>-0-</u>	<u>41,000</u>	<u>20,000</u>	<u>14,300</u>	<u>75,300</u>
B. Food Technology Transfer In Support of FAPs.	<u>-0-</u>	<u>5,000</u>	<u>13,400</u>	<u>-0-</u>	<u>-0-</u>	<u>18,400</u>

Project Component	First and Second Year (1985-1986)	Third Year (1987)	Fourth Year (1988)	Fifth Year (1989)	Sixth Year (1990)	Sub-Total
C. Application of Evaluation and Assessment Methodol- ogies to strengthen other Assistance Programs	<u>-0-</u>	<u>-0-</u>	<u>15,000</u>	<u>35,000</u>	<u>39,673</u>	<u>89,673</u>
D. Technical Assistance Travel In Support of Operations Research Activities	<u>-0-</u>	<u>53,000</u>	<u>30,000</u>	<u>25,000</u>	<u>12,000</u>	<u>120,000</u>
E. Consultants for Investigation	<u>-0-</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>10,000</u>	<u>40,000</u>
V. INFORMATION DISSEMINATION	5,698 *****	31,002 *****	41,000 *****	25,000 *****	24,000 *****	126,700 *****
VI. MANAGEMENT AND EVALUATION	280,907 *****	258,343 *****	379,100 *****	301,800 *****	298,450 *****	1,518,600 *****
SUBTOTAL	562,351 *****	776,413 *****	1,159,844 *****	807,753 *****	596,544 *****	3,902,915 *****
INDIRECT COSTS (28%)	129,911	196,872	295,163	198,283	161,771	982,000
CONTINGENCIES AND INFLATION	-0-	-0-	-0-	80,775	74,310	155,085
U.S. TECHNICAL ASSISTANCE	55,364	125,000	334,636	325,000	220,000	1,060,000
TOTAL	747,626 *****	1,098,285 *****	1,789,643 *****	1,411,811 *****	1,052,635 *****	6,100,000 *****

B. Use of New Funds

This grant amendment provides an additional \$500,000 dollars in ROCAP support, bringing total LOP funding to \$6.1 million dollars. This money is required to provide additional short-term technical assistance needed by the Project to reach its objectives.

Experience during the first two years of Project implementation and the Project evaluation have shown that additional outside technical assistance is needed, particularly in operations research, management information systems for food assistance programs, FFW program planning and implementation and overall programming, management and operations of international donor-supported food assistance programming. The additional funding will be used to cover these requirements.

New funds will also be used to cover the added cost of changing technical assistance contract modes from individual AID personal service contracts, to a Cooperative Agreement with a PVO. Experience during the first two years of the project showed that a more agile contracting mechanism was needed. This is primarily due to difficulty in identifying and contracting for what have proven to be scarce technical resources, and the increase in total person-months of short-term U.S. technical assistance, from the six months originally planned to over 45 person-months, now contemplated under the amendment.

In order to move ahead with finalizing a Cooperative Agreement with a PVO, money was temporarily reprogrammed from the contingencies and inflation line item during 1987. New funding will be used to replace these funds and the remainder will go toward increasing the U.S. technical assistance line item.

Budgeting of new funds and reprogramming of old funds to accommodate changes in the project activities described in this amendment are detailed in Annex III.

C. Host Country Counterpart

The host country counterpart has been calculated based only on estimates of the time host country counterparts will spend directly on project activities as participants in training, technical assistance and research activities and is therefore a conservative estimate of host country contributions. INCAP experience in the past, however, has been that host country in-kind contributions in the form of local transportation, office space, materials and supplies, use of computer and office equipment, local secretarial and administrative support and space for meetings and conferences are substantial.

In addition, it is expected that other donors, including bilateral USAIDs and international PVOs, will contribute substantially to the project by covering the cost of salaries, travel and per diem of their representatives to participate in project activities, by supporting the participation of additional national counterparts for training activities, by supporting some in-country costs of research and technical assistance, by supplying materials for information dissemination and by providing short-term consultants. Other donors have also expressed an interest in contributing to related food assistance research activities, and are doing so as resources permit.

V. SUMMARY PROJECT ANALYSES

A. Summary Technical Analysis

The Project is designed to help reduce infant and child mortality and improve the nutritional status of high risk populations in Central America and Panama (CA/P) by improving the effectiveness of food assistance activities in the region. Based on the results of an INCAP assessment and discussions in 1984 with CA/P food program staffs and donors, key constraints to effective food aid programs included a lack of national food assistance strategies and coordination mechanisms, poor program design, weak institutional capacity for food program management and implementation, inadequate food handling systems and control mechanisms, a lack of common guidelines, norms or objectives, severe information/evaluation systems limitations, inadequate linkages with complementary development activities and limited experience in handling the growing displaced persons population.

The mix of Project activities chosen to address these constraints was developed based on lessons learned over the past ten or more years in food aid programs and on successful planning, motivational and technical support techniques used by INCAP in working with CA/P countries in other activities. For example, to develop the planned regional guidelines, the Project is using a highly participatory process of operations research, task forces, national and regional meetings and other forums. Moreover, the conclusion of a 1984 meeting with donors was that developing regional food aid guidelines was possible and advantageous for all parties, and that they were motivated to support such an effort.

After reviewing the known constraints to improving food assistance programs, the project committee determined that the proposed Project design was responsive to the identified problem and that no technical constraints existed to inhibit successful Project implementation.

B. Summary Institutional Analysis

INCAP's Capacity to Carry Out Two Major AID Projects Simultaneously

Technical Capacity

Since the Project began, changes in the Project staffing patterns have been necessary in order to respond to the changing conditions in INCAP and within the Central American region. Originally both the ORT, Growth Monitoring and Education Project (596-0115) and the Technical Support for Food Assistance Programs Project were to be carried out by the same division. In late 1986, INCAP decided to make the project coordinator for the ORT, Growth Monitoring and Education Project Chief of the Nutrition and Health Division and to move that entire project over to the same division, helping to relieve the burden of managing two very large projects out of the same division.

In addition, with the untimely departure in February 1986 of the Head of the Food and Nutrition Planning Division's Food and Economics Unit who had principal responsibilities for overseeing overall implementation of the Technical Support for Food Assistance Programs Project, INCAP management decided to shift the Project coordination to his replacement in order to move overall Project management to a higher level in INCAP's management hierarchy. After an extensive search, the new Unit Head and Project Coordinator assumed his responsibilities in February 1987. These organizational and management changes have facilitated integration, cohesiveness and focus of the INCAP project team and have made it possible to deal effectively with problems identified in the first Project evaluation. An update of the tables of INCAP counterpart professionals and the distribution of their time between the two projects are included below:

INCAP COUNTERPART PROFESSIONALS

<u>Position</u>	<u>Name</u>	<u>% Time Dedicated to</u>		
		<u>ORT</u>	<u>Food Assistance</u>	<u>Combined</u>
1. INCAP Director	L.O. Angel	10%	10%	20%
2. Project Coordinator	H. Delgado	100	-	100
3. Project Coordinator	E. Alvarez	-	100	100
4. INCAP Administration	O. Robles	15	15	30
5. Chief F&N Plan	M. Immink	-	20	20
6. T.A. Coordinator	A. Noguera	20	20	40
7. Project Assistant Coordinator & Coordinator for TA Activities	M.T. Menchu	-	75	75
8. Principal Investigator	M. Molina	25	25	50
9. Statistician	M. Melgar	-	20	20
10. Principal Investigator	C. Dardano	25	-	25
11. Principal Investigator	J. Cruz	25		25
12. Education & Training	A. Praun	15	15	30
13. Education & Training	H. Deman	-	10	10
14. Human Resources Development Coordinator	M.E. de Robles	20	10	30
15. Nutritionist	B. Torun	25	-	25
16. Biochemist	O. Pineda	-	10	10
17. Food Biochemist	L. Elias	-	10	10
18. Infor. Dissemination	M. Fisher	25	25	50
19. Nutritionist	F. Chew	20	-	20
20. Education & Training	F. Castillo	20	-	20
21. Agricultural Technologist	A. Garcia	-	5	5
TOTAL AVERAGE		26	25	34

With the exception of the two full-time Project Coordinators, the median amount of time per professional dedicated to both projects is about one-third of total time available, which allows a reasonable proportion of time left for other INCAP activities.

In addition to the core INCAP professionals assigned to this project, a total of nine additional experts have been or will be added, with grant funding, to the INCAP staff on a full time basis, as follows:

1. Management Expert - Regular Food Programs
2. Planning Expert
3. Logistics Expert
4. Education and Training Expert
5. Management Information Systems Expert
6. Epidemiologist
7. Food Management Expert/Food Technologist
8. Technical Information Expert
9. Project Management Logistics Expert

Originally it was anticipated that three of the nine professionals would be based in member countries, away from headquarters, and would be principally involved in the provision of technical assistance and in the overall coordination of Project activities in the field. However, delay in start up of the research activities also delayed assignment of the professionals to countries. It is expected that personnel will be assigned for extended periods to member countries where they are needed to coordinate research activities during the remainder of the Project. Annex IV includes an updated listing of both INCAP core staff and Central American experts to be contracted under the Project.

During the first two-and-one-half years of Project implementation, both ROCAP and INCAP have encountered unexpected difficulties in contracting both core Project personnel and outside technical assistance with both required technical skills in a subject area (i.e. operations research, information systems, management, education and training) and in-depth knowledge of food assistance program operations. Initial implementation experience and the Project evaluation demonstrated needs for both additional non-Central American outside technical assistance, particularly in operations research, information systems, food-for-work programs, establishing better linkages with donor agencies and PVOs; and a more agile contracting mechanism than the ROCAP-executed PSC mechanism initially contemplated in the PP. As a result, a separate Cooperative Agreement was signed with a PVO, Planning Assistance, Inc., in June 1987 to provide both long-term and short-term non-Central American technical assistance to the Project. In addition, this Amendment adds \$500,000 to the Project, which will be used to cover the cost of the additional outside technical assistance required and the additional costs of using an institutional rather than the PSC mechanism for identifying and contracting outside technical assistance.

Other aspects of the institutional analysis remain as described in the original PP.

C. Summary Economic Analysis

Standard benefit-cost methods of project economic evaluation are of limited use in this Project because many of the Project benefits are nonquantifiable. With present methods, it is difficult to estimate the value of improved performance and productivity resulting from averted malnutrition and illness, as well as the value of reduced mortality, morbidity and disability, all of which are planned Project benefits. However, it is possible to identify and quantify improvements in program performance that are prerequisites for achieving these benefits. For example, technical assistance under the Project will produce programmatic savings by reducing food losses, which, in turn, will decrease program costs or improve program productivity. Consequently, decreased costs or improved program productivity will either

increase the number of participants effectively served with a given resource level or increase program impact per participant.

Annex 9 of the original PP estimates the value of the reduction in food loss that can be achieved under varying assumptions and demonstrates that a regional approach to reducing food losses is the least-cost alternative because it economizes on staff, avoids duplication of efforts and uses short-term technical skills more extensively. Additionally, using INCAP as part of a regional approach ensures the involvement of technical staff with extensive knowledge of, and orientation to, CA/P countries, and with established working relationships with ministries and other CA/P country government entities.

D. Summary Financial Analysis

1. Budgetary Analysis

This section of the original PP reviewed INCAP's overall budgetary situation. Since the beginning of the Project, the member countries have continued to pay their quotas on a regular basis and, in some cases, countries have continued to pay off past arrearages.

Since the Project began, INCAP's annual budget has increased considerably, averaging around \$5 million per year. The increase has been due to additional grants to the institution from a variety of international donors including the EEC, the Government of France, the U.S. National Institutes of Health and others. AID continues to be the largest single donor to INCAP with revenues for its projects representing around 45% of INCAP's total revenues.

2. Overhead

As part of the design of the ROCAP/INCAP Technical Support for Food Assistance Programs Project (596-0116), ROCAP helped INCAP establish clearer procedures for fixing its overhead rate. These studies led to an agreement with INCAP that a variable rate not to exceed 30% of direct costs

would be applied to both the ORT, Growth Monitoring and Education Project (596-0115) and the Technical Support for Food Assistance Programs Project. An operating rate of 25% is being used on reimbursement requests during the calendar year. This is adjusted at the end of the year to the true overhead rate, but not to exceed 30%, based on the findings of the normal external PAHO/WHO end-of-the-year audit. INCAP does not charge overhead on U.S. technical assistance when direct payment procedures are used by ROCAP to cover these project costs.

3. Method of Implementation and Financing

During the design of the Project, the financial analysis showed that once both AID projects 596-0116 and 596-0115 became fully operational, the normal INCAP working capital advances (up to \$600,000) funded by PAHO would not be sufficient to meet normal operations. ROCAP has, therefore, agreed to provide quarterly advances. This represents a change from the direct reimbursement financing method used previously with INCAP. The following procedures are used in implementing the quarterly advances:

INCAP prepares an annual budget for the Project and submits work plans which support its requests for advances. Each quarterly advance is cleared via the submission of quarterly expenditure reports, prior to the granting of a subsequent quarterly advance.

As ROCAP will be responsible for contracting U.S. technical assistance, direct payment procedures will continue to be used to finance both long-term and short-term PSCs and for institutional contracts for U.S. technical assistance. INCAP's procedures will continue to be used for procurement of goods and contracting of all other services. ROCAP has reviewed these procedures and has found them to be consistent with AID regulations. INCAP is thoroughly familiar with AID regulations through the Institute's experience with previous ROCAP and AID/Washington projects.

The following chart presents the methods of implementation and financing as envisioned by ROCAP.

<u>Method of Implementation</u>	<u>Method of Financing</u>	<u>Approximate Amount (U.S. \$000)</u>
PSCs: Institutional Procedures	Advance/Direct Reim.	\$2,676
COMMODITIES: Inst. Procedures/Purchase Orders, Bids, etc.	Advance/Direct Reimbursements	\$2,364
TA: AID Direct Procurement	Direct Payment	\$1,060

NOTE: INCAP procedures for the purchase of commodities stipulate payment upon receipt of goods.

Based upon periodic assessments of the accounting and internal control system of INCAP by both independent auditors and the ROCAP financial analyst, a Certified Summary Disbursing Report, accompanied by SF-1034 to process reimbursements to the institutions, will be accepted by ROCAP's Controller's Office to document project expenditures. Post payment reviews are performed by ROCAP's Financial Analyst, based on randomly selected samples of vouchers which are large enough to provide reasonable assurance that the voucher approval is correct and well supported by appropriate documentation.

4. Foreign Exchange/Local Currency

The official currency of record for the Institute is the U.S. Dollar. Therefore, all accounting transactions are recorded in U.S. dollars

or dollar equivalents. In the case of disbursements or other entries originating in Guatemalan Quetzales, the exchange rate to be used for converting Quetzales to U.S. dollars for the accounting records will be the highest rate not illegal at the time of the transaction. The accounting transaction resulting from such an exchange process and the details of conversion shall be documented either in the accounting record itself or in the supporting vouchers, thus providing a clear audit trail. ROCAP disbursement will be made in U.S. dollars.

5. Audits

INCAP's external audit is prepared by the PAHO/WHO external auditor. Initially, this audit did not provide a clear view of INCAP's overall financial position since it did not include project and other grant funds. ROCAP, therefore, requested that INCAP hire its own external auditor to produce annual financial statements that reflect the financial activities of INCAP in their entirety. This situation has changed during the course of the first two-and-one-half years of Project implementation. The PAHO/WHO external auditors now produce reports which do reflect all of INCAP's financial activities. Furthermore, PAHO/WHO has agreed to perform the required annual project overhead audit necessary to determine the true overhead rate. Given these positive changes, ROCAP has agreed that INCAP need not hire additional outside auditors to comply with annual audit requirements.

E. Summary Social Analysis

1. Beneficiaries

This Project has two types of beneficiaries, the first of which are managers, technicians and staff of public and private regional and national institutions responsible for planning and implementing food

programs. Their participation in Project activities will improve their knowledge and skills so that they will do their work more effectively. The ultimate beneficiaries will be families with insufficient food, and malnourished mothers and children who suffer high morbidity and mortality because of the combined effects of malnutrition, poor living conditions and limited health services. This Project will make it possible for them to participate in better managed food programs that are better integrated with other development activities.

2. Socio-Cultural Feasibility

a. Regional Dynamics and Motivation for Change.

Food program staff have been frustrated by a perceived lack of mechanisms for working with other concerned parties to solve common food aid problems which they cannot address alone. Additionally, donors and PVO intermediaries and food program staff are concerned about apparent donor/PVO rigidity in applying food use regulations, on one hand, and about the apparent weakness of national counterpart institutions, on the other. Meanwhile, increasing pressure to find and apply solutions to food aid problems and the recent introduction of new mechanisms for, and flexibility in, carrying out food aid programs have created a climate for promoting region-wide collaboration in solving food aid problems. Its experience in promoting regional efforts to solve common problems and its level of institutional development make INCAP the ideal catalyst and coordinating mechanism for such collaboration.

Such a situation, and INCAP's position in the present process of change and interaction, suggest that the chances of achieving many of the required food aid program design, implementation and evaluation changes are good.

b. Addressing Socio-Cultural Issues of Food Assistance Programs

Socio-cultural issues related to food aid include the creation of dependency, the cultural appropriateness of commodities and the fit of rations into normal intra-household food distribution patterns. To address these issues Project operations and applied research activities will examine household-level food aid commodity handling, distribution and use, as well as the perceptions of food aid beneficiaries, communities and local program staff about food aid so as to make such programs more socially/culturally acceptable, improve community participation in such programs and seek ways of linking food aid with other development programs.

3. Role of Women

The many women professionals directly involved in CA/P food aid activities will be direct beneficiaries of the Project's training, technical assistance and other activities, all aimed at improving their technical and managerial skills. Additionally, women and children, as principal beneficiaries of food assistance programs, will thus benefit indirectly from Project activities. Moreover, Project research activities will examine food aid impacts on women and children to better understand how food assistance activities can be better used to improve the situation of the region's women.

VI. IMPLEMENTATION ARRANGEMENTS

A. Administrative Arrangements

1. Project Administration at INCAP

Project administration within INCAP will remain as described in the original PP.

2. Administration at ROCAP

ROCAP's General Development Officer, with primary day to day managerial assistance from the long-term regional technical advisor for food assistance programs will have primary responsibility for managing the Project. Other aspects of ROCAP project administration remain as described in the original PP.

B. Implementation Plan

An updated schedule of all major events as currently planned is contained in Annex V to this Project Paper Amendment. This schedule reflects the combined judgement of INCAP and ROCAP as to when these events should occur within the context of the overall three-phase strategy, including promotion and planning, implementation and evaluation. All other aspects of the implementation plan remain as described in the original PP.

C. Evaluation Plan

1. Regional Seminars

Three regional seminars, to be attended by technical staff responsible for food aid programs in the subregion and by representatives of donor agencies, PVO intermediaries and international technical agencies, have been scheduled. The first seminar was held during the organization phase of the project and the others will be held in 1988 and 1990. The first workshop updated the information available at INCAP and in the countries on national food aid programs, country plans for improving the effectiveness of food assistance programs and the research, training and technical assistance priorities identified by member countries and donor agencies. A similar activity to review progress on the accomplishments of goals established in the first seminar and for identifying new priorities will be scheduled in 1988.

At the beginning of the last semester of 1990 the third seminar will take place. The subject of the third meeting will be the achievement of country and project objectives and goals laid out in the first and second seminars and the need for research, training and technical assistance activities in food aid programs in the following years. The reports from the workshops will be used by the INCAP/ROCAP evaluation teams. In addition, the STAC will serve as a standing technical review committee and will meet annually to review project accomplishments and plans.

2. Country Program Evaluations

The Project contemplates a series of evaluation activities which will help the participating countries evaluate the progress and impact of their programs. These activities will also be used to evaluate the Project's final results. Initial studies or assessments will serve as baseline data and subsequent information will be used for measuring program progress and impact. Information for program evaluation will be drawn from the following activities:

a. Reviews of food aid activities in each country will be conducted in preparing country documents for the first, second and final regional seminars.

b. The review of food aid activities in the region and their technical and training needs carried out by INCAP in 1983-1984 will be used as a baseline for looking at program progress over time. A similar review will be conducted during the last year of the project.

c. Case study process evaluations of eight programs to be carried out under the operations research component will provide both initial data on these programs plus a follow-up evaluation in year five or six of the project to look at the programs success in implementing recommended solutions to identified constraints.

d. Regular program information systems will be upgraded during the life of the Project so they can eventually provide each program with the capacity for measuring program process and impact. Information systems assessments carried out in the first year of the Project will serve as a baseline both for individual program evaluations and for measuring improvement in program specific management information systems or national information systems for planning purposes.

e. Technical assistance will be provided throughout the life of the Project for carrying out institutional analyses, cost benefit analyses, logistics systems reviews, process evaluations, etc. During the last year of the Project, a sample of those programs which have received INCAP assistance carrying out initial analyses and in identifying possible solutions for problems encountered, will be examined in a special follow-up evaluation to see what impact the project has had in improving program operations and effectiveness.

3. ROCAP, INCAP Project Evaluation

The first ROCAP/INCAP evaluation was supposed to have been held at the end of Phase I, approximately one year into Project implementation. Because of delays in Project start up, including contracting of Project personnel, Phase I, Promotion and Planning, was extended almost one full year. The initial evaluation was, therefore, postponed until Project

activities in all components had actually gotten underway (at the end of year two of Project implementation). The second evaluation will now be planned for early in year four of the Project and the last evaluation will remain as scheduled during the last six months of the extended Project implementation schedule (during year six of the Project). All other aspects of this section of the Evaluation Plan will remain as described in the original PP.

D. Procurement Plan

INCAP will continue to serve as its own agent for procurement of all goods and services required for the Project except contracting for U.S. technical assistance. INCAP's procurement procedures remain consistent with AID regulations, and INCAP has continued to demonstrate that it has the capacity to carry out the planned procurement activities. A Summary Commodities List is attached as part of Annex IV.

1. Technical Services

INCAP will continue to recruit and contract for all non-U.S. technical services as planned and described in the original PP.

ROCAP will continue to serve as the procurement agent for U.S. advisors. However, rather than relying on personal services contracts to obtain the services of a long-term advisor and up to six months of short-term consultants as originally planned, a Cooperative Agreement has been signed with a private voluntary organization, Planning Assistance, Inc. to provide both a long-term advisor and up to sixteen months of highly specialized U.S. or international consultants. In addition, AID indefinite quantity contracts

(IQCs) will be used to procure the services of consultants for the second and third INCAP/ROCAP evaluations. Personal service contracts or small institutional contracting mechanisms will be used to obtain the occasional resource which cannot be acquired through the Cooperative Agreement with Planning Assistance. Normal AID procurement procedures will be used in selecting the U.S. contractors.

TABLE 3
Technical Services
(U.S. or International)

<u>Type</u>	<u>Mechanism</u>	<u>Planned (person- months)</u>	<u>Actual*</u>
I. Long-Term			
-Long-Term US Technical Advisor	Cooperative Agreement with Planning Assistance	36	2
II. Short-Term			
--Specified Food Info. Sys., logistics, Oper. Research, Complementary Education, Emer- gencies/Displaced Persons)	Cooperative Agreement with Planning Assistance	12	-
-Unspecified	Cooperative Agreement with Planning Assist- ance/PSC Small Insti- tutional Contracts.	5	-
-Technical Advisor**	PSC	4	4
III. INCAP/ROCAP Project Evalua- tions (2nd/3rd)	IQC	6	3

* As of September 30, 1987

** Service provided in 1986.

2. Commodities

No additional commodities will be purchased under the Amendment beyond those described in Annex 12 of the original PP. Data and word processing equipment purchased to date under the Project was increased from one PC to four. In addition, a lap-top computer was purchased for use in field investigations. Project-financed commodities will continue to be purchased by INCAP following the guidance provided in Handbook 11.

TABLE 4

Procurement of Commodities

<u>Type</u>	<u>Planned</u>	<u>Actual*</u>
I. Word Processing Equipment	4 IBM PCs with software ancillary hardware, printer.	Purchased
	1 WANG lap top PC	Purchased
II. Office Equipment for Research in El Salvador	Furniture File Cabinet Office Equipment	

* As of September 30, 1987

E. Waivers

Source/origin waivers for Code 941 procurement will continue to be submitted for approval on a case-by-case basis, as needed, in recruiting long-term Project staff or short-term consultants.

F. Conditions, Covenants and Negotiating Status

Conditions, covenants and negotiating status remain as outlined in the original Project Paper.

INCAP has been meeting its conditions precedent and is working toward meeting its covenants. INCAP has been providing a technical assistance plan which gives a rationale for the quantity and type of technical assistance it proposes to undertake each year, as required in the original Project Paper. INCAP is also developing plans for developing funding mechanisms and agreements with governments, donors and international agencies to support food aid program related technical assistance and training after the Project ends. Each year, INCAP furnishes a consolidated annual plan and budget for the coming year, and is attempting to coordinate appropriate Project activities with USAID Missions, other food aid donors, PVO food aid cooperating sponsors and other intermediaries.

A N N E X I

REVISED LOGICAL FRAMEWORK
TECHNICAL SUPPORT FOR FOOD ASSISTANCE PROGRAMS IN CENTRAL AMERICA AND PANAMA
596-0116

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program Goal:</p> <p>To contribute to the reduction of infant and young child mortality and improve nutritional status among high risk populations in Central America and Panama.</p>	<p>Measures of Goal Achievement:</p> <p>Infant and young child mortality rates reduced in high risk populations in all countries but especially in Guatemala, Honduras and El Salvador.</p> <p>Proportion of infant and preschool children with severe growth retardation decreased.</p> <p>Improve dietary intake among beneficiaries of food assistance programs.</p>	<p>National vital statistics nutrition, demographic, health and other household surveys.</p> <p>National evaluations of food assistance activities among high risk groups</p> <p>Census data. School height census data.</p> <p>Information systems of national health services.</p>	<p>Assumptions for achieving goal targets:</p> <p>Maternal infant food assistance programs are integrated with strengthened primary health care activities.</p> <p>Continued national level commitments to carrying out and improving food assistance activities.</p>

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Project Purpose:	End of Project Status:		Assumption for achieving Purpose:
To improve the effectiveness of food assistance activities in the Central America/Panama region by helping to establish effective national coordination mechanisms and strengthening the technical, managerial and evaluation capabilities of INCAP and national public and private agencies in Central America and Panama.	<p>Country action plans for improving food assistance programs elaborated and effectively being implemented.</p> <p>National strategies or policies for food assistance developed in at least three of the five participating countries in the region.</p>	<p>INCAP and national institution records.</p> <p>Results from project evaluations.</p> <p>Results from national food assistance program evaluations.</p>	National and donor agency interest in improving the effectiveness of food assistance programs will result in necessary resources being provided on a bilateral basis to cover in-country training, materials and equipment costs necessary to improve food assistance programs.
	Effective national mechanisms for coordination among implementing agencies, donors and PVO intermediaries functioning in at least three countries of the region.	Results from project task forces as well as technical trip reports.	
	Better managed and more effective food assistance programs in the region through:		
	<ul style="list-style-type: none"> - The development and use of recommended general guidelines for the formulation, monitoring and evaluation of food programs as well as for the development of technical procedural norms and information systems. 		
	<ul style="list-style-type: none"> - Improved technical and managerial capacity of regional and national personnel responsible for planning, implementation and evaluation of food assistance programs. 		

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
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- Better knowledge of the costs, major problems and alternative solutions in the design, implementation and evaluation of food assistance programs.
- Improved knowledge and understanding of social, economic dietary and nutritional effects of food programs.
- Improved targeting of food aid at the national level and beneficiary selection within individual programs.
- Better coordination and integration of food aid programs with other related food, nutrition, health and community development activities.

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Outputs:	Magnitude of Outputs:		
A. <u>Planning & Coordination</u>			National public and private agency planners, managers and technicians available to participate in all project activities.
Project Scientific and Technical Advisory Committee meetings held.	6 STAC meetings	Proceedings of STAC meetings meetings.	
Regional promotion and planning workshops held on the role of food assistance in national socioeconomic development, design and management of food programs and evaluation and information systems.	3 Regional workshops (120 participants)	Proceedings of Regional Work-Workshops.	
Regional and national donor meetings held.	5 Regional donor meetings 1 National donor meeting/ country/year.	Proceedings of regional and national donor meetings.	International and donor agencies provide resources and time necessary to allow their staff to participate in all project activities.
Task forces for development of recommended regional guidelines held.	16 task force meetings: 3 National Strategies 3 Maternal-Child Programs 2 School Feeding Programs. 2 Food for Work Programs 2 Emergency/Displaced Persons Programs 3 Evaluation and Information Systems 1 Food Management and Preservation	Proceedings of taskforce meetings. Publication of guidelines.	

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Outputs: (continued)			
Regional Guideline and Methodologies Developed:	13 Guidelines and methodologies:	Project quarterly and annual reports.	
- Development of national food assistance strategy and policies.	1 Guideline	Published guidelines.	
- Design of food assistance programs.	4 Guidelines (one for each type of program; MCH, FFW, School Feeding, Displaced Persons/Emergencies)	Task force and regional workshop proceedings. Donor meeting proceedings.	
- Organization and management of food assistance programs.	4 Guidelines (one for each type of program)		
- Elaboration of manuals of technical norms and operational procedures for food assistance programs.	1 Guideline		
- Planning and development of food and nutrition education activities in food assistance programs.	1 Guideline		
- Management, preservation and storage of food commodities.	1 Guideline		
- Setting up information and evaluation systems for food aid programs.	1 Guideline		
- Beneficiary selection and monitoring in maternal infant feeding programs.	1 Guideline		
- Process evaluation for MCH feeding programs.	1 Guideline		

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Outputs: (continued)			
- Assessing food and nutrition status of displaced persons and in emergency situations.	1 Methodology		
- Methodology for carrying out institutional and operational assessments of food aid programs.	1 Methodology		
- Simplified methodology for carrying out commodities use and acceptability studies.	1 Methodology		
- Simplified methodology for carrying out cost effectiveness studies of food aid programs.	1 Methodology		
B. Training			
- Courses and workshops on priority food assistance issues for program directors and managers held:	10 Regional courses 1 Itinerant course 288 participants trained	Project quarterly and annual reports	Courses outlines, content and training materials.
.Food assistance for displaced families and for other emergency situations.	1 Course (24 participants)		Course evaluations.
.Identification and design of food aid programs.	2 courses (48 participants)		Project evaluations.
.Organization and management of food aid programs.	2 courses (48 participants)		

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NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
.Food management and pre-servation for food aid programs.	1 courses (24 participants)		
.Techniques and methodologies for food and nutrition education in food aid programs.	2 courses (48 participants)		
.Information and evaluation systems for food assistance programs.	2 courses (48 participants)		
.Organization and management of food aid programs/food management and preservation.	1 course (48 participants) (Itinerant)		
- Observational site visits for food assistance program planners and special travel to international conferences.	3 site vists (15 participants) 6 trips to conferences	Project quarterly and annual reports and participant trip reports.	
- Tutorials	12 tutorials		
<u>C. Information Dissemination</u>			
- Regional clearinghouse on food assistance programs established.	1 regional clearinghouse	Project quarterly and annual reports.	
- National documentation center established.	5 country level documentation Centers	Project evaluations and reviews.	
- Dissemination of technical information by INCAP.	10 packets of technical documents on design, management and evaluation of food programs 5 bibliographic listing updates 15 project bulletins	Publications and bibliographic listings.	

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Outputs: (continued)	15 sections of INCAP Informe devoted to food assistance programs 6 documentaries on food program operations produced, distributed and shown.		
<u>D. Technical Assistance</u>			
- Technical assistance provided to CA/P countries.	125 person-months of technical assistance (360 weeks in country)	Project quarterly and annual reports and evaluations. Technical assistance trip reports.	
<u>E. Operations and Applied Research</u>			
- Research to improve food aid program process completed:	5 operations research projects to improve food aid program operations;	Project quarterly and annual reports and evaluations.	National executing agencies and cooperating international PVOs and donor agencies agree to collaborate with INCAP on operations research activities.
.Evaluation of Food aid programs, Institutional/Operational Aspects and Food Utilization at the Household Level.	8 program process evaluations carried out (at least two of each type: M/C, SF, FFW)	INCAP and national institution records.	
.Case study: Analysis of the Operation of Food Assistance Programs for Displaced Populations.	1 case study.		
.Cost Analyses of Food Aid Programs in Central America and Panama.	8 cost analyses completed.		

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Outputs: (continued)			
.Defining the Technical Basis for Screening and Discharge Decisions and for Interpreting Growth Monitoring Data in Maternal Child Food Programs.	1 study completed.		
.Design and testing of Simple Information and Evaluation Systems for Food Aid Programs.	1 Simplified regional information compilation activity in support of development of national information data bases for food aid programs. 4 Model information systems (one for each type of food assistance program) developed or adapted. 28 Food assistance program information systems reviewed. Model information systems applied in 14 different food aid programs.		
- Food technology tested, personnel trained in its application:		Project quarterly and annual reports.	
.Acceptability testing of Panama cereal.	1 Acceptability test completed		
.Training in baking of, applying quality control procedures for, Guatemala cookie.	1 Program developed to train bakers in how to make cookies. 1 Set of quality control procedures developed. 1 Program developed to train bakers in how to use procedures.		

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
Inputs	Implementation Target (Type and Quantity) (US \$ 000)		
By Project Component:		Review of INCAP financial records.	Funds are available in future years to be incrementally funded.
-Planning and Coordination	365		
-Training	484		
-Technical Assistance	561	Review of ROCAP financial records.	
-Research	848		
-Technical Information Dissemination	127		
-Management, Review and Evaluation	1,519		
-INCAP Indirect Costs	982		
-Contingencies and Inflation	154		
-U.S. Technical Assistance	<u>1,060</u>		
TOTAL	6,100		

A N N E X I I

TABLE 7
SUMMARY OF MAJOR PROJECT OUTPUTS BY COMPONENT
PROMOTION, PLANNING AND COORDINATION

OBJECTIVES	PHASE I: PLANNING AND PROMOTION	PHASE II: IMPLEMENTATION	PHASE III: EVALUATION
a. Promote improvement in the management and effectiveness of food assistance programs, promote the development of national food assistance strategies or policies and stimulate national coordination mechanisms.	<ul style="list-style-type: none"> a. Project promotion and organization visits to INCAP member countries. b. Initial STAC meeting. c. First regional and national donor meetings. 	<ul style="list-style-type: none"> a. Annual STAC meetings. b. Annual regional and national donor meetings. c. Semiannual national food meetings. 	<ul style="list-style-type: none"> a. Final STAC b. Final Regional Seminar and country documents. c. Final project evaluation.
b. Build a regional consensus on the technical basis for designing, implementing and evaluating food assistance strategies and programs.	<ul style="list-style-type: none"> d. Initial national food program directors meetings. e. Initial meetings of task forces on national food assistance strategies and design of food aid programs. f. Development of draft guidelines on developing national food assistance strategies and design of food aid programs. 	<ul style="list-style-type: none"> d. Second regional seminar and country documents. e. Task force meetings: <ul style="list-style-type: none"> -National Food Assistance strategies. -Maternal Child Programs -School Feeding Programs -Food for Work Programs -Emergency/Displaced Persons Programs -Evaluation and Information Systems. -Food Management and Preservation. 	<ul style="list-style-type: none"> d. Regional consensus on guidelines and methodologies. e. National food assistance strategies in at least three countries. f. Effective coordinating mechanisms in at least three countries.
	<ul style="list-style-type: none"> g. First Regional Seminar. h. Country documents with country action plans for improving effectiveness of food assistance programs. 	<ul style="list-style-type: none"> f. Development of Recommended Regional Guidelines and Methodologies: <ul style="list-style-type: none"> - Guidelines for development of food assistance strategies and policies. - Guidelines for design of food assistance programs. - Guidelines for organization and management of food aid programs. 	

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TABLE 7
SUMMARY OF MAJOR PROJECT OUTPUTS BY COMPONENT
PROMOTION, PLANNING AND COORDINATION

OBJECTIVES	PHASE I: PLANNING AND PROMOTION	PHASE II: IMPLEMENTATION	PHASE III: EVALUATION
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- Guidelines for elaboration of manuals of technical norms and operational procedures.
- Guidelines for planning and development of food and nutrition education activities in food assistance programs.
- Guidelines for management, preservation and storage of food commodities.
- Guidelines for information and evaluation systems.
- Guidelines for beneficiary selection and monitoring in maternal child feeding programs
- Guidelines on process evaluations for MCH feeding programs
- Methodology for carrying out institutional and operational assessments.
- Simplified methodology for commodities use and acceptability studies.
- Simplified methodology for cost-analysis studies of food aid programs.

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TABLE 8
SUMMARY OF MAJOR PROJECT OUTPUTS BY COMPONENT
TRAINING AND INFORMATION DISSEMINATION

OBJECTIVES	PHASE I: PLANNING AND PROMOTION	PHASE II: IMPLEMENTATION	PHASE III: EVALUATION
<p>a. To improve the knowledge and skills of planners, technicians and managers responsible for design, management and evaluation of food assistance strategies and programs.</p>	<p>a. First Regional Seminar on natl. food aid strategies. b. Development of course materials and content. c. Establishment of regional clearinghouse and national documentation centers for food assistance programs.</p>	<p>a. Second Regional Seminar. b. Courses -Food assistance for displaced persons and for emergency situations. -Identification and design of food assistance programs. -Organization and management of food assistance programs. -Food management and preservation for food assistance programs. -Techniques and methodologies for educational activities in food assistance programs. -Information and evaluation systems for food assistance programs.</p>	<p>a. Final Regional Seminar b. Final project evaluation. c. Improved technical and managerial capacity of regional and national personnel responsible for food assistance activities. d. Improved targetting of food aid at the national level and within individual programs. e. Better managed and more effective food assistance programs in the region.</p>
<p>b. Strengthen institutional capacity for carrying out food assistance activities.</p>			
<p>c. Disseminate recommended regional guidelines, assessment methodologies and operations research results.</p>		<p>c. Information dissemination -Bibliographic listing up-dates. -Technical information packets. -Technical information sheets. -Newsletters/Bulletins -Food Program documentaries.</p>	

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TABLE 9
SUMMARY OF MAJOR PROJECT OUTPUTS BY COMPONENT
TECHNICAL ASSISTANCE

OBJECTIVES	PHASE I: PLANNING AND PROMOTION	PHASE II: IMPLEMENTATION	PHASE III: EVALUATION
<p>a. To provide the necessary followup to other project activities required to help counterparts use the recommended guidelines and simplified methodologies developed and new information obtained to identify specific bottlenecks to achieving effective program operations and to develop and implement solutions to the identified constraints.</p> <p>b. To assist counterparts in developing national food assistance strategies and national targetting schemes.</p>	<p>a. Technical assistance in planning, development of documents, national strategy formulation, development of coordinating mechanisms and carrying out operations research and assessments.</p>	<p>a. Technical Assistance for the following:</p> <ul style="list-style-type: none"> -Design national food assistance strategies. -Create effective coordinating mechanisms. -Develop technical norms. -Carry out institutional analyses and studies. -Prepare manuals of standards and procedures. -Improve targetting. -Develop in-service training programs. -Improve program management and operations including management and evaluation information systems, logistics systems, food handling and storage and supervision. -Design and conduct process or impact evaluations. -Design and implement effective complementary food and nutrition education activities. -Design or redesign food programs. -Identify resource needs for improving institutional capacity and help prepare proposals for funding. 	<p>a. Final evaluation studies of project impact on national food assistance programs.</p> <p>b. Improved targetting and beneficiary selection for food assistance programs.</p> <p>c. Better managed and more effective food assistance programs.</p> <p>d. Better coordination and integration of food assistance programs with other nutrition, related food, health and community development activities.</p>

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TABLE 10
SUMMARY OF MAJOR PROJECT OUTPUTS BY COMPONENT
OPERATIONS AND APPLIED RESEARCH

OBJECTIVES	PHASE I: PLANNING AND PROMOTION	PHASE II: IMPLEMENTATION	PHASE III: EVALUATION
<p>a. To supply the information needs of technical specialists, planners and program managers required to improve the performance of food assistance programs.</p>	<p>a. Research plans for 5 research projects.</p>	<p>a. Results from eight evaluations of food aid programs: institutional/operational aspects and food utilization at the household level; initial application of results.</p>	<p>a. Follow-up evaluation studies on food assistance program operations: institutional capacity and food utilization at the household level.</p>
<p>b. To provide the missing information required for the development of guidelines, methodologies regional courses, and technical information dissemination.</p>	<p>b. Initial results from study on defining technical basis for norms for maternal child food programs.</p>	<p>b. Results of case study: analysis of the operation of food assistance programs for displaced populations.</p>	<p>b. Simplified assessment and evaluation methodologies developed.</p>
<p>c. To provide answers to priority research questions of interest to the international food aid and nutrition communities.</p>		<p>c. Design and testing of simple information and evaluation systems for food assistance programs.</p>	<p>c. Better knowledge of the costs, major problems and alternative solutions in the design, implementation and evaluation of food assistance programs.</p>
		<p>d. Results from study on defining the technical basis for norms for maternal child food programs; testing of technical basis.</p>	
		<p>e. Cost effectiveness analyses of eight food aid programs.</p>	
		<p>f. Information required for the development and testing of simplified assessment and evaluation methodologies.</p>	
		<p>g. Food technology transfer initiated.</p>	

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A N N E X I I I

DETAILED BUDGET
TECHNICAL SUPPORT FOR FOOD ASSISTANCE PROGRAMS PROJECT

(AMENDMENT)
596-0116

ITEMS	ORIGINAL BUDGET*	REPROGRAMMED BUDGET	NEW FUNDS	NEW BUDGET
I. <u>Planning and Coordination</u>	217,160 =====	147,600 ^{a/} =====	-0- ===	364,760 =====
A. Internal Technical Advisory Committee (A10)	-0-	8,000 ^{a/}	-0-	8,000
B. Subregional Technical Advisory Committee (A20) (6 meetings/\$15,210 per meeting)	89,160	2,100 ^{a/}	-0-	91,260
C. Task Forces/Ad Hoc Working Groups (A30) (16 meetings - \$8,000 per meeting)	128,000	-0-	-0-	128,000
D. Subregional Seminars (A40) (Moved from Training Component) (3 meetings/ \$41,833 per meeting)	-0-	125,500 ^{a/}	-0-	125,500
E. Donor Coordination (A50)	-0-	12,000 ^{a/}	-0-	12,000
II. <u>Subregional Training</u>	670,000 ^{a/} =====	(186,100) ^{a/b} =====	-0- ===	483,900 =====
A. Subregional Seminars (A40) (Moved to Planning and Coordination Component)	147,600 ^{a/}	(147,600) ^{a/}	-0-	-0-

* Letter superscripts correspond to source and destination of reprogrammed funds. For example, superscript a/ refers to \$147,600 taken from Item II.A in original budget, placed in parenthesis to show removal, and reprogrammed for Planning and Coordination.

ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
B. Subregional Workshops and Courses (B10). 1: courses total.	<u>462,400</u>	<u>(65,800)^{b/}</u>	<u>-0-</u>	<u>396,600</u>
1. Food assistance for displaced persons or emergencies, 1 course/2 weeks	36,400	10,100 ^{b/}	-0-	46,500
2. Identification and design of FAP 2 courses/2 weeks each (\$30,000/course)	60,000	-0-	-0-	60,000
3. Management of food aid programs. 2 courses/2 weeks (\$26,400/course)	88,800	(36,000) ^{b/}	-0-	52,800
4. Food management and preservation in FAP 1 course/2 weeks (\$31,200/course)	57,600	(26,400) ^{b/}	-0-	31,200
5. Techniques and methodologies for food and nutrition education for FAP. 2 courses/2 weeks each (\$31,200/course)	112,800	(10,100) ^{b/}	-0-	62,400
6. Information and evaluation systems. 2 courses/2 weeks each (\$48,350/course)	106,800	(50,400) ^{b/}	-0-	96,700
7. Itinerant course on management of food aid programs and food management and preservation (1 course in each of 5 countries)	-0-	47,000 ^{b/}	-0-	47,000

ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
C. Observational and Site Visits (B20)	<u>60,000</u>	<u>(25,000)^{c/}</u>	<u>-0-</u>	<u>35,000</u>
D. Tutorials (B30)	<u>-0-</u>	<u>37,300^{b,c/}</u>	<u>-0-</u>	<u>37,300</u>
E. Materials (B40)	<u>-0-</u>	<u>15,000^{b/}</u>	<u>-0-</u>	<u>15,000</u>
III. <u>Technical Assistance</u> (C00)	390,900 =====	169,950 ^{b/d/e} =====	-0- ===	560,850 =====
A. International Travel (C10)	<u>356,400</u>	<u>-0-</u>	<u>-0-</u>	<u>356,400</u>
B. Local travel in member countries (C20)	<u>34,500</u>	<u>-0-</u>	<u>-0-</u>	<u>34,500</u>
C. Short-term consultants (C30)	<u>-0-</u>	<u>99,300^{d/}</u>	<u>-0-</u>	<u>99,300</u>
D. Special grant to countries for development of appropriate foods (C40) (Reprogrammed from Research Component)	<u>-0-</u>	<u>31,600^{e/}</u>	<u>-0-</u>	<u>31,600</u>
E. Subsidies to countries for special activities (C50)	<u>-0-</u>	<u>550^{d/}</u>	<u>-0-</u>	<u>550</u>
F. Subsidies to countries for National Seminars (C60)	<u>-0-</u>	<u>38,500^{b/}</u>	<u>-0-</u>	<u>38,500</u>

ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
IV. <u>Operations Research</u> (D00)	879,705 =====	(31,600) ^{e/} =====	-0- ==	848,105 =====
A.1. Evaluation of FAP Operations, Institutional Capacity and Food Utilization at the Household Level. 8 prog. total (D10)	<u>332,800</u>	<u>67,332</u> ^{e, f, g/}	<u>-0-</u>	<u>400,132</u>
(D11) Development of Protocols	25,000	-0-	-0-	25,000
(D12) Costa Rica (Operations, Institutional Capacity)	175,132	-0-	-0-	175,132
(D13) Guatemala (Management Study)	20,000	-0-	-0-	20,000
(D14) Guatemala (Food Usage Study)	-0-	5,000 ^{e/}	-0-	5,000
(D15) El Salvador (M/C Food Acceptability and Utilization Study)	65,000	-0-	-0-	65,000
(D16) El Salvador (Displaced Persons Program Operations)	-0-	60,000 ^{e, f/}	-0-	60,000
(D17) Honduras or Guatemala (Food Management Study)	47,668	2,332 ^{e, g/}	-0-	50,000

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ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
A.2. Cost Analysis of FAP (Panama) (D60)	<u>54,500</u>	<u>500^{e/}</u>	<u>-0-</u>	<u>55,000</u>
A.3. Defining Technical Basis for MCH Feeding Programs (1 country) (D20)	<u>50,600</u>	<u>(1,000)^{g/}</u>	<u>-0-</u>	<u>49,600</u>
A.4. Design and Testing of Simple Information and Evaluation Systems for National Food Aid Programs (D70)	<u>75,300</u>	<u>-0-</u>	<u>-0-</u>	<u>75,300</u>
(D71) El Salvador DIDECO: Model FAP Information System	26,000	-0-	-0-	26,000
(D72) Costa Rica: Model FAP Information System (Funding Included in A.I. Costa Rica Study (D12)	-0-	-0-	-0-	-0-
(D73) Module Review	5,000	-0-	-0-	5,000
(D74) National Statistical Summary	10,000	-0-	-0-	10,000
(D75) Application of Information System Modules and Methodologies	34,300	-0-	-0-	34,300

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ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
B.1. Food, Nutrition and Socio-Economic Impacts of Maternal and Child Food Aid Programs on Participant Families (1 country) (D30)	<u>351,505</u>	<u>(351,505)^{e/}</u>	<u>-0-</u>	<u>-0-</u>
(D30) Preparation of Protocol: Pilot Study on Use of Products at Household Level (5,000)				
C.1. Case Study: Analysis of the Operation of Food Assistance Programs for Displaced Populations (D40)	<u>15,000</u>	<u>(15,000)^{f/}</u>	<u>-0-</u>	<u>-0-</u>
D. Consultants for Investigation (D50)	<u>-0-</u>	<u>40,000^{e/}</u>	<u>-0-</u>	<u>40,000</u>
E. Food Technology Transfer In Support of FAPs (D80)	<u>-0-</u>	<u>18,400^{e/}</u>	<u>-0-</u>	<u>18,400</u>
(D81) Panama Cereal				
(D82) Guatemala Cookie				
F. Future Projects: Application of Evaluation and Assessment Methodologies to Strengthen other FAPs	<u>-0-</u>	<u>89,673^{e/}</u>	<u>-0-</u>	<u>89,673</u>
G. Technical Assistance Travel In Support of Operations Research Activities	<u>-0-</u>	<u>120,000^{e/}</u>	<u>-0-</u>	<u>120,000</u>

(1)

ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
V. <u>Technical and Scientific Information (E00)</u>	74,380 =====	52,320 ^{d/} =====	-0- ===	126,700 =====
(E10) Information Network				
(E20) Information Production and Transfer				
(E30) Recording and Production of Field Information				
(E40) Audio Visual Equipment				
VI. <u>Management and Evaluation (F00)</u>	1,441,700 =====	76,900 ^d =====	-0- ===	1,518,600 =====
A. Personnel (F10)	<u>1,244,100</u>	<u>(63,100)</u> ^{h/}	<u>-0-</u>	<u>1,181,000</u>
a. Management Expert: Regular Programs (4 years) (Fuentes)	157,100	(50,800) ^{h/}	-0-	106,300
b. Management Expert: Emergency Programs (5 years) Changed to Planner (Rivera)	125,400	(14,000) ^{h/}	-0-	111,400
c. Logistics Specialist (3 years) (Vacant)	110,900	(10,900) ^{h/}	-0-	100,000
d. Education and Training Coordinator (5 years) (de Galindo)	157,100	(33,600) ^{h/}	-0-	123,500

ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
e. Management Information Specialist (5 years) (Montealegre)	88,200	31,800 ^{h/}	-0-	120,000
f. Epidemiologist (4 years) (Mata)	157,100	(47,900) ^{e/}	-0-	109,200
g. Food Management Specialist (3.5 years) (Cuevas)	125,400	(30,700) ^{h/}	-0-	94,700
h. Technical Information Expert (5 years) (Cavledes)	120,400	1,800 ^{h/}	-0-	122,200
i. Project Management Logistics (5 years)	99,500	(9,400) ^{h/}	-0-	90,100
j. Secretaries (4x5 years)	103,000	40,600 ^{h/}	-0-	143,600
k. Costa Rica Coordinator (1 year)	-0-	35,000 ^{h/}	-0-	35,000
e. Guatemala Coordinator (1 year)	-0-	25,000 ^{h/}	-0-	25,000
B. Consultants & Contracted Services (F20)	<u>49,500</u>	<u>60,000^{h/}</u>	<u>-0-</u>	<u>109,500</u>

ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
C. INCAP Staff Training (F30)	<u>25,000</u>	<u>30,000</u> ^{d/}	<u>-0-</u>	<u>55,000</u>
D. Operating Expenses (F40)	<u>50,000</u>	<u>35,000</u> ^{d/}	<u>-0-</u>	<u>85,000</u>
E. Equipment (F50)	<u>15,000</u>	<u>15,000</u> ^{d/}	<u>-0-</u>	<u>30,000</u>
F. Evaluation (F60)	<u>58,100</u>	<u>-0-</u>	<u>-0-</u>	<u>58,100</u>
VII. OTHERS	<u>1,926,155</u> =====	<u>(229,070)</u> ^{d/} =====	<u>500,000</u> =====	<u>2,197,085</u> =====
A. INCAP Indirect Costs (G00) (Items I-IV less scholarships)	<u>978,000</u>	<u>4,000</u> ^{l/}	<u>-0-</u>	<u>982,000</u>
B. U.S. Technical Assistance	<u>560,000</u>	<u>188,517</u> ^{j/}	<u>311,483</u>	<u>1,060,000</u>
1. Planning Assistance Grant	479,636	188,517 ^{j/}	-0-	668,153
-Extension	-0-	-0-	75,000	75,000
2. PIO/C - Furniture	25,000	-0-	-0-	25,000
3. Short-Term Technical Assistance	55,364	-0-	136,483	191,847
4. Evaluations	-0-	-0-	100,000	100,000
C. Contingencies	<u>388,155</u>	<u>(188,517)</u> ^{j/} <u>(229,070)</u> ^{d/} <u>(4,000)</u> ^{l/}	<u>188,517</u>	<u>155,085</u>
T O T A L	<u>5,600,000</u> =====		<u>500,000</u> =====	<u>6,100,000</u> =====

INCAP'S CONTRIBUTION TO THE PROJECT TO PROVIDE TECHNICAL SUPPORT
FOR FOOD ASSISTANCE PROGRAMS IN CENTRAL AMERICA AND PANAMA

1. PERSONNEL		US\$ <u>754,500</u>
A. <u>Direction</u>		US\$ <u>67,000</u>
1. INCAP - Director	L. O. Angel (10% - 5y)	38,000
2. INCAP - Administrator	O. Robles (15% - 5y)	29,000
B. <u>Technical</u>		US\$ <u>553,200</u>
1. Project Coordinator	E. Alvarez (100% - 4y)	151,500
2. Project Coordinator/ Assistant Project Coordinator	M.T. Menchú (100%-2. 1/2y) (75% - 3 y)	144,000
3. Operations Research Project Component:	M. Molina (25% - 5y)	45,000
	M. Imrink (20% - 5y)	40,500
	R. Sibrián/M. Melgar (20% - 5y)	27,500
	V. Valverde (20% - 1y)	7,200
4. Program Support:		
a. Education and Training	M.E. de Robles (10% - 5y) C. Bruña/H. Deman (10% - 5y)	12,000 11,000
b. Food and Nutrition Education	A. Praun (15% - 5y)	15,000
c. Information and Dissemination	M. Fischer (25% - 5y)	20,000
d. Technical Assistance Coordination	A. Noguera (20% - 5y)	37,800
e. Food Biochemist	L. Elías (10% - 5y)	16,700
f. Biochemist	L. Mejía/O. Pineda (10% - 5y)	15,000
g. Agricultural Technologist	A. García (5% - 5y)	10,000
C. <u>Administrative Support</u>		US\$ <u>134,300</u>
1. Administrative Assistant	C. Santos (100% - 5y)	99,500
2. Secretary	M.Y. Lara (10% - 5y)	6,600
3. Secretary	A.B. Calderón (15% - 5y)	5,800
4. Secretary	R.M. Alvarado (100% - 3y)	22,400
II. COMPUTER SERVICES		US\$ <u>30,000</u>
Data Bank		30,000

III. OPERATIONAL EXPENSES		US\$	<u>6,000</u>
Maintenance of Office Equipment			6,000
IV. EQUIPMENT		US\$	<u>30,000</u>
Laboratory Equipment			30,000
	Sub-Total	US\$	820,500
	Common Services 28%	US\$	<u>229,740</u>
	T O T A L	US\$	<u>1,050,240</u>

ANNEX IV

ANNEX 8, TABLE I

Project Personnel and Responsibilities

Position (Specialization)	^{a/} Name and Location	% Time/Funding Source b/	Principal Responsibilities
I. <u>Directing Council</u>			
INCAP Director	L. O. Angel	10% INCAP	Final approval of project plans and policy decisions. Interactions with high level member country officials, collaborating institutions and donors of food aid in Central America and Panamá.
Project Coordinator	E. Alvarez	100% INCAP	
INCAP Administrator	O. Robles	15% INCAP	
Chief F&N Plan	M. Immink	20% INCAP	
INCAP T.A. Coordinator	A. Noguera	20% INCAP	
II. <u>Core Project Staff</u>			
A. Professional Technical Staff			
1. Project Coordinator	E. Alvarez	100% INCAP	Overall project coordination particularly of technical assistance and research activities.
2. Assistant Project Coordinator	M. T. Menchú	75% INCAP	Coordination of technical assistance and research on food use at the household level.
3. Management Expert	F. Fuentes	100% ROCAP 48 months (4 years)	Analyses of institutional capacity to handle regular food aid programs. T.A./training in regular food aid program management aspects, and support to research in process evaluations and cost analysis of food aid programs.
4. Food and Nutrition Planner	T. Rivera	100% ROCAP 54 months (5 yrs.)	Development of strategies and food and nutrition policies, research on displaced persons programs.

dp

Position (Specialization)	^{a/} Name and Location	% Time/Funding Source b/	Principal Responsibilities
5. Education and Training Coordinator	M. de Galindo	100% ROCAP 60 months (5 years)	Coordinator of education and training component. T.A./Training In education aspects of food aid programs.
6. Management Information Specialist (Systems Analyst)	R. Montealegre	100% ROCAP 60 months (5 years)	Coordinator food aid information systems component. T.A./Training In food aid management and evaluation information systems and research on the subject.
7. Logistics Specialist	To be hired.	100% ROCAP 36 months (3 years)	T.A./Training in logistics, reception, storage, distribution issues.
8. Technical Information Expert	J. Caviedes	100% ROCAP 60 months (5 years)	Coordinator technical information dissemination component; T.A./ Training.
9. Epidemiologist	A. Mata	100% ROCAP 48 months (4 years)	Responsible for coordinating and organizing the research component of the project in Costa Rica. Support to T.A. and Training.
10. Food Handling Expert	R. Cuevas	100% ROCAP 42 months (3 1/2 yrs.)	Responsible for T.A./Training and research activities related to food handling and utilization of food aid at the national, community and household level.
11. Events Logistics Coordinator	A. R. Campos	75% ROCAP 60 months (5 years)	Responsible for the logistics and arrangements derived from meetings of the STAC, workshop/courses, se- minars and others. Assists in nu- trition activities related to re- search.

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Position (Specialization)	a/ Name and Location	% Time/Funding Source b/	Principal Responsibilities
12. Co P.I. Research projects related to program process.	M. Molina R. Sibrián/M. Melgar M. Imnink	25% INCAP 20% INCAP 20% INCAP	Support PI's on research projects in process in their respective areas of expertise. M.M. (Food technology) R.S./M.M. (Statistics) M.I. (Food Economics)
B. <u>Administrative Support Staff</u>			
1. Administrative Assistant	C. Santos	100% INCAP (60 months)	Support for all project administrative aspects.
2. Bilingual Secretary	M. de Pereira	100% ROCAP (60 months)	Support professional, technical and administrative staff in all activities related to the different components of the project.
3. Bilingual Secretary	L. de Morales	100% ROCAP (60 months)	Support professional, technical and administrative staff in all activities related to the different components of the project.
4. Bilingual Secretary	C. de Hernández	100% ROCAP (60 months)	Support professional, technical and administrative staff in all activities related to the different components of the project.
5. Bilingual Secretary	N. de Quezada	100% ROCAP (60 months)	Support professional, technical and administrative staff in all activities related to the different components of the project.
III. <u>Support Staff (Technical/Professional)</u>			
1. INCAP Non-Formal Education and Training Program Coordinator (Nutritionist/Education)	A. Praun	15% INCAP	Coordination with other INCAP training activities. Assist with Nutrition Education in T.A./ Training.

Position (Specialization)	<u>a/</u> Name and Location	% Time/Funding Source b/	Principal Responsibilities
2. INCAP Information Dissemination	M. Fisher	25% INCAP	Coordination with other INCAP activities. Assist with In- formation dissemination component. T.A./Training
3. INCAP Technical Assistance Coordinator (MD)	A. Noguera	20% INCAP	Coordination with INCAP's overall T.A. Program
4. INCAP Coordinator of Human Resources Development	M.E. de Robles	10% INCAP	Coordination with INCAP's overall training program.
5. Assistant to INCAP Coordinator of Human Resources Development	H. Deman	10% INCAP	Coordination with INCAP's overall training program.
6. Biochemist	O. Pineda	10% INCAP	Carry out studies on the chemical composition and microbiology of new foods.
7. Food Biochemist	L. Elías	10% INCAP	Coordination with regional food security project.
8. Agricultural Technologist	A. García	5% INCAP	Assist in formulating food strate- gies and in increasing food produc- tion at local level.
<u>IV. Research Field and Laboratory Staff (Short or Medium-Term Consultants) c/</u>			
<u>A. Project A.1</u>			
1. One Field Director	To be hired.	100% ROCAP (22 months)	Responsible for planning and monitoring all field activities.
2. Ten surveyors	To be hired.	100% ROCAP (14.4 months)	Data collection and preparation for analyses.

Position (Specialization)	a/ Name and Location	% Time/Funding Source b/	Principal Responsibilities
3. Technical Team	To be hired.	100% ROCAP (7.2 months)	Data collection and preparation for analyses.
4. Contractual Services	To be hired.	ROCAP (\$12,000)	
B. <u>Project A.2</u>			
1. One Financial Analyst	To be hired.	50% ROCAP (12 months)	Economic analyses in cost effectiveness.
2. Five Surveyors	To be hired.	100% ROCAP (10 months)	Data collection and preparation for analyses.
3. Contractual Services	To be hired.	ROCAP (\$500)	
C. <u>Project A.3</u>			
1. One Research Analyst	To be hired.	100% ROCAP (16 months)	Data analyses at the computer.
2. Three Surveyors	To be hired.	100% ROCAP (12 months)	Data collection and preparation for analyses.
3. Contractual Services	To be hired.	ROCAP (\$4,900)	
D. <u>Project A.4</u>			
1. One Systems Analyst	To be hired.	100% ROCAP (6 months)	Support the senior analyst in the developing of the research component.
2. Contractual Services	To be hired.	ROCAP (\$44,800)	\$40,000 for contracting groups in five countries to do the field work and \$4,800 for supporting staff.

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Position (Specialization)	^{a/} Name and Location	% Time/ ^{b/} Funding Source b/	Principal Responsibilities
E. <u>Project B.1</u>			
1. Field Director	To be hired.	100% ROCAP (43 months)	Planning and monitoring the field work.
2. Research Analysts	To be hired.	100% ROCAP (12 months)	Data analyses at the computer Economic analysts in cost effectiveness.
3. Social Anthropologist	To be hired.	100% ROCAP (5 months)	Social impacts of the food aid.
4. Thirteen Surveyors	To be hired.	100% ROCAP (4-6 months)	Data collection and preparation for work.
5. Secretary	To be hired.	100% ROCAP (41 months)	Secretarial and other support.
6. Contractual Services	To be hired.	ROCAP (\$6,941)	

^{a/} Certain professional technical staff to be hired under the project is likely to be located in specific countries. This decision will be confirmed by the Coordinator of Technical Cooperation and the Director of INCAP based upon preliminary discussions and acceptances by potential selected countries. The other staff will be located at INCAP headquarters in Guatemala.

^{b/} The percentage of time for INCAP staff shown for the same person (i.e., M. T. Menchú) is not additive but is the total time to be dedicated to the project including the specific activity.

^{c/} To be revised per redefined Operations and Applied Research Component needs.

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PROCUREMENT PLAN: COMMODITIES LIST

1. Word Processing Equipment (\$27,000):

4 IBM PCs with software, ancillary hardware and printer

1 WANG lap top PC

2. Office equipment for research in El Salvador (\$2,000):

- Furniture (tables, chairs, desks, etc.)

- File cabinet

- Office equipment (typewriters)

ANNEX V

IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
PHASE I: PROJECT PLANNING AND PROMOTION						
1. Develop detailed first year project plan and submit to ROCAP for approval.	x					
2. Organization of Project Advisory Committee (INCAP).	x					
3. Discuss project with principal donors.	x					
4. Trips to participating countries for project promotion, organization, and planning with national institutions and donor agency representatives.						
5. Contract project short time consultants.		_____				
6. Organization of regional clearinghouse on food aid programs.		_____				
7. Organization of country documentation centers on food aid programs.		_____				
8. Develop detailed operations research protocols.			_____			
9. Organization of first task forces.		_____				
10. Organization of first regional seminar.				_____		
11. Organization of Scientific Committee (STAC)		_____				
12. Develop detailed First Annual Technical Assistance Plan for participating countries.		_____				

IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
PHASE 2: PROJECT IMPLEMENTATION (by components and principal activities)						
I. PLANNING AND COORDINATION						
A. <u>Meetings of Scientific and Technical Advisory Committee</u>	x	x	x	x	x	x
B. <u>Meetings of Subregional Task Forces</u>						
1. National food aid program strategies (July 85, 86, 88) (3)	x	x		x		
2. Identification and design of food aid programs (March 86) (4)		x (4)				
3. Organization and management of food aid programs (Aug 86) (4)		x (4)				
4. Maternal child feeding program technical norms (Feb. 88) (1)				x		
5. Evaluation of food aid programs (March 87, 88, 89) (3)			x	x	x	
6. Food management in food aid programs (May 87) (1)			x			
7. Educational Technology (1)			x			

IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
C. <u>Meetings of Donors and Intermediary Agencies</u>						
- Country level (2 or 3 each year)						
- Subregional level (Nov. 85, Feb. 87, 88, 89, 90) (5)	x		x	X	x	x

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IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
II. TRAINING						
A. <u>Subregional Seminars</u> (July 86, July 88, March 90) (3)		x		x		x
B. <u>Subregional/Itinerant Courses/Workshops</u>						
1. Feeding assistance for displaced persons and for emergency situation (Feb. 88)				x		
2. Identification and design of food aid programs (May 86, 88)		x		x		
3. Organization and management of food aid programs (Sept. 86, Sept. 88)		x		x		
4. Food management and preservation in food aid programs (Aug. 88)				x		
5. Techniques and methodologies for food aid program education activities (Nov. 86, Feb. 88)		x		x		
6. Information and evaluation systems for food aid programs (May 87, May 89)			x			
7. Organization/mgt.; food mgt. and preservation (each country)					x	

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IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
C. <u>Observational Site Visits</u>						
Trips for directors and managers of food aid programs						
D. <u>Tutorials</u>						
III. TECHNICAL ASSISTANCE						
Technical assistance to member countries (360 weeks in country)						

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IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
IV. DISSEMINATION OF SCIENTIFIC AND TECHNICAL INFORMATION						
A. Acquisition and Identification of bibliographic material and its classification.		_____				
B. Establishment of country clearinghouses.		_____				
C. Identification of users and elaboration of users' list.		_____				
D. Provision of documentation.				_____		
E. Filming/showing of documentaries					_____	
V. DEVELOPMENT AND TESTING OF METHODOLOGICAL GUIDELINES						
A. General guidelines for developing national strategies for use of food aid in social and economic development programs. (1)						
B. Guidelines for design food aid programs (4)		_____				
C. Guidelines for organization and management of food aid programs (4)			_____			

IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
D. Guidelines for elaboration of manuals of technical norms and procedures for food aid programs (1)			-----			
E. Guidelines for planning and development of food and nutrition education activities in food aid programs (1)			-----			

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IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
F. Guidelines for management, preservation and storage of food commodities (1)		-----				
G. Guidelines for setting up information evaluation systems for food aid programs (1)			-----			
H. Guidelines for beneficiaries selection and monitoring in MCH feeding programs.			-----			
I. General guidelines for process and impact evaluations of MCH feeding programs.					-----	
J. Methodology for carrying out institutional and operational assessment on food aid programs (1)		-----				
K. Methodology for carrying out assessment of food and nutrition situation of displaced persons and emergencies (1)		-----				

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IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
L. Simplified methodologies for carrying out household commodities use and acceptance studies (1).		—				
M. Simplified methodology for carrying out cost effectiveness studies of food aid programs (1)				—		

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IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
VI. OPERATIONS RESEARCH AND EVALUATION STUDIES						
A. Eval. of FAP Operations, Institutional Capacity and Food Util. at Household Level						
1. Development of Protocols		x	x			
2. Costa Rica (Operations Instit. Capacity)			x	x	x	
3. Guatemala (Manag. Study)				x		
4. Guatemala (Food Usage Study)		x				
5. El Salvador (M/C Food Accept. and Util. Study)				x		
6. El Salvador (Displaced Persons Program Operations)				x	x	
7. Honduras or Guatemala (Food Mang. Study)				x	x	
B. Cost Effectiveness of FAP (Panama)				x	x	
C. Defining Techn. basis for MCH Feeding Programs			x			

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IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
D. Design and Testing Simple Info./Eval. Systems						
1. El Salvador FAP Info. System				x	x	x
2. Costa Rica Model FAP Syst.				x		
3. Modules Review				x		
4. Nat. FAP Statistics Sum.				x	x	x
5. Review of existing FAP Info. Systems (at least 20)						
6. Application of Info. System Modules and Methodologies.						

IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
VI. OPERATIONS RESEARCH AND EVALUATION STUDIES (continued)						
E. Food Techn. transfer In Support of FAP						
1. Food Techn. Transfer Panama				_____		
2. Food Tech. Transfer Guatemala				_____		
F. Identify, develop and implement other projects.					_____	

IMPLEMENTATION PLAN

ACTIVITY	1985	1986	1987	1988	1989	1990
VII. PROJECT ADMINISTRATION AND CONTROL						
A. Annual work plans and budget.	_____					
B. Quarterly reports.	_____					
C. Annual reports		—	—	—	—	—
D. Reports of regional workshops, seminars and meetings.	_____					
E. Research reports.	_____					
F. Guideline documents	_____					
G. Project evaluation reports.	_____					
Phase 3: PROJECT EVALUATION						
I. Administration, evaluation and reports	_____					
II. Regional meetings.	_____					
III. ROCAP/INCAP Evaluations.			x	x		x
IV. Final project evaluation study					—	
V. Final project report						—

ANNEX VI

SUMMARY BUDGET
TECHNICAL SUPPORT FOR FOOD ASSISTANCE PROGRAMS PROJECT
(AMENDMENT)
596-0116

ITEMS	ORIGINAL BUDGET	REPROGRAMMED FUNDS	NEW FUNDS	NEW BUDGET
I. Planning and Coordination (A00)	217,160	147,600	-0-	364,760
II. Subregional Training (B00)	670,000	(186,100)	-0-	483,900
III. Technical Assistance (C00)	390,900	169,950	-0-	560,850
IV. Operations Research (D00)	879,705	(31,600)	-0-	848,105
V. Technical and Scient. Inf. (E00)	74,380	52,320	-0-	126,700
VI. Management and Evaluation (F00)	1,441,700	76,900	-0-	1,518,600
VII/ Other	1,926,155	(229,070)	500,000	2,197,085
TOTAL \$	5,600,000	0	500,000	6,100,000

MATRIX I

TECHNICAL SUPPORT FOR FOOD ASSISTANCE PROGRAMS (596-0116)

Objectives and Accomplishments as of September 30, 1987

Objectives	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
I. Country Action Plans	<p>Developed. Being Implemented.</p> <p>TA to GOCR: - To conduct national food aid program strategy seminar. - To revise strategy. - To formulate country action plan.</p>	<p>Developed. Being Implemented.</p> <p>TA to GOES to formulate country action plan.</p>	<p>Developed.</p> <p>TA to GOG: - To conduct national food aid policy seminar.</p>	<p>Developed. Being Implemented</p> <p>TA TO GOH: - To revise "Guidelines for Use of Food Aid" paper. - To develop strategy to consolidate national food aid coordinating unit. - To conduct national workshop on focus of food aid in national development plan. - To develop food aid strategy.</p>	Developed.	<p>Regional Seminar on action plans/strategies held.</p>

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Objectives	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
2. National Strategies for Use of Food Aid (in at least 3 countries)	<p>Being developed.</p> <p>Documentary on School Feeding Program produced.</p> <p>TA to GOCR: - To conduct national food aid program strategy seminar. - To revise food aid program strategy.</p>	<p>Developed.</p> <p>TA to GOES in developing food aid strategy.</p>	<p>Being developed.</p> <p>TA to GOG to conduct national food aid policy seminar.</p>	<p>Being implemented.</p> <p>Documentary on Food for Work project to increase local food production produced.</p> <p>TA to GOH: - To revise "General Guidelines for Use of Food Aid" paper. - To develop strategy to consolidate national food aid coordinating unit. - To conduct national workshop on focus of food aid in national development plan. - To develop food aid strategy.</p>		<p>Regional seminar on action plans/strategies held.</p> <p>1 regional donors' meeting held.</p> <p>2 task force meetings on strategies held.</p>

Objectives	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
3. National coordination mechanisms (in at least 3 countries)	<p>Functioning.</p> <p>Documentary on School Feeding Program produced.</p> <p>TA to GOCR:</p> <ul style="list-style-type: none"> - To conduct national food aid program strategy seminar. - To revise food program strategy 	<p>Being developed.</p> <p>TA to GOES in developing food aid strategy.</p>	<p>-</p> <p>TA to GOG to conduct national food aid policy seminar.</p>	<p>-</p> <p>Documentary on Food for Work project to increase local food production produced.</p> <p>TA to GOH:</p> <ul style="list-style-type: none"> - To revise "Gen. Guidelines for Use of Food Aid paper. - To develop strategy to consolidate national food aid coordinating unit. - To conduct national workshop on focus of food aid in national development plan. - To develop food aid strategy. 	<p>Functioning.</p>	<p>1 regional donors' meeting held.</p>
4. Technical guidelines (13)	<p><u>Being developed</u></p> <ol style="list-style-type: none"> 1. Food Assistance program design. 2. Organization and management of food assistance programs. 3. Management, preservation and storage of food commodities. 4. Beneficiary selection and monitoring in MCH programs. 					<p>Taskforce meetings held on:</p> <ul style="list-style-type: none"> - National food aid strategies. - Design of emergency/displaced persons programs.

Objectives	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
<u>Developed</u>						
1. National food assistance strategy and policy development.						
Documentary on School Feeding Program produced.	TA to GOES: - To use preliminary guidelines on food assistance program design and org./mgt. of food assistance programs in food aid for earthquake victims.			Documentary on Food for Work project to increase local food production produced.		- Design of MCH programs. - Design of school feeding programs. - Organization and mgt. of MCH and SFP programs. - Food program info. mgt. -Community level food and nutrition education.
Process evaluation of MCH/SFP initiated.	- To develop natl. course on food commodity storage.					Regional workshop on identification, design of MCH and SFP programs held. Study on defining technical basis f/screening/discharge decisions and for interpreting growth monitoring data in MCH programs completed.

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Objectives

	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
5. Improved technical/mgt. capacity of food aid staff	<p>Training program for SFP supervisors on Identifying SFP problems developed.</p> <p>Documentary on School feeding program produced</p> <p>TA to GOCR: - To plan/conduct natl. workshop on supervision of food storage.</p> <p>-To design/prepare In service mgt. trng. plan for SFP staff.</p> <p>-To reorganize MCH program.</p> <p>-To implement natl. workshop on Improving food aid program mgt.</p> <p>-To formulate staff trng. plans for 3 food aid programs,</p> <p>-To implement trng. in nutrition monitoring and development of info.</p> <p>Process eval. of MCH/SFP programs initiated.</p>	<p>Natl. food aid training plan developed.</p> <p>TA to GOES: - To assess DIDECO Food prog.info. sys. and draft proposal to improve it.</p> <p>-To assess trng. needs of food aid staff and develop In service trng. program.</p>	<p>TA to GOG: - To redraft project operations manuals and basic eval. protocol.</p> <p>-To organize/manage SFP.</p> <p>-To conduct natl. workshop in local mgt. of food/nutrit. activities in MCH programs training plan.</p>	<p>TA to GOH: - To establish natl. training committee.</p> <p>-To conduct natl. trng. course on mgt. of MCH/SFP programs.</p> <p>6 other trng. courses planned.</p> <p>Documentary on Food for Work project to increase local food production produced.</p>	---	<p>3 task force mtgs. held on design and implementation of emergency/displaced persons, MCH, SFP programs.</p> <p>2 task force mtgs on mgt. of MCH and SFP programs.</p> <p>1 task force mgt. on food program info mgt.</p> <p>1 task force mgt. held on community-level food/nutrition education.</p> <p>Regional workshops held on: -Ident/design of MCH/SFP programs. -Organ/mgt. of MCH/SFP programs. -Techniques/methodologies for food/nut. education in food aid programs.</p> <p>Observation site visits to observe use of food aid to stimulate income generating/food production activities in rural communities.</p> <p>Study on defining technical basis for screening/discharge decisions and for interpreting growth monitoring data in MCH programs completed.</p>

Objectives	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
6. Improved knowledge of costs, major constraints and alternative solutions in design, Impl., monitoring and evaluation of food programs.	<p>Training program for SFP supervisors on Identifying/solving SFP problems developed.</p> <p>Documentary on school feeding program produced.</p> <p>T.A. to GOOCR: -To design/prepare In-service mgt. training plan for SFP staff. -To plan/develop natl. workshop on supervision of food storage. -To reorganize MCH program. -To conduct nat. workshop on Improving food program mgt. -To develop staff training plans for 3 food programs through WFP. -To develop food program monitoring/evaluation project. -To analyze Min. Health Nutrition Div. food program Info. mgt. system.</p>	<p>TA to GOES: -To assess DIDECO food prog. Info sys. and draft proposal to improve it. -To assess trng. needs of food aid staff and develop training plans. -To prepare eval. plan for emerg. feeding centers. -To evaluate food programs.</p>	<p>TA to GOG: -To redraft project operations manual and basic eval. protocol. -To organize/manage SFP. -To conduct natl. workshop on local mgt. of food/nutrit. in MCH programs.</p>	<p>Documentary on Food for Work project to increase local food production produced.</p> <p>TA to GOH -To conduct natl. training course on mgt. of MCH/SFP programs.</p> <p>Assisted GOH in analyzing food and Info. sys. and recommending improvements.</p>	--	<p>Task force mtg. held on food program Info mgt.</p> <p>Regional workshops held -on identification/design of MCH & SFP prog. -on organ/mgt. of MCH and SFP programs. -On organ/mgt. of MCH and SFP programs.</p> <p>Observation site visits, by MCH & FFW prog. mgrs. to observe use of food aid to stimulate income generating and food production activities in rural communities.</p>

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Objectives	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
	-To prepare multisectoral food/nutrit. monitoring/eval. system. -To implement trng. in nutr. monitoring and in development of mgt. info. system. Process eval. of MCH/SFP program initiated.					
7. Improved targeting/beneficiary selection.	TA to GOCR: -To design/prepare in-service mgt. training plan for SFP staff. -To reorganize MCH program.	TA to GOES: -To assess DIDECO food program info. sys. and draft proposal to improve it. -To assess	TA to GOG: -To redraft project operations manual, basic eval. protocol. -To conduct natl. height census of	TA to GOH: -To develop natl. trng. plan for food prog. staff. -To conduct natl. trng. course on mgt. of MCH/SFP programs.	-	Task force meetings held on: -Design of MCH/SFP programs. -Organization/mgt. of MCH/SFP programs. -Food prog. info mgt. Regional workshops on:

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Objectives	ACCOMPLISHMENTS					
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	Regional
	<p>-To conduct natl. workshop on Improving food prog. mgt.</p> <p>-To formulate staff trng. plans for 3 food prgs. through WFP.</p> <p>-To Implement trng. in nutrit. monitoring and development of info. systems.</p> <p>Process eval. of MCH/SFP programs initiated.</p>	<p>trng. needs of food aid staff develop trng. plan.</p> <p>-To prepare eval. plan for emerg. feeding centers.</p> <p>To evaluate food programs.</p>	<p>first graders.</p> <p>-to conduct natl. workshop on local mgt. of food/nutri. activities in MCH programs.</p>			<p>-Iden./design of MCH/SFP programs.</p> <p>-Organ./mgt. of MCH/SFP programs.</p> <p>Observation site visits by MCH/SFP prog. mgrs. to observe use of food aid to stimulate income generating and food production activities in rural communities.</p> <p>Study on defining technical basis for screening/discharge decisions and for interpreting growth monitoring data in MCH programs completed.</p>
8. Improved coordination with other development activities.	<p>Begun.</p> <p>Documentary on SFP produced.</p> <p>TA to GOCR:</p> <p>-To conduct natl. food prog. strategies seminar</p> <p>-To revise food aid strategy.</p> <p>Assisted GOCR in sectoral food & nutn. monitoring/eval. systems.</p>	--	<p>Begun.</p> <p>TA to GOG:</p> <p>-To conduct natl. food aid seminar.</p> <p>-To organize/manage SFP, including development of height monitoring system in schools.</p> <p>-To conduct natl. height census of first graders.</p>	<p>Begun.</p> <p>Documentary on Food for Work project to increase local food production produced.</p> <p>TA to GOH:</p> <p>to revise "General Guidelines for Use of Food</p>	--	<p>1 Regional donors meeting held.</p> <p>Regional seminar on country action plans and food aid strategy held.</p> <p>Task force meeting on community level food and nutrition education held.</p> <p>Regional workshop on techniques/methodologies for food/nutn. education in food aid programs.</p>

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Objectives	ACCOMPLISHMENTS					Regional
	Costa Rica	El Salvador	Guatemala	Honduras	Panama	
Process eval. of MCH/SFP programs initiated.			<p>-To conduct Natl. workshop local mgt. of food/nutn. activities in MCH programs.</p> <p>-To conduct courses for housewives & social promoters in preparing highly nutritional foods.</p>	<p>Aid "Paper to develop strategy to consolidate natl. food aid coord. unit.</p> <p>-To conduct natl. workshop on focus of food aid in natl. dev. plan.</p> <p>-To develop natl. strategy.</p>		<p>Observation site visits by MCH/FFW prog. mgrs to observe use of food aid to stimulate income-generating & food production in communities.</p> <p>Funding of travel by Central America delegation to Intl. food security conference in Peru.</p>

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TECHNICAL SUPPORT FOR FOOD ASSISTANCE

Project Activities Status and Modifications

<u>Component/Activity</u>	<u>Status Through Sept. 30, 1987</u>	<u>Planned 1988-90</u>
I. Promotion, Planning and Coordination	<p>a. 2 Scientific and Technical Advisory Committee (STAC) meetings held.</p> <p>b. 1 Regional Seminar held on national food aid action plans and strategies.</p> <p>c. 1 Regional Donors' Meeting and 3 National Donors' Meetings held.</p> <p>d. 9 Task Force meetings held: - 2 on National Strategies - 1 on Emergency/Displaced Persons. - 2 on Maternal-Child Health Programs. - 2 on School Feeding Programs. - 1 on Evaluation and Information systems. - 1 on Food and Nutrition Education In FAPs.</p>	<p>a. 4 STAC meetings.</p> <p>b. 2 Regional Seminars (themes to be decided)</p> <p>c. 3 Regional Donors' Meetings. 15 National Donors' Meetings.</p> <p>d. 8 Task force meetings: - 1 on National Strategies - 1 on Emergency/Displaced Persons Programs. - 1 on Maternal-Child Health programs. - 2 on Food for Work Programs. - 2 on Evaluation and Information systems. - 1 on Food Management and Preservation.</p>

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Component Activities

Status Through Sept. 30, 1987

Planned 1988-90

- e. 1 Regional guideline developed:
- Development of National Food Assistance Strategy and Policies.

4 Regional guidelines In process:

- Design of food assistance programs (MCH, SFP, Displaced Persons/Emergency programs).
- Organization and management of food assistance programs (MCH, SFP, Displaced Persons/Emergency programs).
- Management, preservation and storage of food commodities.
- Beneficiary selection and monitoring in maternal infant feeding programs.

- e. Development of following regional guidelines and methodologies:

- Design of food assistance programs (one each for MCH, SFP, FFW, Displaced Persons/Emergency programs: 4 total).
- Organization management of food assistance programs (one each for MCH, SFP, FFW, Displaced Persons/Emergency programs: 4 total).
- Elaboration of manuals of technical norms and operational procedures for food assistance programs (1).
- Planning and development of food and nutrition education activities in food assistance programs (1).
- Management, preservation and storage of food commodities (1).
- Setting up information and evaluation systems for food aid programs (1).
- Beneficiary selection and monitoring in maternal infant feeding programs. (1).
- Process evaluation for MCH feeding programs (1).
- Assessing food and nutrition status of displaced persons and in emergency situations (1).
- Methodology for carrying out institutional and operational assessments of food aid programs (1).

Component Activities

Status Through Sept. 30, 1987

Planned 1988-90

- Simplified methodology for carrying out commodities use and acceptability studies. (1).
- Simplified methodology for carrying out cost effectiveness studies of food aid programs (1).

Activities Status and Modification

Component/Activities

Status Through Sept. 30, 1987

Planned 1988-90

2. Training and Info.
Dissemination.

- | | |
|---|--|
| a. 3 Regional courses/workshops on priority food assistance issues held:
- Identification/Design of food aid programs (MCH, SFP).
- Organization/Management of food aid programs (MCH, SFP).
- Techniques/Methodologies for food and nutrition education in food aid programs. | a. 8 Regional and Itinerant courses/workshops.
- Food assistance for displaced families and other emergency situations. (1).
- Identification/design of food aid programs (1).
- Organization/Management of food aid programs (1).
- Food management and preservation for food aid programs (1).
- Techniques/methodologies for food and nutrition education in food aid programs (1).
- Information/evaluation systems food assistance programs (2).
- Itinerant course (each country) on organization/mgt. of food aid programs and food management and preservation (1). |
| b. 2 observation site visits completed (10 participants). | b. 1 observation site visit (5 participants). |
| c. 3 Tutorials (3 participants) held. | c. 9 tutorials (18 participants) |
| d. (New activity starting 1988). | d. Development/reproduction of training materials for regional training activities and adapted/reproduced at national level. |
| e. 1 Counterpart travel activity completed (5 participants). | e. 5 counterpart travel activities (10 participants). |

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TECHNICAL SUPPORT FOR FOOD ASSISTANCE

Activities Status and Modification

Component/Activities

Status Through Sept. 30, 1987

Planned 1988-90

3. Information Dissemination

- a. Regional information clearinghouse established.
- b. 26 country-level documentation centers established.
- c. 8 technical documents on design, mgt., eval. of food programs distributed.
- d. 2 Bibliographic listing updates
- e. 2 Project bulletins produced/distributed.
- f. 3 sections of INCAP report devoted to food assistance programs.
- g. 2 Documentaries on food assistance programs produced.
 - On Honduras FFW basic grains production project.
 - On Costa Rica S.F.P.

- a. Activity completed
- b. Activity completed
- c. 2 technical documents produced/distributed.
- d. 3 Bibliographic listing updates.
- e. 10 Project bulletins produced/distributed.
- f. INCAP Informe suspended until further notice. If publication resumed, food assistance section will be included.
- g. 4 Documentaries on food assistance programs produced. Countries/programs to be determined.

4. Technical Assistance

204 person weeks of TA provided to C.R. El Salvador, Guatemala, Honduras and Panama in numerous areas (see Matrix I).

156 person-weeks of TA in same areas.

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Component/ActivitiesStatus Through Sept. 30, 1987Planned 1988-90

5. Operations and Applied Research

a. Study on defining technical basis for screening/discharge decisions and for interpreting growth monitoring data in MCH programs completed.

b. Process evaluation of Costa Rica MCH/SFP programs initiated.

a. Guidelines on same subject developed.

b. At least 6 additional process evaluations on MCH, SFP and FFW projects completed.

c. Case study: Analysis of operation of displaced persons food program in El Salvador completed.

d. At least 8 analyses of costs of food aid programs completed.

e. 1 simplified regional information compilation activity in support of development of national information data bases for food aid programs developed.

f. 4 Model Information systems (one each for MCH, SFP, FFW and Emergency programs) developed or adapted.

Component/Activities

Status Through Sept. 30, 1987

Planned 1988-90

g. 28 Food assistance program
Information systems reviewed.

h. Model information systems
applied in 14 different food
aid programs.

i. 1 Acceptability test of
Panama cereal completed.

j. 1 Training program for
Guatemalan bakers on how to
make cookies for SFP developed.

k. 1 set of quality control
procedures for Guatemala
cookies developed.

l. 1 Training program developed
for Guatemalan bakers on how
to use quality control procedures.

This matrix reflects the following changes from the original PP in response to both experience and the Project Evaluation of May 1987:

1. Promotion, Planning and Coordination:

a. Additional STAC meeting added, as Project has been amended to become a 5 1/2 year Project instead of a 5 year Project. Since one meeting is planned per year, sixth meeting will be the final one.

b. 5 Regional donors' meetings (one per year) and 25 national donors' meetings (one per country per year) were originally planned. The project plans to regain this rhythm during FY 88-90.

2. Training:

a. In response to need to focus more training activities on national level, total number of courses and workshops has been reduced from twelve to eleven, with two courses (one of the organization and management of food aid courses and one of the food management and preservation courses) being combined into one. Moreover, this course will be held in each country separately. Other regional courses and/or workshops may be conducted in each country, instead of regionally, if such a change meets individual country needs and is more cost effective.

b. Since observational site visits have proven to be costly, and other activities achieve the same results more cost-effectively, the number of observational visits will be reduced from 30 to 3, with the number of participants reduced from 30 to 15. As shown in the matrix, only one visit, involving five participants, is planned for FY 88-90.

c. Two new activities, tutorials (or scholarships) and counterpart travel (special travel to International conferences), have been added to the training component. These activities are proving to be more cost-effective ways of achieving the same results as the observation site visits.

3. Information Dissemination:

a. Instead of 10 technical sheets, the Project will produce a Project bulletin, called PROPAG, three times a year. This activity is a more cost-effective way of providing the same type of information as technical sheets but to a wider audience, and ensures that Project information is disseminated while publication of the INCAP Informa is suspended.

b. Film documentaries on food aid programs are more effective and less costly than observation site visits as a way of instructing food aid staff and decision-makers in the various food aid programs of other countries. Consequently, the production of documentaries has become a Project activity.

4. Operations and Applied Research

The rationale for the changes in this Component's activities is explained in Section III. D. 4 of the PP Amendment. Per the recommendation of the Evaluation of May 1987, this component has been redefined. Specific activities have been identified, and their expected results listed and clearly linked to specific guidelines and methodologies to be developed fully under project activities.