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MEALS FOR MILLIONS/FREEDOM FROM HUNGER FOUNDATION

MATCHING GRANT

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1985-1988

FINAL REPORT

TO

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

MAY 1988

MEALS FOR MILLIONS/FREEDOM
FROM HUNGER FOUNDATION
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SUMMARY

This report covers Meals for Millions/Freedom from Hunger Foundation's (MFM) program activities during the three years of this Matching Grant. MFM has been quite successful in meeting the ambitious objectives set for this grant period. The programs in Ecuador, Kenya, and Thailand are being replicated in other areas of the country, while the Honduras and Sierra Leone programs have expanded into surrounding communities. The Nepal program is firmly established and moving ahead.

Expansion into new countries was slower than anticipated as it became clear that some of the countries we explored were not fertile ground for a MFM Applied Nutrition Program. The foundation did add four new international programs.

Every new program began with a baseline survey, and needs assessments were part of each new ANP project's planning stage. Training is an integral part of every ANP. Staff received orientation and training in the ANP process, along with other specialized training. Hundreds of community members also benefitted from food and nutrition training sessions covering topics such as the causes of malnutrition, ORT, food preparation, and gardening. They are also participating in thousands of small development projects raising animals; growing grains, fruits, and vegetables; and using latrines, slow sand water filters, and hand pumps. Each ANP has established close working relationships with local government and non-government agencies.

Full institutionalization of the ANPs in Antigua, Ecuador, Honduras, and Thailand has proceeded more slowly than anticipated. This is a complex process that we are learning by doing. We have identified four approaches that the ANPs are currently pursuing based on local needs and circumstances. Recent evaluations have taught us three important lessons about the role MFM should play.

Management reorganization at headquarters has responded to the increased need for more sophisticated analysis of program activities. Program staff are now divided into two units: International Program Operations, and Program Analysis and Evaluation. A more thorough and sophisticated evaluations system is now in place.

The MFM fundraising program achieved steady growth during the grant period, moving from \$2.5 million in 1984 to over \$3.5 million in 1987. The Foundation surpassed its fundraising targets in two of the three years (1985 and 1986) driven largely by the challenge of matching AID funds with private money. Revenue growth came also as a result of a determination to adhere to projections adapted in the Five Year Plan 1984 - 1988, calling for a 23% average increase in income to support additional and expanded ANPs.

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I. BACKGROUND TO GRANT AND PROJECT CONTEXT

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

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

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

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

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

MFM's ANPs respond to government development priorities by virtue of the methodology used in their design and

implementation. Initial country selection depends on analysis of government development plans, and discussions with national development agency representatives, local development workers, and rural people. If there is a match between MFM expertise and host country needs, an ANP model is developed with host country collaborators.

ANP activities vary from country to country, responding to specific needs and existing capabilities in given areas. Each ANP reflects the priorities of the governments and people with, and for whom, it is designed. ANP activities build on national, regional, and local resources by providing training, technical assistance, and financial resources. This external funding helps to leverage internal resources.

II. PROJECT METHODOLOGY

Goal: To strengthen the capabilities of developing communities to solve their own food and nutrition problems giving special emphasis to the nutritional needs of infants, children, and pregnant and lactating women.

Purpose: To expand and replicate successful ANPs in Ecuador, Honduras, Sierra Leone, Kenya, and Thailand; to continue to establish an ANP in Nepal; and to develop, implement, and support new ANPs in an additional six countries by 1988.

Objectives:

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

MFM has been quite successful in meeting the ambitious objectives set for this grant period. The programs in Ecuador,

Kenya, and Thailand are being replicated in other areas of the country, while the Honduras and Sierra Leone programs have expanded into surrounding communities. The Nepal ANP is firmly established and moving ahead.

Expansion into new countries was slower than anticipated as it became clear that some of the countries we explored were not fertile ground for an ANP. In Asia, Indonesia already had the resources of the World Bank and the Indonesian government addressing the country's nutrition problems. In Latin America, the activities of local guerrillas make Peru a dangerous place to work, and Belize did not need the full range of activities undertaken in an ANP. However, Bolivia was receptive and a very successful program is now underway. In Africa we added Mali plus two other countries not on the AID list. We found that Ghana and Togo were a better investment for the foundation. Altogether the foundation added four new international programs and a US program during the grant period.

The full range of program activities is outlined in detail in Appendix 1; clearly the objectives listed above have been met and exceeded. Every new program started with a baseline survey, and needs assessments were part of the planning stage of each new project within an ANP. Training is an integral part of every ANP. All new staff received orientation and training in the ANP process, and some were able to increase their understanding through visits to each other's programs. Staff also attended an International staff meeting in Davis and participated in a regional meeting. Seminars on various aspects of the ANP were attended by government workers and staff of other NGOs in several ANP areas. Hundreds of community members also benefitted from food and nutrition training sessions covering topics such as the causes of malnutrition, ORT, food preparation, basic nutrition, gardening, and small animal raising.

Growth monitoring is an integral part of every ANP. Thousands of children have been and continue to be regularly monitored. Each ANP undertakes small development projects that are most appropriate to their area. Thousands of ANP participants are raising ducks, chickens, pigs, fish, cattle, and bees; growing grains, fruits, and vegetables for consumption and sale; and using latrines, slow sand water filters, and hand pumps.

Every ANP works with local government agencies, some integrate services such as MOH health clinics or immunization campaigns or MOA extension into their programs. Others are fully integrated into government services and use seconded government staff. The services of a wide range of NGO and international agencies such as UNICEF, Catholic Relief Services, Plan International, and the ACRE Project enhance ANP activities.

The wide variety of activities undertaken by MFM's ANPs around the world attest to the diverse technical capabilities

throughout the organization. Management reorganization at the headquarters office has responded to the increased need for more sophisticated analysis of program activities. A more thorough and sophisticated evaluations system is now in place, and evaluation results are incorporated into program planning.

Full institutionalization of the ANPs in Antigua, Ecuador, Honduras, and Thailand has proceeded more slowly than anticipated. This a complex process and we are learning by doing. Antigua is the furthest along. The former ANP staff have organized an independent NGO, the Organization for Agricultural Development, which is fully functioning. MFM continues to provide management, but not financial, assistance. Thailand has successfully focused on developing local institutional capacity; responsibility for expanding the Lampang ANP into the entire province is being assumed by local government ministries. However, the recently completed final evaluation of this ANP expressed some concerns about the program's viability if MFM withdraws completely at this point. The evaluators recommendations are being reviewed.

The Ecuador and Honduras ANPs are looking for organizations that can take on their activities. Rather than hand over the entire program to one organization, their strategy is to find appropriate groups to take on individual components. The Honduras ANP is developing a local institutional base through cooperatives and the Ministry of Health. While in Ecuador serious negotiations are underway with organizations and community groups interested in taking on specific program activities. Overall the three years of this grant have been a period of enormous growth and activity for MFM.

III. MONITORING AND EVALUATION

MFM's newly created Program Analysis and Evaluation unit has developed and refined the original evaluation plan, identifying five opportunities for program evaluation. A **design review** of new programs is made 10-15 months after start-up to establish consistency between baseline diagnosis, objectives and proposed activities, and to assess management readiness. **Interim evaluations** take place after 33-38 months to check the overall course and appropriateness of program strategy and activities and facilitate corrective action. A program may require one or more interim evaluations depending on the duration and scope of the program. MFM has periodically engaged in community "encounters" with representatives from target area communities to focus on planning and evaluation issues. **Final evaluations** are conducted during the last year of major operations to determine the extent and cost of impact and to consolidate the disengagement strategy. Approximately three years after the termination of major financial and technical assistance, a **sustainability assessment** is done to ascertain the lasting impact of 's efforts, particularly regarding institutional development. Finally,

occasional **special assessments** are undertaken in one or more programs to review the status and develop guidelines in a selected area of activity (e.g., credit systems, family planning, water systems, etc.).

The process for interim and final evaluations begins with soliciting questions and issues from field staff, major field collaborators including AID Mission personnel, headquarters staff and members of the Board of Trustees' Program Review Committee. These are reviewed by the evaluation coordinator who defines, with input from staff and the external consultants, the focus and design of the evaluation. A field visit of generally two weeks is undertaken; a debriefing is held in the field with field staff, local collaborators and the headquarters evaluation or regional supervisor, followed by a staff debriefing in Davis. A review and comment process precedes the preparation of the final report, which is authored by the external consultant leader.

The final program evaluation for this three year Matching Grant period will be based on the evaluations carried out on seven individual programs. These include:

- | | |
|-------------------------|------------------|
| - Sierra Leone | November 1985 |
| - Kenya (Siaya) | July 1987 |
| - Ecuador (Santa Elena) | August 1987 |
| - Honduras | November 1987 |
| - Thailand (Lampang) | January 1988 |
| - Thailand (Korat) | March/April 1988 |
| - Nepal | March/April 1988 |

Working with MFM staff, an outside evaluator will prepare a summary report which will be submitted in June per our agreement with the PVC office. Copies of individual program evaluations will be included with the summary report.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

Specific outputs for each of the programs described below are outlined in Appendix 1.

Africa

Kenya. MFM's two Kenya programs, one in Siaya district and one in Embu district, are being carried out in partnership with the Kenya Freedom from Hunger Council. All program staff are employees of the Council.

Before beginning activities the Siaya ANP conducted an extensive survey of the nutritional status, health and livelihood of the program area. They identified five major problems of the program area population.

The original program design listed objectives to deal with all five major problems. However, to date, the ANP staff have focused on the first two problems; poor health and nutrition status and inadequate local food supply. They began by recruiting and training 51 village health workers and starting community-based growth monitoring and nutrition education sessions with VHW assistance. In early 1986 the staff started community-based immunization sessions at two sites and promotion of food production through seed loans and agricultural extension. They work closely with agricultural extension officers at the division and location levels.

The program plans to address the remaining three problems through water point development, income generation, and family planning activities. Consultant studies to guide planning for water development and income generation activities were completed, but they provided little useful guidance for program planning. This problem has effectively stalled progress for the past year. Family planning beliefs and practices are still to be studied before plans are developed.

A team of consultants and MFM staff undertook a formative evaluation focusing on process issues in 1987. Their general opinion is that the technical field staff, VHWS, collaborating MOH staff, and MOALD staff are carrying out growth monitoring, immunization, health education, and agricultural extension in accordance with standard, accepted practices and protocols. They are well organized and perform with considerable skill, concern, imagination, and rapport with the local people. While it is too early to say with confidence what impact the program has had in the pilot area, they feel that there is good potential for important beneficial impacts on nutritional status and general "well-being" by all three major program components. They did recommend, however, that some adjustments be made before expanding into new areas.

In April 1986 a new Kenya program got underway in the Embu District. The program aims to replicate the ANP model through the Kenya Freedom from Hunger Council. Staff had planned to use data already collected by the CRSP project in lieu of an extensive baseline survey. Unfortunately, analysis of the voluminous data collected by the CRSP project took longer than anticipated and did not yield as much useful information as expected, delaying project start-up. Program activities, now well underway, focus on supporting government growth monitoring activities. MFM staff have set up the growth monitoring system in the two sublocations where the program operates, and trained village health workers. Emphasis is placed on home visits and follow-up with malnourished children. A loan fund has been set up and mothers with malnourished children are being targeted for loans.

Mali. MFM's newest African program (January 1987) involves an innovative new approach. We are working with OEF

International, and International Voluntary Services to support the development of a new NGO, Groupe Jeunes, as an integrated rural development agency that can potentially operate throughout Mali. The program involves a major commitment to organizational development, primarily through assisting the Groupe Jeunes to plan, implement, and evaluate a pilot program of its own. Our primary interest is in assisting them to focus their pilot program on nutrition related problems in the program area of their choosing.

The consortium approach is proving to be cumbersome, mainly in that it has slowed staff recruitment and program start-up. However, these problems have been overcome and the program is now underway. The combination of skills from the consortium members is proving very valuable now. We have hired a technical advisor for Francophone Africa who will oversee program start-up, and be an in-house management advisor to Groupe Jeunes.

Sierra Leone. The Sierra Leone program is moving rapidly toward final phase out of MFM involvement. The program has been integrated administratively into the Bombali District Primary Health Care Program (PHC), a government organization. PHC is now supervising MFM staff, and some of these staff will eventually be incorporated into PHC. With this agreement we appear to have secured a future for the nutrition and health components of the program. All evidence indicates that the transition has been smooth, and the effectiveness of growth monitoring and home visits to families of malnourished child has been maintained if not increased. PHC is already planning to expand these activities into surrounding communities. The MFM organized village development committees have taken on responsibility for coordinating activities at the village level, and the Seed Multiplication Project will be taking on the program's agricultural activities.

Asia

Nepal. The Family Planning Association of Nepal (FPAN) and MFM have co-implemented a program in the North Indrawatti Block of Nepal since 1984. Under MFM's funding and technical assistance agreement, FPAN hires and supervises all program/technical staff. This program is a good example of MFM's commitment to strengthening NGO growth in the third world. The program aims to create a community-based primary health care system, support agricultural projects designed to improve local food production and year-round food security, develop community knowledge of how to overcome malnutrition, and promote family planning. Recommendations of an AID/ARIES-supported credit assessment will be used to improve the program's credit delivery services.

MFM has included community members in both the implementation and analysis of the anthropometric and needs assessment surveys. Community groups, independent of the local

political system, have been created or reinforced. These groups are responsible for proposing projects for funding from the in-kind revolving loan fund.

The Nepal program was designed with sustainability in mind. At the village level, the program has focused on training community volunteers to transfer skills to other community members. This strategy promotes financial sustainability by using community-donated labor to further the goals of the program, thereby reducing recurrent costs significantly. Furthermore, the program is actively encouraging links between the program's participants and other organizations, especially in the area of credit. MFM's support of FPAN will also lead to financial sustainability by providing it with the skills and resources needed to carry out the program and access funds.

The program has also emphasized the importance of institutional sustainability at two levels. Structures within villages are stronger due to the program. Over 60 ward-level organizations were formed in the past 2-1/2 years. Furthermore, FPAN has also grown as an organization due to its association with MFM.

Thailand. Preliminary results of the final evaluation of the Lampang ANP reveal that the prevalence of malnutrition has decreased substantially since the initiation of project activities in March 1982. The program has shown an outstanding sensitivity to the importance of an integrated set of activities to improve nutritional status. Community groups have participated in a variety of activities that strengthened their ability to identify and solve nutrition problems. These activities can be divided into three groups: 1) nutrition monitoring, 2) nutrition education, and 3) community development.

The catalytic and coordinating role played by ANP staff has boosted MOH growth monitoring coverage in the project area. Approximately 96% of the under fives are weighed compared to 91% in non-project areas. Dietary surveys carried out in Kew Tum village in December 1985 and 1986 showed improved food habits and food preparation. The project staff used both Ministry of Health nutrition education materials and developed some of their own. The evaluators note that some of these were excellent but that others had flaws; they recommended that more consideration be given to local culture and beliefs.

While the ANP's nutrition activities were quite effective, the community development activities were sometimes problematic. In attempting to integrate nutrition education and community development activities in order to achieve nutrition goals, staff offered a predetermined package of food production and sanitation activities. The evaluators felt that this predetermined package discouraged community participation and initiative, and in the long run hampered the development of effective community mechanisms.

The evaluators felt that the ANP had developed an excellent approach for securing intersectoral coordination at the national, provincial, district, and community levels. It has successfully integrated the efforts of an NGO into the complex structure of the Thai bureaucracy.

At the request of the Royal Thai Government, MFM began replicating the Lampang ANP in Korat in 1985. The Korat ANP has now completed its second full year promoting a wide range of community development and training activities. Steady progress was made in 1987 despite a severe drought which damaged crops and led to an inadequate supply of drinking water. The local people are enthusiastic participants in program activities and there is growing support from, and coordination with, the Ministries of Interior, Public Health, Agriculture, and Education.

Program management problems were encountered early on and changes made in response. Management is now progressing smoothly under new leadership. The new program manager is also the Chumphaung district chief who consults directly with both the provincial governor and the provincial medical officer. An information system is in place and the quality and quantity of information gathered is excellent. MFM staff have designed a comprehensive growth monitoring program which permits tracking of individuals, as well as the community as a whole. Staff have also enhanced their field reports by disaggregating data and providing more thorough analysis.

The program has cultivated working relationships with the Ministries of Interior, Agriculture, Public Health, and Education. Intersectoral cooperation and future program institutionalization are supported at three levels. The Supervisory Board chaired by the provincial governor with high level politicians, technical experts, and local political leaders reviews and develops broad program strategies and policies. The Administrative committee chaired by the district chief with six representatives from four ministries and the MFM program coordinator promotes coordination between the ministries. Finally, the Coordinating Committee functions at the field level in much the same way as the Administrative Committee at the district level.

Training local volunteers is key to reinforcing program activities and successful replication in new areas. Staff have focused on reorganizing training and making it more effective. Several thousand people have received training in a variety of topics and staff have prepared pamphlets, handbooks, and posters.

The revolving loan fund (RLF) is an important program being carried out collaboratively with local ministries, and program staff recognized that past efforts of local ministries to start a RLF have failed. MFM staff collaborated with the MOE and World Education in providing management and accounting training

courses, and they continue to give technical assistance to the villagers. A variety of projects were successfully undertaken using the RLF. In addition, two vital parts of the Korat ANP are the yearly Baby Contest and Mother's Day Cooking Contest.

Latin America/Caribbean

Antigua. MFM's primary goal in Antigua has been institutionalizing program activities through the formation and operation of a local PVO, the Organization for Agricultural Development (OAD). Ongoing activities during this phase have included school, clinic, and community vegetable gardening projects, fruit cultivation, small animal raising, a large beekeeping program, and technical assistance to small farmers in growing, harvesting, and marketing vegetable produce. OAD has continued to implement a revolving agricultural loan fund program, and is presently investigating the future for an agro-forestry project.

A formal letter of agreement between OAD and MFM was signed on March 1, 1986. OAD is legally constituted and recognized by the Government of Antigua. OAD maintains its own offices in Antigua, and operates under By-Laws approved by its Board of Directors. The response to the new organization from the Government of Antigua continues to be enthusiastic. Program beneficiaries and local groups have warmly received the new organization's initiatives. OAD is clearly moving toward financial independence having demonstrated a strong ability to raise its own funds. MFM will continue to provide assistance to OAD, primarily technical assistance, to assure the sustainability of benefits as OAD expands its activities and beneficiaries.

Bolivia. The Bolivia ANP opened in April, 1985. In early 1986 severe flooding in the program area diverted staff attention to emergency measures slowing program implementation. Much work has been accomplished since then.

Health and nutrition interventions have been designed and are operating to impact on the most vulnerable groups (0-5 years, pregnant and lactating women). In order to facilitate these activities, each community in the target area has constructed a nutrition center - a building where child monitoring will take place on a regular basis and where pertinent nutrition, health, agricultural, and community information will reside. The nutrition project operates within the child survival strategy, focusing on growth monitoring, vaccination, breastfeeding, and ORT.

Due to the harshness of the terrain and climate, MFM is concentrating on providing technical knowledge, training and the necessary resources to help families and small farmers improve cultivation, food production and marketing practices. A revolving loan fund is being established to support women's income-generating activities and to encourage new initiatives.

Communities are providing land for vegetable demonstration plots and experimental greenhouses.

Cutting across all program activities is the need to promote and support sustainable systems. The 120 community volunteers (in nutrition, health and agriculture) continue to act as the programs' field coordinators. In addition, two local representative associations (called "ASCONA" or the Association for the Applied Nutrition Program) are functioning and represent the respective communities in regards to program planning and developmental activities.

MFM staff are assisted by six vocational and health teachers seconded to the program by the Ministry of Health. The ministry has agreed to provide, as needed, an additional eight full-time teachers. The program works closely with USAID/Bolivia, Ministry of Health, Ministry of Agriculture, Ministry of Education, Ministry of Planning, PRITECH, CRS, CARE and Project Concern International.

Honduras. Beginning with a socio-economic survey in 1985, the program has begun to expand and is now active in the neighboring Bijagual and Plan de Turcios areas. Program activities include: health and nutrition development, agricultural development, and rural and community development. Outside evaluators reviewed the program in 1987 and concluded that "the goals and objectives set forth by the program have been amply met in the majority of the cases." They found that the staff had established an effective planning process based on good analysis and periodic evaluation of results. Staff work closely with the MOH 7th Health Region coordinating resources and planning joint activities. Active community participation has strengthened the planning and execution of program activities as has effective coordination among the various official and private agencies that work in the area. The program has been able to strengthen community structures so that they will be able to take over some project activities as MFM phases out. A flourishing cooperative is one example of this.

Coverage of growth monitoring, community nutrition monitoring, complementary feeding, and health and nutrition training activities is high, in many cases greatly superior to health centers outside the program area. They particularly noted the effectiveness of the community nutrition monitoring which is being carried out by volunteer mothers. An effective process of education and communication is generated among the mothers with direct benefits for the health and nutrition of all the community's children. They felt that this low cost, effective approach could be replicated in other parts of the country.

Finally, they found that medical personnel as well as community members have been trained in nutrition monitoring of children under five. A supplementary feeding program using PL480 food is operating at the health centers. Training for health and

nutrition improvements has been a continuous activity with the project population. Complimentary activities aimed at improving living standards through improved housing, new technologies for agricultural production, and training in self-help income generating projects have consistently surpassed the annual targets set by the program.

Ecuador. The Santa Elena and Esmeraldas programs have conducted their field activities in three major intervention areas: health and nutrition development, agricultural development, and rural and community development.

The draft report of a recently completed evaluation of the Santa Elena program discusses these three areas. The evaluators conclude that accomplishments in agriculture have been generally excellent considering the area's difficult ecological and resource constraints. MFM has inspired new small-scale commercial enterprises in many products - especially vegetables and poultry. Home garden promotion has been a great success, and community volunteers have been trained to continue the work. The revolving loan fund supports these activities.

In health and nutrition MFM has pioneered child growth monitoring, follow-up growth promotion home visits, educational meeting for mothers, and training community health volunteers. MFM has also been instrumental in obtaining more Seguro Social Campesino health clinics for the region. The evaluators note that the long-term benefits from nutrition programs are impossible for them to measure, but project participation and management appear to be very good.

The recent focus of program planning and activities has been on institutionalization, or how to sustain program benefits as MFM prepares to move out of the area. The evaluators are concerned that lack of resources and Government of Ecuador commitment makes it doubtful that these established activities can be sustained through identified field agencies. While there is no one local partner organization who can take on and institutionalize the ANP, staff have recently identified national agencies which we believe could sustain some of the most effective activities. Our best program staff will be seconded to these agencies. This will phase out our active involvement in the area without cutting off the communities from services they have been receiving from us.

At the request of the Government of Ecuador, MFM began implementing a second program in the Esmeraldas region. Initial activities have focused on community organization, preventive health, and environmental sanitation. MFM's concerns about the sustainable future of this program led them to explore closer ties with the Ministry of Health through a collaborative child survival initiative. MFM has been awarded a Child Survival grant for this program, and later this year the program will convert fully to a child survival partnership with government. This will

require re-staffing to have the technical staff needed to work closely with the MOH.

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

As outlined in the grant proposal, one of the first steps taken to meet the increased demands of expanded program activity was hiring assistants for each of the three regional directors. Other important management changes occurred during the three years of this Matching Grant. In 1985, the Board of Trustees hired a new president and closed the New York office, consolidating management in the Davis headquarters. Recognizing the evolution away from involvement with the hardware of technology, an internal restructuring created the Technical Support Services (TSS) unit under the direction of the deputy program director. TSS aimed to provide timely and effective technical support to field and central program staff with the focus shifting to information and analysis.

The growing need for more thorough evaluation of all aspects of the programs led to the realization that evaluation must be separated from program management. A final restructuring resulted in two separate units: 1) International Program Operations (IPO) and 2) Program Analysis and Evaluation (PAE). IPO staff are responsible for program management, training, and technical support. PAE's goal is to develop and set criteria against which programs are measured, and to determine how well programs are meeting these criteria. PAE staff also provide analytical services to the CEO and other staff.

In order to meet the needs of expanding programs, accounting services were re-organized and improved. New staff include a Certified Public Accountant and a financial analyst. The headquarters financial system is now completely computerized, and a new accounting manual was prepared for field staff.

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

During this grant period field staff participated in an international staff meeting in Davis, and a regional meeting held at an ANP site in each region. Staff learned from their peers as they reviewed and refined the ANP process and shared experience. Specific technical issues were addressed by Davis staff and other qualified experts. In the field, headquarter's technical assistance was supplemented by the involvement of local experts.

In 1987 MFM contracted with the AID funded MIREs Project to undertake an assessment of the credit components of five ANPs. The final report (Appendix 2) provided valuable information that will be incorporated into guidelines for all MFM credit projects. Mr. Charles H. Teller, Consultant INU/LTS, provided technical assistance to the growth monitoring and promotion components of MFM ANPs in Sierra Leone, Honduras, and Bolivia. (Reports Appendix 3).

The MFM fundraising program achieved steady growth during the grant period, moving from \$2.5 million in 1984 to over \$3.5 million in 1987. The Foundation surpassed its fundraising targets in two of the three years (1985 and 1986) driven largely by the challenge of matching AID funds with private money. Revenue growth came also as a result of a determination to adhere to projections adapted in the Five Year Plan 1984 - 1988, calling for a 23% average increase in income to support additional and expanded ANPs.

The following are highlights of the increase in visibility and support MFM has achieved during the past three years:

- A conscious effort to "position" the Foundation in the marketplace by articulating its food and nutrition mission and capitalizing on its specialization to attract support from various publics.
- Attention to "direct marketing" strategies that combine direct solicitation with providing information instead of broad non-measurable public relations efforts.
- Targeted segmented direct mail appeals and a well-organized, computerized internal system for tracking and analyzing direct mail results.
- Increased attention to individual large donors (\$1000 +) resulting in an increase from this source of over 100% in three years.
- Active participation in all aspects of the Combined Federal Campaign, plus state and municipal employee campaigns.
- Intensified grant seeking from foundations, corporations, and churches with special attention to multi-year grants and technical assistance partnership arrangements with corporations.
- A systematic program to promote bequests and other planned gifts with income from this source averaging over \$200,000.

Ultimate responsibility for MFM's program and activities lie with its Board of Trustees. MFM's Trustees, who come from all over the country, bring a variety of relevant experience and expertise to their task. The Board is particularly active through its various committees. The Resource Committee is the

Board's link to fundraising activities, while new program proposals are reviewed by the Program Review Committee.

VI. FINANCIAL REPORT

The comparison of proposed budgets with actual expenditures, both AID and MFM, for all project years and the project and organizational overviews are presented in the charts Appendix 5. All of the obligated AID Matching Grant funds of \$2,840,000 have been drawn down from our letter of credit. All draws were done in arrears of actual expenditures. Despite a reduced foundation budget resulting from unanticipated reductions in revenue, the PVO 50% cost share was maintained throughout the course of the grant.

VII. LESSONS LEARNED AND LONG-TERM IMPLICATIONS

Recent evaluations of our programs and approach have taught us three important lessons about the roles MFM should play.

First, we have learned that the direct delivery of services undermines local self-help capabilities and incurs higher cost per beneficiary than can be sustained by local agencies. The key to providing services at sharply lower cost per beneficiary is to mobilize the self-help capabilities within the communities served. The general solution developed by our field staffs in several countries is to train members of voluntary community groups to provide basic services to their neighborhoods in support of health, nutrition, sanitation, food production, and small enterprise development. They can effectively fill many gaps in the service delivery systems of local agencies. But they still depend on support from more qualified personnel for their basic training, updates, supplies and referral of the more difficult cases. Often our professional field staffs have played this backup role, but by doing so they create a dependency on themselves and relieve local agencies of the burden as well as the opportunity to learn a new approach to service delivery. In effect, we may inhibit the development of local agency skills for community organizing, training and system management, which are essential for sustaining a community-based service delivery system.

We conclude that it not enough to train community people to help themselves and their community. Our MFM field staffs must firmly incorporate a new focus on development of local agency capacities to sustain training and other support for community self-help efforts. Initially, as a demonstration to agency staff, our staff must work alongside the agency staff organizing, training and supporting community volunteers. But ultimately, MFM's role in a local program is to provide training, technical assistance, seed money and supplies to local service agencies to

help them develop community-based service delivery systems and the management capability to sustain them.

We can further improve overall program cost-effectiveness through more careful selection of program activities which communities and agencies can and are willing to implement and which have high potential to contribute to improvement in food security and nutrition. By working more through local agencies, we can reduce our own administrative costs as our partners assume a greater share of responsibility for management and funding of the programs.

Second, we have learned that, while the experimental or demonstration function of our programs may have justified small-scale coverage and intensive use of highly qualified staff, we have seldom designed these programs for scaling-up to large area, operational levels for sustainable impacts on health, nutrition and food security in and beyond the pilot area. The second MFM role, therefore, is to demonstrate that our programs can be scaled-up and sustained by local and national institutions primarily within the resources that the institutions can realistically muster and manage.

Third, we have learned that expansion only in the demonstration area is an easier task than extension or replication of the model program in other areas of the country, even where needs are similar. The latter requires an advocacy capacity to develop new relationships with and within a different set of local institutions and communities in each administrative unit. MFM has played this national-level role in Thailand and, to a lesser extent, in Ecuador and Kenya, countries where we have two programs in different areas. While we have been reasonably effective in this role, we have concluded that broad, national-level program dissemination can best be carried out over the long term by an indigenous, in most cases non-governmental, organization. Therefore, the third role MFM will play is to strengthen the management, technical and financial capacity of an existing organization, or assist in creating a new one, to pursue broad, long-term program dissemination. To effectively build the organization's capacity, we will include it as an equal partner in carrying out the other two roles that MFM has defined for itself in each country where we work. As the pilot and expansion phases succeed, our indigenous counterpart will have a well-tested model or process to "sell" to the nation.

MFM will also assist institutions to develop the capacity to leverage funds and technical resources available from other sources. This includes training to enable collaborating institutions to identify, obtain, and manage grant opportunities both within and outside their countries.

In reviewing our current programs we have found that four approaches to sustainability have begun to emerge. The Antigua program exemplifies the first approach. Antigua's focus on

family gardening and income-generating agriculture makes it more specialized than our other programs. The conspicuous lack of a multi-faceted approach to the complex problems in discreet communities made this program seem out of place in the Foundation's portfolio. It was believed that we needed to withdraw from this "problem" program but as gracefully as possible. The chosen solution was to set up the local staff as an independent organization with its own management and funding bases.

This solution to a "problem" program is also an examples of one approach to institutionalization in the Foundation: a new local agency approach. Many of the issues of institution building have been most actively confronted in Antigua. Now that our strategic emphasis has shifted toward local institution building, ironically, we find this program that was dragging behind the previous strategy is unexpectedly in the vanguard of the new strategy.

We have learned from Antigua that two key issues in forming a new local self-managed agency are a viable management structure (especially strong staff leadership skills, and development of an independent and responsible board of directors) and a sustained funding base (with a capability for accounting and reporting to multiple funding sources). To regularly provide this kind of technical assistance for organizational development would require that we have new skills at headquarters or access to suitable consultants. At this point, the success or failure of the new organization in Antigua depends primarily on the leadership and resourcefulness of the in-country program director.

A third key issue is the post-independence relationship between the Foundation and offspring organizations. Even after its independence, we are finding it prudent to provide the new organization with a "weaning" period of continued financial support over a two- or three-year period, as it builds an independent funding base. The Antigua program, now the Organization for Agricultural Development (OAD), has done exceptionally well in raising funds for its ongoing projects and appears to be ready for full weaning only two years post-independence.

We are considering how to maintain affiliation with the offspring organizations, perhaps to create a network of "graduate" programs. One option is to offer the network members continuing technical assistance as needed, especially for financial management and planning, as we are providing Antigua's OAD in 1988.

The second approach involves working with mature NGO partners. MFM programs in Kenya, Nepal, and Togo are being carried out in partnership with long-established, indigenous, non-governmental organizations in each country. In fact, "our" program staffs in-country are working for these organizations,

not directly for us. Only in Nepal are any of the program staff working directly for us. The actual activities in the field are similar to other programs directly managed by us, with the usual variations reflecting the different conditions of the program areas and the differences in leadership. While the future flow of benefits in the program areas and beyond are presumed to be assured by these well-established NGOs, we are finding cause for worry in three major issues.

First, these organizations have well-established missions and operating styles. In our agreements to work with these organizations, we have not assured their commitment to learn from us a new way of doing business, which in all three cases seems necessary for them to play the kind of role in their national development that we advocate.

Second, these organizations may well have entered into their partnerships with us merely to benefit from our financial support - with the partial exception of our Togo partner, which is providing from its own resources more than half the program budget. This suspicion raises questions about their willingness to continue the programs after we withdraw our support and their ability to generate financial support from other sources. Should we be providing technical assistance for their fundraising and do they want such assistance from us?

Third, these organizations are sensitive to our exercise of program and financial management oversight of "their" programs, even though we designed them. We are in danger of losing influence over how the programs are conducted. Following our previous strategy, these programs are oriented more toward service delivery than toward building local capabilities. As we undergo the strategic shift toward the latter activity, it will be quite difficult to influence the way these programs are managed unless we renegotiate the assumptions under which our partnerships were originally established. If these organizations are not willing to follow our strategic shift, what can we do but withdraw our support as gracefully as possible?

We are monitoring these partnerships carefully, recognizing that some may work well while others may not. The key to success is likely to be close communication with senior management of the partner NGOs.

The Ghana, and Thailand programs demonstrate the third approach. These two programs are carried out through partnerships with government service agencies. In Ghana, the program director is our employee, but all other professional staff are seconded to the program from the district government services. In Thailand, we have been collaborating with the Ministry of Public Health and the Ministry of Interior to carry out model integrated rural development projects in two provinces. The principal thrust of our few staff working in Thailand is now to use these models to

expand the impact in the two provinces and influence ministry programming at the national level.

These partnerships are not fundamentally different from the NGO partnerships in Kenya, Nepal, and Togo. However, they are marked by three important features that are not found in all the NGO partnerships. First, the partner agencies have made major commitments of resources to the programs, because they are interested in learning new ways of doing business. Second, the programs are actively managed by our staff in the initial stages - Ghana is a very young program managed directly by us; Thailand is sufficiently mature that program management is now firmly in the hands of the partner agencies. Third, the potential futures include national/statewide impact, because of the commitment of national/statewide agencies. Only the last of these differences is because the partners are government agencies and even that may not be significant considering that the NGO partners in Kenya, Nepal, and Togo at least potentially operate nationally.

The disadvantages of working with a government agency are numerous. For example, the sheer size is a major impediment to partnership with an organization as small as ours; large size means greater bureaucracy, slower response, and greater resistance to change. Corruption is often a major problem. Funding is often inadequate and subject to unpredictable political forces. Yet these problems are found among NGOs as well. Perhaps the most important disadvantage of working solely with government agencies is that they are organized sectorally. No one agency is a good candidate to coordinate the services of other government agencies. It is tempting to think that an NGO with broader development interests is in a better position to broker coordination of government services for communities in need.

The significant difference between the three NGO partnerships and the three government agency partnerships is not fundamentally related to government vs. non-government. Instead the difference in commitment to the partnership reflects our luck and care in selecting the partner organization in the first place. We are learning to be more selective and more careful, and we are learning which criteria to use in making choices. It is not a coincidence that Ghana is among our newest programs and was inspired in part by what we learned in Thailand.

The fourth approach is underway in Mali where we are working in consortium with OEF International and International Voluntary Services to support the development of a new non-governmental organization, Groupe Jeunes, as an integrated rural development agency that can potentially operate throughout Mali. The program involves a major commitment to organizational development, primarily through assisting the Groupe Jeunes to plan, implement, and evaluate a pilot program of its own. Not just learning a new way of doing business, they are learning how to do business at all. Our primary interest is in assisting them to focus their

pilot program on nutrition-related problems in the program area of their choosing.

The consortium approach is proving to be cumbersome, mainly in that it has slowed staff recruitment and program start-up. However, the problems have been overcome and the program is now underway. The combination of skills from the members of the consortium is proving very valuable now. We have installed a Technical Advisor for Francophone Africa, who will oversee the start-up of the program and be an in-house management advisor to Groupe Jeunes. Among the major issues to be faced in this program is the development of adequate leadership skills and an independent funding base. These concerns make the Mali program fundamentally similar to the Antigua program - supporting the creation of a new NGO.

In the area of data management, MFM has learned that quantity and complexity are not always best. The Foundation is moving away from undertaking long and complex baseline surveys to a strategy of rapid appraisals and studies. Modular surveys are being developed to address specific areas where further inquiry may be required. MFM is also encouraging the use of operations research methods and participatory techniques to focus on specific questions of program design, education strategy, and evaluation. Information systems are being modified to become more succinct and easy to manage; collecting only that data we, and those agencies with whom we work; can feasibly analyze and use.

VIII. RECOMMENDATIONS

1. Planning for program institutionalization/sustainability should be an integral part of all programs.
2. The key to providing services at sharply lower cost per beneficiary is to mobilize the self-help capabilities within the communities served.
3. The development of local agency skills for community organizing, training, and system management are essential for sustaining a community-based service delivery system. The primary role of a US PVO should be to provide training, technical assistance, seed money, and supplies to local service agencies to help them develop community-based service delivery systems and the management capability to sustain them.
4. Careful selection of program activities that communities and agencies are willing to implement will enhance project sustainability.
5. PVOs must demonstrate that our programs can be scaled-up and sustained by local and national institutions primarily within

the resources that these institutions can realistically muster and manage.

6. Broad, national-level program dissemination can best be carried out over the long term by an indigenous, in most cases non-governmental, organization.

7. Training to enable collaborating institutions to identify, obtain, and manage grant opportunities both within and outside their countries is essential.

8. Organizations should develop a few clear and reliable criteria for realistically measuring benefits, program impacts, and altered conditions and to demonstrate their relationship to inputs and costs.

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization

Meals for Millions/Freedom from Hunger Foundation

Project Number

Grant/Contract Number

PDC-0261-A-00-5071-00

Start Date (MM/DD/YY)

February 15, 1985

End Date (MM/DD/YY)

February 29, 1988

AID Project Officer's Name

Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose To establish a replicable ANP model through the Kenya Freedom From Hunger Council which will provide a system for transferring relevant nutrition information to the target population and provide technical and material support for nutrition-oriented rural development projects.

COUNTRY INFORMATION

Country	Location in Country (Region, District, Village)
Kenya (Embu)	Karurumo and Kasafari Sublocations, Kyeni South Location, Embu District, Eastern Province
PVO Representative's Name	Local Counterpart/Host Country Agency
Dr. Justin Opoku	Kenya Freedom From Hunger Council

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS		61	70		
PVOS		62	72		
INKIND					
LOCAL					
TOTAL	0	123	142		

Purpose (If other than project purpose)

Status Community household survey completed; two committees established, at the field and district level, to plan and monitor projects; Village Health Workers trained in growth monitoring and promotion; over 500 0-4 year old children monitored monthly and immunizations administered at growth monitoring sessions; home visits carried out to follow up at-risk and malnourished children; demonstration projects (weaning foods and food production) initiated; seed loans provided to 149 households (November, 1987); water sanitation analysis carried out in conjunction with the Ministry of Water Development.

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PVOTYPE	SUBPROJ
APPN	FUNDTYPE
CNTRY CODE	TECHCODE
PROJOFFC	NONADD1 NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization: **Meals for Millions/Freedom from Hunger Foundation**

Project Number: _____ Grant/Contract Number: **PDC-0261-A-00-5071-00**

Start Date (MM/DD/YY): **February 15, 1985** End Date (MM/DD/YY): **February 29, 1988** AID Project Officer's Name: **Scott Dueweke**

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose: To improve the nutritional status of the 0-4 year old children and pregnant and lactating women within the 13 village communities in the sublocations of Got-Abiero and Barkowino.

COUNTRY INFORMATION

Country: **Kenya (Siaya)** Location in Country (Region, District, Village): **Got-Abiero and Barkowino Sublocations, South Sakwa Location, Siaya District, Nyanza Province**

PVO Representative's Name: **Dr. Justin Opoku** Local Counterpart/Host Country Agency: **Kenya Freedom From Hunger Council**

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	73	83	83		
PVOS	73	84	86		
INKIND					
LOCAL					
TOTAL	146	167	169		

Purpose (If other than project purpose)

Status: Demographic and nutritional assessment surveys completed; monthly growth monitoring sessions conducted for an average of 300 children (1987); home visits to malnourished children carried out by Village Health Workers; with Ministry of Health, an average of 150 immunizations administered to children each month (1987); training courses conducted for 50 Village Health Workers and other community members; weaning food demonstrations and nutrition education sessions held monthly; 264 farmers received seed loans (1987); surveys conducted for income-generating activities, potable water, and credit system; improved grain storage facility introduced; interim evaluation conducted; plans initiated for program expansion.

FOR OFFICIAL USE ONLY

PVOTYPE: _____ SUBPROJ: _____

APPN: _____ FUNDTYPE: _____

CNTRY CODE: _____ TECHCODE: _____

PROJOFFC: _____ NONADD1: _____ NONADD2: _____

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization

Meals for Millions/Freedom from Hunger Foundation

Project Number

Grant/Contract Number

PDC-0261-A-00-5071-00

Start Date (MM/DD/YY)

End Date (MM/DD/YY)

AID Project Officer's Name

February 15, 1985

February 29, 1988

Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose

To improve the institutional capability of Groupe Jeunes to function as an effective local development organization, so that Groupe Jeunes will become capable of improving the nutrition, health and income of women and families in Dogo through a village-based program of nutrition surveillance, health education and income-generating activities.

COUNTRY INFORMATION

Country	Location in Country (Region, District, Village)
Mali	Dogo Arrondissement, Bougouni Cercle, Sikasso Region

PVO Representative's Name	Local Counterpart/Host Country Agency
Carol Pearcy	Groupe Jeunes

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS			7		
PVOS			28		
INKIND					
LOCAL					
TOTAL	0	0	35		

Purpose (If other than project purpose)

Status Detailed activity plan for start-up activities drawn up; organizational development needs of Groupe Jeunes assessed through a Vision Workshop; a Rapid Rural Appraisal conducted, in order to train Groupe Jeunes in a technique for actively involving community members in the design of the project; staff recruited.

FOR OFFICIAL USE ONLY

PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Number of Organizations

Meals for Millions/Freedom from Hunger Foundation

Project Number

Grant/Contract Number

PDC-0261-A-00-5071-00

Start Date (MM/DD/YY)

End Date (MM/DD/YY)

AID Project Officer's Name

February 15, 1985

February 29, 1988

PDC-0261-A-00-5071-00

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose

To improve the nutritional status of 0-60 month old children and pregnant and lactating women in the Safroko Limba Chiefdom of Bombali District.

COUNTRY INFORMATION

Country

Location in Country (Region, District, Village)

Sierra Leone

Safroko Limba Chiefdom, Bombali District,
Northern Province

PVO Representative's Name

Local Counterpart/Host Country Agency

Sister Renee O'Sullivan

Primary Health Care Program/
Bombali District

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	53	30	51		
PVOS	136	188	107		
INKIND					
LOCAL					
TOTAL	189	218	158		

Purpose (If other than project purpose)

Status Demographic and baseline data surveys completed; bi-monthly nutrition monitoring carried out in 12 communities (averaging 178 children per month in 1987); monthly nutrition education classes conducted, utilizing non-formal education techniques (e.g., skits, songs, cooking demonstrations); over 50 training courses held; 10 fish ponds in production; seed loans provided to 106 rice farmers and 59 groundnut farmers (1987); 8 groups engaged in vegetable gardening; 32 pit latrines built; new technologies (e.g., improved stove, demonstration grain store) introduced; plans made for expansion into another chiefdom.

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PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization
Meals for Millions/Freedom From Hunger Foundation

Project Number

Grant/Contract Number

PDC-0261-A-0-5071-00

Start Date (MM/DD/YY)

February 15, 1985

End Date (MM/DD/YY)

February, 29, 1988

AID Project Officer's Name

Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose

Establish an intergrated nutrition program using a participatory community approach. Work with the Family Planning Association, as well as the national and regional health departments, to develop and implement health and nutrition related projects. Provide maternal and child health, family planning, and other services to the target population. Reduce the level of malnutrition of children in the target area.

COUNTRY INFORMATION

Country

Nepal

Location in Country (Region, District, Village)

North Indrawatti Block,
Sindhupalchok District.

PVO Representative's Name

Mr. Govinda Chitrakar

Local Counterpart/Host Country Agency

Family Planning Association of Nepal.

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	59	29	51		
PVOS	75	111	102		
INKIND					
LOCAL					
TOTAL	134	140	153		

Purpose (If other than project purpose)

Status

The major training activities were on health, nutrition, family planning, and general management of the revolving loan fund. The main community development activities included food production, safe drinking water, environmental sanitation, immunization, and income generation projects. Eight community drug stores (one each per sub-district) were established, and one 5 kilowatt capacity hydro electric power plant was installed for the Tipeni village and clinic. The Nepal interim evaluation was conducted during March 1988.

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PVOTYPE

SUBPROJ

APPN

FUNDTYPE

CNTRY CODE

TECHCODE

PROJOFFC

NONADD1

NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization
Meals for Millions/Freedom From Hunger Foundation

Project Number

Grant/Contract Number
PDC- 0261- A-00-5071-00

Start Date (MM/DD/YY)
February 15, 1985

End Date (MM/DD/YY)
February 29, 1988

AID Project Officer's Name
Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose

Develop and adopt a program model that stresses intersectoral cooperation and is suitable for regional and national replication. To increase the degree of community participation in identifying and solving their own nutrition problems. To work with national and local governments to raise the awareness of the important link between nutrition and economic development. Design specific interventions to reduce malnutrition among nutritionally "at risk" groups in the target area.

COUNTRY INFORMATION

Country Thailand	Location in Country (Region, District, Village) Chumpuang District, Nakonratsima (Korat) Province.
PVO Representative's Name Mr. Boonsom Piriyanung	Local Counterpart/Host Country Agency Nakonratsima (Korat) Provincial Government, ~ The Ministries of Interior and Public Health.

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	27	47	45		
PVOS	67	57	75		
INKIND					
LOCAL					
TOTAL	94	104	120		

Purpose (If other than project purpose)

Status

The major training activities were on health, nutrition, family planning, and general management of the revolving loan fund. The main community development activities included food production, safe drinking water, environmental sanitation, and income generation projects. The Korat interim evaluation was conducted during March 1988.

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PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization: Meals for Millions/Freedom From Hunger Foundation

Project Number: _____ Grant/Contract Number: PDC-0261-A-00-5071-00

Start Date (MM/DD/YY): February 15, 1988 End Date (MM/DD/YY): February 29, 1988 AID Project Officer's Name: Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)			
FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose: To improve the nutritional status of the rural population. To establish an integrated nutrition program model, using a participatory community approach. To develop and adopt a model suitable for replication nationwide. To work with national and local governments to raise their awareness of the importance of the link between nutrition and economic development.

COUNTRY INFORMATION

Country: Thailand Location in Country (Region, District, Village): Lampang Province, Ngao & Sob Prab Districts.

PVO Representative's Name: Dr. Mongkol Na-Songkhla Local Counterpart/Host Country Agency: Ministry of Public Health.

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	27	62	57		
PVCS	67	72	58		
INKIND					
LOCAL					
TOTAL	94	134	115		

Purpose (If other than project purpose): _____

Status

The final evaluation of the Lampang ANP was just completed. The program has expanded to include the whole of the province, and is being managed by the Provincial Health Office. MFM/FFH continues to provide technical help for training, replication, and expansion, with a minimal of financial support.

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PVOTYPE	SUBPROJ	
APPX	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization
Meals for Millions/Freedom from Hunger Foundation

Project Number _____ Grant/Contract Number
PDC-0261-A-00-5071-00

Start Date (MM/DD/YY) February 15, 1985 End Date (MM/DD/YY) February 29, 1988
AID Project Officer's Name
Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose The goal of the program is to develop the process of institutionalizing program activities through the formation and operation of the Organization for Agricultural Development (OAD). Through the ongoing process of program institutionalization, expansions of gardening, agricultural and marketing activities continues to be emphasized. The program is especially concentrated on the development of women's programs and has provided training to women's groups to foster income generation and self-help projects.

COUNTRY INFORMATION

Country Antigua, West Indies Location in Country (Region, District, Village)
St. John's, Antigua - Island wide

PVO Representative's Name Louis Ziskind (Davis, California) Local Counterpart/Host Country Agency
Ministry of Agriculture

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	61	41	33		
PVOS	61	42	34		
INKIND					
LOCAL					
TOTAL	122	83	67		

Purpose (If other than project purpose) MFM will contribute funds to the organization (OAD) during its first two years of operation. The MFM regional director or his designate will serve on the Organization's Board of Directors for at least the first two years of program development. In addition, MFM will periodically receive financial statements and activity reports during this two year period, while providing supervision, coordination and assistance to the Organization as required. MFM will also assist OAD in seeking a solid funding base and organizational linkages. At this point, funding from us has been terminated to OAD, with technical assistance still being provided as needed.

Status

FOR OFFICIAL USE ONLY

PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Agency Organization

Meals for Millions/Freedom from Hunger Foundation

Project Number

Grant/Contract Number

PDC-0261-A-00-5071-00

Start Date (MM/DD/YY)

February 15, 1985

End Date (MM/DD/YY)

February 29, 1988

AID Project Officer's Name

Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose The goal of this program is to improve the nutritional status of the most vulnerable groups (0-4 year old children, pregnant and lactating women) in the project area, and to strengthen the capabilities of rural communities to become self-sufficient.

COUNTRY INFORMATION

Country

Bolivia

Location in Country (Region, District, Village)

Manco Kapac Province - 15 Villages
Camacho Province - 15 villages

PVO Representative's Name

Dr. Eduardo Bracamonte, La Paz, Bolivia

Local Counterpart/Host Country Agency

Ministry of Health

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	10	71	90		
PVOS	10	72	91		
INKIND					
LOCAL/OPG	100	87	63		
TOTAL	120	230	244		

Purpose (If other than project purpose)

Status Current activities include the development of a revolving loan fund, active agricultural projects in potatoes, vegetables and livestock, as well as the continuation of our ANP program. 700 children are being regularly monitored, weaning recipes have been demonstrated to 600+ women, 4 communities installed sanitary water systems and over 300 water filters were installed. 4 communities have potato seed plots, 4 greenhouses were built, de-worming of livestock continues, technical assistance provided to community members and volunteers who carry out much of the work. Revolving loan fund is now in operation. Program relies heavily on excellent community participation.

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PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROIOFFC	NONADD1	NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization Meals for Millions/Freedom from Hunger Foundation			
Project Number		Grant/Contract Number PDC-0261-A-00-5071-00	
Start Date (MM/DD/YY) February 15, 1985	End Date (MM/DD/YY) February 29, 1988	AID Project Officer's Name Scott Dueweke	
AID OBLIGATION BY AID-FY (\$000)			
FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose The program goal is to reduce the incidence of malnutrition of the most vulnerable groups in the project area, and to strengthen the capabilities of rural communities to become self-sufficient.

COUNTRY INFORMATION

Country Ecuador	Location in Country (Region, District, Village) Esmeraldas (Atatacames & La Union) - 21 Villages
PVO Representative's Name Lautaro Andrade (Quito, Ecuador)	Local Counterpart/Host Country Agency Ministry of Social Welfare

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS		15	51		
PVOS		15	51		
INKIND					
LOCAL					
TOTAL	0	30	102		

Purpose (If other than project purpose)

Status Extensive health and sanitation activities are being carried out. 45 health brigades provided extensive health care & vaccinations to target population in 4 communities. 4 sanitation campaigns were carried out, 4 deep wells dug, 127 more latrines installed-bringing the total to over 200. Growth monitoring was inaugurated; 190 children are now being regularly monitored. More home and school gardens established, with active participation of the school personnel on the latter. More studies were completed on 7 communities to determine nutrition and health needs.

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PVOTYPE	SUBPROJ
APPA	FUNDTYPE
CNTRY CODE	TECHCODE
PROIOFFC	NONADD1 NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Name of Organization Meals for Millions/Freedom from Hunger Foundation		
Project Number		Grant/Contract Number PDC-0261-A-00-5071-00
Start Date (MM/DD/YY) February 15, 1985	End Date (MM/DD/YY) February 29, 1988	AID Project Officer's Name Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose The program goal is to reduce the incidence of malnutrition of the most vulnerable groups in the project area, and to strengthen the capabilities of rural communities to become self-sufficient.

COUNTRY INFORMATION

Country Ecuador	Location in Country (Region, District, Village) Santa Elena (10 villages)
PVO Representative's Name Lautaro Andrade (Quito, Ecuador)	Local Counterpart/Host Country Agency Ministry of Social Welfare

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	75	94	75		
PVOS	75	94	75		
INKIND					
LOCAL					
TOTAL	150	188	150		

Purpose (If other than project purpose)

Status Over 1200 children are being monitored regularly, 95.8% of the total population. Nearly 40% of the homes have vegetable gardens, and poultry projects have been started throughout the region (over 8500 chickens). Active collaboration with the Ministry of Health, and with Farmers' Social Security, coupled with the active participation of the communities ensures the institutionalization of many of these activities.

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PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

**PVO PROJECT REPORTING INFORMATION
ON AID SUPPORTED PVO PROJECTS**

PROJECT INFORMATION

Formal Organization

Meals for Millions - Freedom from Hunger Foundation

Project Number

Grant/Contract Number

PDC-0261-A-00-5071-00

Start Date (MM/DD/YY)

February 15, 1985

End Date (MM/DD/YY)

February 29, 1988

AID Project Officer's Name

Scott Dueweke

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1985	\$ 2,140		\$
1986	\$ 0		\$
1987	\$ 700		\$
	\$		\$

Project Purpose The goal of the program is to reduce the incidence of malnutrition of the most vulnerable groups in the project area, and to strengthen the capabilities of rural communities to become self-sufficient.

COUNTRY INFORMATION

Country

Honduras

Location in Country (Region, District, Village)

Department of Olancho, Villegge of Zoplotepe & 8 additional villages. 7 additional vil-

PVO Representative's Name

Ms. Zoila Alvarez
Tequicigalpa, Honduras

Local Counterpart/Host Country Agency

Ministry of Health

COUNTRY FUNDING INFORMATION

YEAR	1985	1986	1987		
AIDS	128	126	130		
PVOS	129	126	146		
INKIND					
LOCAL					
TOTAL	257	252	276		

Purpose (If other than project purpose)

Status Applied nutrition activities continued to expand - 1023 children and 788 pregnant women were monitored regularly. Home visits, cooking demonstrations, and training workshops for "mothers-in-charge" took place. Grain silo usage continued to expand; 150 are now in use. Expansion and replication of the ANP in 6 other health post areas is continuing. More than 500 homes have been improved through the joint MFM/National Housing Institute program. Home visits by MFM staff numbered 2665. 180 basic grain projects are being supported by the revolving loan fund. Agricultural projects in poultry, swine, fish, fruit raising, and pineapple are being implemented throughout the project area.

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PVOTYPE	SUBPROJ	
APPN	FUNDTYPE	
CNTRY CODE	TECHCODE	
PROJOFFC	NONADD1	NONADD2

AID 1550-11 (R-85)

FINANCIAL PROFILE OF THE PROJECT

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>1987</u>		<u>1987</u>	
	<u>Budget</u>	<u>Expend</u>	<u>Budget</u>	<u>Expend</u>
Salaries/Fringe	\$ 309	\$ 398	\$ 1101	\$ 444
Consultants	92	45	50	65
Travel & Per Diem	145	61	228	61
Program Costs	307	105	590	105
Home Office Costs	55	27	63	27
General & Admin	92	64	202	71
TOTAL	<u>\$ 1000</u>	<u>\$ 700</u>	<u>\$ 2234</u>	<u>\$ 773</u>

B. SOURCES OF PROJECT FUNDS

		<u>1987</u>
A.I.D. Matching Grant		\$ 1440
Private		
Cash		685
In-kind		
Host and Other Governments		
Cash		
In-kind		
Other A.I.D. Grants/Contracts:		
	OPG - Honduras	62
	Child Survival	33
	Nepal & Bolivia	
Other:		
PACT		142
CODEL		30
TOTAL		<u>\$ 2392</u>

FINANCIAL PROFILE OF THE PROJECT

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>1986</u>			
	A.I.D.		PVO	
	<u>Budget</u>	<u>Expend</u>	<u>Budget</u>	<u>Expend</u>
Salaries/Fringe	\$ 475	\$ 565	\$ 597	\$ 565
Consultants	19	47	36	47
Travel & Per Diem	95	147	179	147
Program Costs	209	315	375	315
Home Office Costs	66	65	117	65
General & Admin	86	114	159	114
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	\$ 950	\$ 1253	\$ 1463	\$ 1253

B. SOURCES OF PROJECT FUNDS

		<u>1986</u>
A.I.D. Matching Grant		\$ 850
Private		
Cash		
In-kind		1163
Host and Other Governments		
Cash		
In-kind		
Other A.I.D. Grants/Contracts:	OPG - Bolivia	87
Other:	PACT	228
	CODEL	36
		<hr/>
TOTAL		\$ 2364

FINANCIAL PROFILE OF THE PROJECT

A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>1985</u>			
	A. I. D.		PVO	
	<u>Budget</u>	<u>Expend</u>	<u>Budget</u>	<u>Expend</u>
Salaries/Fringe	\$ 445	\$ 375	\$ 599	\$ 375
Consultants	18	42	27	42
Travel & Per Diem	89	100	123	100
Program Costs	196	232	255	232
Home Office Costs	62	57	82	57
General & Admin	80	81	110	81
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	\$ 890	\$ 887	\$ 1196	\$ 887

B. SOURCES OF PROJECT FUNDS

1985

A.I.D. Matching Grant	\$ 550
Private	
Cash	
In-kind	1125
Host and Other Governments	
Cash	
In-kind	
Other A.I.D. Grants/Contracts: OPG - Bolivia	100
Other: PACT	146
CODEL	34
	<hr/>
TOTAL	\$ 1955

FINANCIAL PROFILE OF THE PROJECT

A. BUDGETED VERSUS ACTUAL EXPENDITURES - SUMMARY

1985 - 1987

<u>Project Elements</u>	A.I.D.		PVO	
	<u>Budget</u>	<u>Expend</u>	<u>BUDget</u>	<u>Expend</u>
Salaries/Fringe	\$ 1229	\$ 1338	\$ 2297	\$ 1384
Consultants	129	134	113	154
Travel & Per Diem	328	309	530	308
Program Costs	713	652	1220	652
Home Office Costs	183	149	262	149
General & Admin	258	258	471	266
	<hr/>	<hr/>	<hr/>	<hr/>
TOTAL	\$ 2840	\$ 2840	\$ 4893	\$ 2913

B. SOURCES OF PROJECT FUNDS

1985 - 1987

A.I.D. Matching Grant		\$ 2840
Private		
Cash		2973
In-kind		
Host and Other Governments		
Cash		
In-kind		
Other A.I.D. Grants/Contracts:		
OPG - Honduras		249
Bolivia		
Child Survival		33
Nepal & Bolivia		
Other:		
PACT		516
CODEL		100
		<hr/>
TOTAL		\$ 6711

FINANCIAL PROFILE OF THE PVO

	1985	1986	1987
	<u>Year 1</u>	<u>Year 2</u>	<u>Year 3</u>
A. <u>Program Expenditures:</u>			
ANP	\$ 1748	\$ 2260	\$ 2400
Other Program Services	410	364	482
Fundraising	355	376	419
Management	182	266	367
	-----	-----	-----
TOTAL WORLDWIDE PROGRAM	\$ 2695	\$ 3266	\$ 3668
 B. <u>Sources of Funds:</u>			
A.I.D. Matching Grant	\$ 750	\$ 850	\$ 1225
Private			
Cash	2102	2343	2040
In-kind			
Host/Other Governments			
Cash			
In-kind			
Other A.I.D. Grants/Contracts			
OPG - Honduras	100	86	63
Child Survival			33
Nepal and Bolivia			
Other: PACT	146	228	142
CODEL	34	36	30
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TOTAL	\$ 3132	\$ 3543	\$ 3533