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MATCHING GRANT

ANNUAL REPORT

October 1992 - September 1993

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by
Food for the Hungry**

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FOOD FOR THE HUNGRY
MATCHING GRANT
Cooperative Agreement No. PDC-0158-A-00-1106-00

ANNUAL REPORT
Year 2
October 1992 - September 1993

EXECUTIVE SUMMARY

Food for the Hungry (FH) is an organization of Christian motivation committed to working with poor people to overcome hunger and poverty through integrated self-development and relief where necessary. FH has a staff of about 680 people working in eighteen countries. The 1993 expense budget is over \$24 million. This three year cooperative agreement from the Agency for International Development (A.I.D.) is assisting FH to strengthen food security, micro-enterprise and monitoring and evaluation of programs in three countries of Latin America and Africa: Bolivia, Guatemala and Kenya; and to strengthen headquarters support, monitoring and evaluation of fieldwork. This report summarizes the accomplishments of the programs covered under the grant in its second year.

In **Bolivia**, the Matching Grant has made possible the opening of eight new Centers for Demonstration and Training, each one of which is servicing approximately ten communities and providing a logistical base for work in that zone. Projects include community water systems (irrigation and domestic use), training in agricultural innovations and follow-up training for well and greenhouse owners. In the second year a literacy program for women began in two of the centers. During this reporting period, 467 farmers received training in new agricultural techniques. Those using the new techniques saw an increase in yield of five to ten times. 1,164 beneficiaries of greenhouses and 620 well owners received follow-up training in the use, maintenance, and repairs of these assets. Thirteen water supply systems are in the process of execution and six small irrigation systems were completed. There are thirteen water committees and three stores functioning. 563 women are currently participating in literacy classes being held in two of the Potosi centers. 62 staff members received training in technical, social, and administrative themes.

In order to improve production of corn and beans in the target area of Alta Verapaz, **Guatemala**, training is being provided in improved agricultural techniques. In addition, loans are being extended in kind: improved seeds, fertilizers and pesticides. A small component of micro-enterprise loans has been added to the program in order to reach more women. 193 farmers (72 women) are currently receiving instruction in improved agricultural techniques. 464 small agricultural loans were given out in the second year of the grant. Four community cooperatives are receiving training from the National Institute of Cooperatives; three of them are active and going through the legalization process. All of the staff involved in the project traveled to Honduras to learn from the agricultural experimentation and dissemination projects of COSECHA and World Neighbors.

There are three projects included in the grant located in **Kenya**. The first of these, a micro-enterprise loan project located in the Nairobi slum of Mathare, is quickly expanding beyond the objectives set out in the DIP. There are currently twelve Shirika (groups of 40 loan clients) formed and 400 loans outstanding. Ten loan orientation seminars were held, with a total attendance of 420 people. In Garissa, two new farms (28 hectares) have been cleared from previously unusable land, canals have been dug, and pumps purchased and installed. The harvest from the two farms completed in the first year of the grant was quite successful. These farmers continue to receive instruction in agricultural techniques. 111 farmers received an agricultural course from the Garissa Farmers' Training Center, 60 community members from the year one farms received a course in water management, and twelve people received courses in pump operation and maintenance. The completion of ten new community water projects in the Marsabit area is improving the quantity and quality of potable water. These projects include refurbishing a gravity-fed water system, construction of a large weir and tap stands, construction of six ferrocement rainwater catchment tanks, and two roof catchment systems. Two or three people from each community received on-site training in construction and maintenance of water systems.

A mid-term evaluation was conducted in all three countries May - July 1993 with the assistance of two outside consultants. New accounting software was selected and customized to FH field needs. A comprehensive accounting manual, training workbook, and installation workbook for the new system were written and preparations made for the first-ever international accounting conference to be held in Phoenix in November 1993.

In the second year of the grant, FH is under budget in AID monies and over budget in their match. Two amendments have been requested and are pending in AID. The first moves \$12,978 from the procurement category to the program category (swapping motorcycles for salaries) for Bolivia. The second reallocates the AID money requested for Marsabit Water programs to Garissa Irrigation and Faulu Loan Scheme as SIDA has offered to fund all of the Marsabit water costs. If the amendments are granted, no significant variations from the budget are anticipated.

I. BACKGROUND TO GRANT AND PROJECT CONTEXT

1. PVO background, specific country circumstances and beneficiary needs

Food for the Hungry (FH) is an organization of Christian motivation committed to working with poor people to overcome hunger and poverty through integrated self-development and relief where necessary. Assistance is provided on the basis of need and institutional capacity, without reference to race, gender, religion, nationality or political persuasion. Founded in 1971, Food for the Hungry works with the poorest of the poor in eighteen countries of Asia, Africa, Eastern Europe, and Latin America. The FH staff numbers about 680 people of approx. 28 different nationalities. The 1993 expense budget for the organization is over \$24 million, over \$15 million of which is in cash.

The organization practices a decentralized, developmental, management approach. Country directors and their management teams have broad authority and responsibility. Budgeting and planning is "bottom up", within the constraints of available resources and overall organizational policies and values. Over half of the income is generated at the field level. Decision making is pushed to the bottom levels as much as possible. FH believes that the field staff are in the best position to work with the beneficiaries to determine what programs will best meet their needs. In recent years, FH has improved their beneficiary participation methodology, including communities not only in program design but also in evaluation.

Food for the Hungry sees its overall mission as food security. In order to accomplish this goal, FH concentrates its efforts in four sectors: water, health (including child survival), agriculture and micro-enterprise/income generation. We believe these four sectors are interdependent; one cannot have adequate agriculture without access to sufficient water for example. Though traditionally specializing in rural community development, FH is beginning to expand their programs into urban areas, primarily through micro-enterprise loans and education.

Though the socioeconomic and political circumstances vary in each of the three target countries of this grant, population mobility is a primary factor of FH programs in Guatemala and Kenya. The target area in Guatemala, Alta Verapaz, was severely disrupted in the civil violence of the early 1980s. Our target groups are displaced people who were settled in the area in the later half of that decade. Though many of these people had enough money to purchase improved seeds, fertilizers, and pesticides before the violence, very few of them can afford it now. In the resettlement process, many farmers were left with less land than they had before. The baseline survey revealed that current agricultural yields are sufficient to feed the farmers' families with corn and beans for 2-8 months, with the average being less than six months. Food for the Hungry/Guatemala's objective is to teach farmers new techniques to better use their small plots of land and to extend loans to enable people to purchase the agricultural supplies needed to maximize yields.

All three of the project areas in Kenya deal with mobility of one kind or another. In Marsabit and Garissa, the two rural target areas, FH is responding to the needs of nomadic populations forced into a sedentary lifestyle due to environmental degradation. In the Marsabit area, the objective is to provide water primarily for domestic use. In the future we hope to also assist with water pans for nomadic livestock watering in the dry season. In Garissa, FH

is assisting with the creation of four new irrigated farms for people formerly without land. The primary constraints to meeting the people's expressed need of food security are lack of adequate irrigation and agricultural knowledge.

The urban loan program in Nairobi deals primarily with people who could not make a living in rural areas and came to the city hoping for a better future. However, these people lack the skills, education and capital needed to be able to earn a living in their new urban environment. They are unable to find jobs and thus end up in the slums, earning an average of \$35 per month. The Faulu Loan Scheme/Mathare is designed to provide those currently struggling with a micro-business with the capital and training they need to increase their income to the point where they can support a family.

In Bolivia, on the other hand, the rural Matching Grant funded programs are aimed at reducing urban migration by making the altiplano (highlands) environment more hospitable. Currently western Bolivia (highlands), where 60-70% of the population is concentrated, is in socioeconomic crisis. Climatic conditions have grown worse in the past few years and the frequent frosts and droughts have resulted in the loss of crops and other problems. As a result, food and water are in even shorter supply than usual. This, combined with the collapse of the state mining operations on which many people's employment depended, resulted in high urban migration. FH/Bolivia seeks to develop an integral development strategy that will improve the quality of life in rural areas and stem migration. Under the Matching Grant, programs were extended to eight new work zones while finishing work in the seven zones where work was begun in 1986. FH/B's development model addresses the problems of agriculture, water, preventive health, and income generation with FH/B's specialty programs: family wells and greenhouses, community irrigation projects, mother's clubs, and agricultural innovation. These programs address people's felt needs, as evidenced by the demand for the products and spontaneous replication of them.

Women benefit from the above programs both directly and indirectly. As the primary users and carriers of water, women are the primary beneficiaries of the domestic water projects in Marsabit, Kenya, and the family wells and community water systems in Bolivia. In Mathare, Kenya, women receive at least half of the loans given, allowing them to support their families. In Guatemala, where we found it culturally inappropriate to extend agricultural loans to married women, a small micro-enterprise component was added in order to benefit women who are not widows. In Bolivia a pilot women's literacy project was begun in order to address the women's feeling of helplessness when faced with the modern world due to their illiteracy.

2. Availability of other resources and need for external funding

Food for the Hungry invested their own resources (contributions from the public and a foundation) in pilot or similar projects to those included under this grant before the grant began. In each of the projects, community members contribute with community organization, labor, and funds as they are able.

Matching Grant funds were sought to enable FH to expand successful projects and to further professionalize. The institutional strengthening goal of the Matching Grant program is very important to PVOs. Many donors are not willing to invest in the staff and overhead required to improve monitoring and evaluation, hire consultants to assist with project design, and strengthen accounting. Matching Grant funds were sought specifically because of the interest in strengthening Food for the Hungry as an organization.

FH/Bolivia receives considerable funding from A.I.D.'s Title II Monetization program for the implementation of projects. Funding from the Matching Grant was sought to fund key technical personnel and training activities related to the Title II programs. Many sources of funds outside of AID are only interested in funding the purchase of materials. The long-term investment and emphasis on institutional strengthening are key reasons why AID funding in general, and Matching Grant funding in particular, were sought.

FH has seen a multiplying of AID and FH funds in the first two years of this grant, primarily in Kenya. Swedish SIDA offered to fund all of the expenses of the Marsabit Water program. (An amendment is pending which would move virtually all this program's expense to PVO and allocate the remainder of the AID monies to Garissa and Mathare). TEAR Fund/U.K. granted British Pounds 47,000 to the Faulu Loan Scheme/Mathare, and intends an

additional grant. Compassion Canada has pledged Cn\$ 100,000 to the loan scheme as well. With additional donations being sought, the pilot loan program funded by the Matching Grant is experiencing rapid expansion.

II. PROJECT METHODOLOGY

1. Project goal, objectives, methodology, inputs, outputs and target groups

The project goal, as stated in the proposal dated May 7, 1991, is: "To achieve food security and increase disposable income among the poorest populations in three countries of Latin America and Africa (Bolivia, Guatemala, and Kenya) in order to raise their level of health and self-sufficiency."

The purposes of the grant are four:

- Provide micro-enterprise loans to help small scale entrepreneurs achieve self-sufficiency.
- Increase food production and access to water among targeted women and families in rural areas.
- Improve organizational capability in planning, financial management, evaluation and technical support at field and headquarters levels.
- Increase the role of women in FH and in micro-enterprise and food production activities.

There have not been any changes to the goal or purposes as stated in the proposal. Minor changes to the proposal were outlined in the Detailed Implementation Plan dated April 30, 1992 and subsequent reports.

The objectives, methodology, inputs, outputs and target groups can best be addressed on a program by program basis:

Bolivia: Water, Agriculture and Literacy

An integrated community development program is being implemented in fifteen zones located in the highlands of Bolivia (departments of La Paz, Oruro and Potosi). A "Centro para Desarrollo y Capacitacion" (Center for Development and Training), abbreviated to CDC, has been constructed in each of 15 communities which serves as the hub for reaching approximately ten more communities in that zone. Of these zones, FH/B has been working in seven since 1986 and eight were started with funding from this grant.

Three types of activity are included under this grant: In agriculture, improved farming practices are taught to increase production of food staples and vegetables. Water supply and irrigation projects help to increase food production and provide water for domestic use. The promoters in the CDCs provide follow up training for family wells and greenhouses previously constructed with FH assistance in the old CDC areas. In year two a new project, that of female literacy, was introduced in two of the zones.

FH/Bolivia continues to update and improve its strategy in each of the above areas as experience is gained. For example, in work zones with a severe water shortage or where large irrigation systems would have too high of a cost/benefit ratio, the irrigation problem can be attacked through small, very localized, projects. Even small plots can be taken into consideration as potential projects (very few families in western Bolivia have more than two or three hectares of land). Ultimately, the sum of these small projects adds up to significant land surfaces gaining access to irrigation for a relatively small investment and with a minimum of social problems.

Due to greater experience and maturity on the part of FH/Bolivia in recent years regarding community organization, a much more systematic development of social work has been planned for the third year of the Matching Grant. The same can be said about training beneficiaries. FH/Bolivia will reinforce these two areas by hiring a new person for the central office and making other adjustments at the regional level.

Objectives/outputs. Agriculture: At the end of the three year grant, FH/B hopes to see a minimum of 100% increase in local crop production, have trained 941 beneficiaries in improved agricultural technologies and 1,300 current beneficiaries of greenhouses in their proper use, operation and maintenance. Water and irrigation systems: Build and/or improve 36 systems of community water supply and irrigation with 90% efficiency in terms of quantity, quality and timeliness. Provide training to 1,400 current beneficiaries of family wells in their use and maintenance. Women and their families are the primary beneficiaries of the vegetables grown and of the household wells as it is their task to cook nutritious meals and carry water. The literacy project aims to teach 508 (revised target) illiterate women how to read and write.

Inputs for the agricultural program include a training specialist and a part-time assistant, three regional agricultural engineers, five CDC promoters and approx. \$215,000 of agricultural, training, and support materials. For water and irrigation systems, inputs include a part-time civil engineer in the central office (same person as part-time agricultural assistant), three regional civil engineers, and approx. \$585,000 in construction, training and support materials. Finally, literacy inputs include three literacy supervisors to train community literacy teachers and \$10,000 for educational and other materials (this has been modified due to a change of strategy).

Guatemala: Agriculture and Micro-Enterprise Development

The program in Guatemala aims to achieve food security and increase the monthly income of the poorest families in six communities in Alta Verapaz. In order to improve production of corn and beans, training is provided in improved agricultural techniques: crop spacing, use of improved seed, crop diversification, improved tilling and use of the hoe, and environmentally sound use of fertilizers and pesticides (chemical and natural). Secondary emphasis is given to growing vegetables. Teaching techniques include demonstration plots, educational trips, and sharing experiences between farmers. In addition, agricultural loans are extended in kind: improved seeds, fertilizers and pesticides.

In the second year of the grant an agricultural cooperative was to be formed to assist farmers with selling excess production, to enable them to purchase inputs at near-wholesale prices and to take over the management of the revolving loan funds. As a preliminary step to this, village committees were strengthened and gradually given responsibility for management of the loan funds. FH/Guatemala is now backing off of the idea of a regional cooperative because of the diversity and lack of trust between the six communities. Instead, committees in each community will be reinforced to take over the functions of the intended cooperative. A new component of micro-enterprise loans and training was added in order to reach more women. Women receive training in organization, quality control, and marketing. A small feasibility study is conducted before giving each group their loan.

Objectives/outputs. Agricultural objectives for the second year include providing training in agricultural techniques to 109 new small farmers and continuing the training for the 109 farmers from year one; benefiting 230 new farmers with agricultural loans in addition to the 230 from the first year; training community organizations to fulfill marketing and loan functions; and extending FH/Guatemala's work to three new communities. To encourage women's participation, small income-generating groups of women will be formed to receive training and loans.

Inputs for the project include three community promoters (soon to be six), an area supervisor, an agronomist (added this year), administrative support, professional trainers hired as consultants, six community organizations, and a total of \$20,000 per year for the revolving loan fund to be used for the purchase of agricultural supplies and loans to micro-businesses. In addition, FH/Guatemala enjoys the assistance of the Ministry of Agriculture (technical assistance), the National Institute for Cooperatives, and the National Training Institute.

Kenya: Faulu Loan Scheme - Mathare

This program, which takes its name from the Kiswahili word for "success," seeks to provide entrepreneurs with the capital and training needed to expand their micro-businesses to earn sufficient income to meet their family's needs. The Faulu Loan Scheme has been adapted from a successful model developed by a Kenyan NGO, K-REP. The project is designed to give loans to individuals but use peer pressure to ensure loan repayment. Loan recipients are organized into groups of five. Eight of these groups join together to form a Shirika, which is then registered with the Ministry of Culture and Social Services. The members of the Shirika approve each of the loans and provide cross-guarantees.

Other features of the program include a two week business course prior to receiving loans and a Loan Security Fund (LSF). Beginning eight weeks before the first loans are disbursed to a Shirika, each person makes weekly payments of one percent of the loan amount to the LSF. These 1% payments continue for the term of the loan and serve as loan collateral or, if not needed, as a savings account for the participants. As loans are repaid, larger loans are given until the desired income level is reached. It is estimated that the average participant will stay in the program two or three years.

Women constitute at least 50% of the loan recipients. In the Shirikas, women are very active in leadership roles. Two of the four loan officers are women.

Objectives/outputs. With the funds included in the Matching Grant, two new Shirikas (groups of 40) will be formed each year. (As discussed with Deborah Miller, AID/PVC, the actual amount reported will be much higher due to additional funding secured after the DIP was written). Thus, by the end of year three, a minimum of 240 people will have received loans and training. Other objectives include an 80% repayment rate and 50% of the loans given to women. The ultimate output desired is an increase in beneficiary income.

Inputs for the Faulu Loan Scheme include eight staff persons (including four loan officers), a new computer and software, weekly training and administrative meetings with each Shirika and a revolving loan fund.

Kenya: Garissa Irrigation

Four irrigated farms are planned along the banks of the River Tana, rather than the six originally proposed. The mid-term evaluation confirmed FH/Kenya's feeling that more follow-up and training needed to be dedicated to each of the existing farms rather than beginning two new farms in the third year. The nomads on these farms have recently adopted an agrarian way of life, requiring more training than people who are used to farming. Each farm consists of approximately 30 acres (12 hectares). In 1992 efforts were concentrated in the Qahira and Bakuyu farms. In the second year the farms of Madogo and Gudhal were added. Interventions needed to complete the farms include: land survey and preparation (with the assistance of the Provincial Irrigation Unit), land clearing, plowing and harrowing, canal construction, pump installation, and training in pump maintenance. In addition, training will be provided in animal traction and improved agricultural practices.

This program benefits women as they spend the majority of their time cultivating the small farms. It is anticipated that the bigger and better yields will improve their nutrition and income, and those of their families. 25% of the farmers participating in the training are female.

Objectives/outputs expected from this project are four new farms equipped with irrigation canals and a pump, 48 new hectares of previously un-usable farm land cultivated (and thus an increase in crop production), 12 beneficiaries trained in pump maintenance, and 120 farmers trained in improved agricultural practices and/or animal traction. At the end of the three years, it is hoped that beneficiary income will have increased by a minimum of 80%.

Inputs consist of four staff members, construction materials and four pumps, hire of a tractor, technical, logistical and administrative support, training for beneficiaries, and community labor (clearing land and trenching). In addition, the Ministry of Agriculture has seconded a full time extension worker for the Madogo and Gudhal farms.

Kenya: Marsabit Water

This program seeks to increase the quantity and/or quality of domestic water for rural tribal groups of Northern Kenya. Many types of water projects are included under this title. In the community of Kargi, eight hand-dug wells were protected by constructing concrete collars above the surface and aprons around the mouth of the well to prevent surface water contamination. In Aite, an existing open well was protected to prevent people from walking into the well. Here water flows by gravity to a storage tank and then to a public tap stand.

In Badassa the project involved improvement and extension of an existing water system by installing a larger pipe and extending the pipe four kilometers to reach the village. The nearby Sagante project consists of piping water from a spring in Marsabit Forest an estimated eight kilometers, using gravity flow. In South Horr a large weir was constructed to improve water supply to the village. A gravity fed water system was completely refurbished in Dabel. Other, smaller, projects include roof catchments to collect rainwater off of public buildings and water pans to be used as seasonal water points for livestock.

Objectives/outputs. The following chart represents slightly revised outputs for this project:

	Year 1	Year 2	Year 3	Total
Complete construction of:				
large community water systems	2	2	1	5
protect/rehabilitate wells	8	0	6	14
roof/other water catchments	2	8	1	11

				30

Other outputs will include approx. two beneficiaries per community trained in maintenance and operation of the relevant water systems and trained water committees.

Inputs consist of seven staff, construction materials, vehicles, technical expertise (including the Ministry of Water), supervision, training, and community labor.

Women are the primary beneficiaries of these projects as they are the principle carriers of water. In addition to making water fetching less difficult, the new water sources will free up time for more productive activities.

2. Actual accomplishments versus those proposed

All of the programs planned for year two are being implemented. The Faulu Loan Scheme and Marsabit Water are ahead of schedule. Garissa Irrigation is about three months behind schedule due to various logistical and security difficulties. The water construction programs in Bolivia are also about three months behind, due primarily to delays in receiving cash from the Title II Monetization program (cash for purchase of materials was not received until September 1993). Delays in starting the projects due to late DIP approval also contributed to being behind schedule. The literacy program in Bolivia is reaching far more beneficiaries than originally planned (actual:563, target:75) due to a change in strategy. There are also more farmers in Bolivia receiving agricultural training than those proposed. Most of the objectives of the Guatemala program have been met or exceeded. There are almost twice as many farmers receiving training as originally planned and the number of loans given out is right on target. However, the average loan is under that anticipated, making for less money in the revolving loan fund than planned at this point in time. Barring major logistical or cash flow problems, it is anticipated that we will be able to get caught up by the end of the grant period. No major problems with fulfilling the proposed objectives are expected.

III. MONITORING AND EVALUATION

1. Refinements, changes and additions to monitoring and evaluation system

There are a few changes to the monitoring and evaluation system proposed by FH in the Detailed Implementation Plan (dated April 30, 1992).

According to our contract with AID, there will be one external evaluation, either a mid-term or a final. In the DIP, we proposed a final external evaluation. At the suggestion of project officer Devorah Miller, this was changed to a mid-term external evaluation, held summer of 1993. This suggestion was made in order to allow FH to incorporate suggestions made by the evaluator in our design of a second Matching Grant proposal. Food for the Hungry was happy to comply with this suggestion and feels we will also benefit from being able to make needed corrections before the grant is finalized.

Another change involves the position of Monitoring and Evaluation Officer of our Kenya staff. Dee Robbins, who had been appointed to that position in addition to other responsibilities, is unable to continue in this role due to the rapid increase of our relief activities in the Marsabit area due to the drought. This position was taken over on a part time basis by Kristin Kroll, assistant to the deputy director.

More monitoring is being planned for the Marsabit Water and Garissa Irrigation programs. One of the primary findings of the mid-term evaluation was a lack of adequate follow up in Marsabit Water projects that had been completed. In Garissa, staff realized the need for more training of the existing farms and reduced their objective number of farms in order to provide more follow up for the existing four farms. The mid-term evaluation also pointed out the need for more monitoring of individual beneficiary plots in Guatemala.

In addition to the baseline data collected in the first year of the grant, "Participatory Rural Appraisal" was conducted in a few of the Marsabit water communities. The findings confirmed that food security is the people's first priority. The PRA approach helped FH to define a development strategy more in line with what the people want.

Also in Marsabit Water, biological and chemical water analysis has not been possible due to the unavailability of water testing equipment in Kenya. Many different avenues to procure the equipment were tried to no avail. Importation from Europe is now strongly being considered.

Finally, the K-REP software package that was promised for year one of the grant is still not ready. We are now exploring other alternatives for when the program further expands. In the mean time, FH/Kenya has an adequate loan tracking program, recently improved by a specialist in computers and micro-enterprise loans. Reports are generated on a weekly and monthly basis to monitor the performance of the loan portfolio and operations. Periodic impact evaluations will also be conducted, using individual baseline data collected on each client at the beginning and ending of each loan term. In addition, the new accounting software system, SunSystems, has a module for tracking loans, which will be used to integrate loan monitoring information to the general ledger.

In our reporting to AID we have attempted to simplify the statistical information as much as possible in order to consolidate data between the varied programs in the three countries. However, data will be tracked in the field level as outlined in the DIP. Since the writing of the DIP, our office in Bolivia has added a few categories to the information they will collect:

- Number of training courses held, disaggregated by sector
- Separate out number of beneficiaries of group training from those receiving individual training/follow-up
- Separately track those beneficiaries trained by FH staff from those trained by other beneficiaries
- Crop profitability; cost/benefit
- Number of families benefiting from water systems
- Increase in water supply per family per day
- Number of total and fecal coliforms in water systems and wells

Also in Bolivia, the monitoring and evaluation system is improved with each fiscal year. In year two of the grant, greater technical support and monitoring from the central office has had positive results. New control forms were designed which now include financial and logistical information and disaggregate beneficiaries by gender. The forms were designed to be versatile, applying to both agricultural and infrastructure projects. Feedback on the new monitoring system has suggested further improvements to the form which are being taken into account. In December and January, FH/B conducted internal evaluations on its programs, seeking community participation. The evaluation to be conducted at the end of this year will delegate more of the authority to the regional offices, making it more of a self-evaluation process.

2. Status of mid-term assessment and final evaluation

In May and June of 1993 an external evaluation of the Kenya and Bolivia programs was conducted with the assistance of Dr. Anna Webb. Project Officer Devorah Miller at AID arranged for the evaluation and has on file the full report and FHI's response to the recommendations. A few highlights (quoted from the Executive Summary) of the evaluation include:

Food for the Hungry International (FHI) was distinguished by well-motivated, qualified, and committed staff, who enjoyed unusually good relations with project beneficiaries, and by a high degree of decentralization, which delegated planning, budgeting and monitoring and evaluation functions to the country program level and below.

The objectives for institutional strengthening were largely accomplished, with the significant exception of accounting and financial management at the country program level. However, the goal of instituting a new accounting and financial management system for FHI worldwide is well on its way to being met; consequently, it is anticipated that by the end of the grant period, accounting and financial management will be one of the organization's strongest features.

Overall, field implementation of project activities was efficient, and interventions were effective... The most striking fact of the evaluation was that not one beneficiary criticized FHI, even though some criticisms and complaints were voiced in regard to particular projects.

Specific areas for improvement--or mid-course correction--are accounting and financial management in Kenya and Bolivia, staff and community training and monitoring and evaluation in Kenya, beneficiary coverage in Bolivia, high project costs in Bolivia and irrigation system construction in Bolivia...

The most significant program design change to come out of the evaluation was the reduction from six to four farms in Garissa, explained above.

In addition to the AID conducted mid-term evaluation, an external evaluator was also hired to visit Guatemala's projects the last week of July. Mr. Agustin Camey, a Guatemalan agronomist now working in Honduras, provided valuable advice on FH's agricultural extension program there. Primary recommendations included reducing the number of technologies being taught and the number of beneficiaries in order to train more intensively and improve follow up to the beneficiaries' individual plots. In addition, the decision was made to hire three more promoters, freeing up three promoters to work exclusively in agriculture.

A final evaluation of all three countries will be conducted for approximately five weeks May - July 1994. External consultants will be sought for this evaluation. The grant manager, management, technical, and promoter staff will also be involved in the evaluation to varying degrees. Community input will be sought to determine to what extent the grant met their felt needs.

IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

Bolivia: Agriculture and Literacy

1. Outputs achieved, effect on target groups, problems, solutions and other effects

A. Objectives/Outputs

Nine training courses for technical and managerial staff were held, with a total of 36 persons trained. The training themes referred to: vegetable, potato, barley, and forage production; construction of greenhouses; computer use; project administration; and project impact evaluation.

467 CDC beneficiaries received training in agricultural technologies, 445 of whom implemented those technologies on small demonstration plots or others of greater dimension. 1,164 beneficiaries of greenhouses from previous years received training, through group and/or individual courses, in horticultural themes, vegetable consumption, and greenhouse operation and maintenance. Of this total, 44% are women.

Fifteen agricultural/technology demonstration plots are functioning in Centers for Demonstration and Training (CDCs) (7 old and 8 new CDCs). Five new purchasing/marketing committees began operations in the CDCs. The majority of these committees have participated in the purchase of improved seeds from specialized centers in the country, among other activities.

Five-year work plans were prepared for each of the CDCs. These plans define each aspect of the work to be developed in the CDCs during the next five years (subject to future revision). These documents will be used in future program evaluations.

The literacy program is off to a good start. A slight delay in implementation was caused by a change in strategy. Rather than hiring a literacy specialist, developing our own curriculum and materials, and holding literacy classes in each of the 15 CDCs, FH/Bolivia was able to join a new large literacy campaign organized by UNICEF-PROANDES in the Northern Potosi area. Materials and training are provided by UNICEF-PROANDES and FH/Bolivia is responsible for community organization and follow-up. Although only two CDCs are now involved in this program, the number of beneficiaries is substantially more than planned. The literacy program is working under the structure of the women's clubs set up four years ago for the Child Survival program. The Child Survival program closed operations in this area in September of 1993. Thus, the literacy program allows FH the opportunity to follow up the health work done in these two areas in addition to meeting a felt need of the women. Accomplishments in year two of the grant, the first year for the literacy project, include: defining a strategy and negotiating an agreement with UNICEF-PROANDES, baseline surveys, training of three literacy supervisors, 29 education committees formed, and 563 women currently participating in literacy classes.

B. Effect on target groups

With the development of the agricultural program in the CDCs, local production has increased notably. Crop yields among participating farmers have been five to ten times (500 - 1000%) the normal yields in the region. Although it is true that this has been achieved on a relatively small scale, the results have attracted, in a powerful way, other farmers' interest.

Although the initial emphasis of the agricultural program is on contributing to the beneficiaries' food security, owing to the first results obtained the beneficiaries are interested in seeing that the program is also aimed at generating income. FH/Bolivia is beginning to respond to that need, on a small and controlled scale, and has included a small credit system in the program.

Similarly, many beneficiaries have directed the production of their greenhouses towards generating income instead of growing vegetables just for consumption at the family level. FH/Bolivia has supported that initiative in some zones by constructing larger greenhouses than the family-sized ones. An economic and financial feasibility study was conducted for the first of these greenhouses.

A good percentage of the people trained in the management of greenhouses were women. Reports indicate that rural families, particularly children, have acquired the habit of consuming fresh vegetables extracted from the greenhouses.

C. Problems encountered and how addressed

Although the goal for the number of greenhouse beneficiaries to receive training has almost been met, only 75% of the total number of projected greenhouses was met. This is due to several factors: the old zones are very disperse, making it difficult to reach some beneficiaries, FH/B no longer works in some of the communities that received greenhouses, logistical problems, and in some cases a lack of interest on the part of the beneficiaries. The necessary adjustments will be made to the plan for FY 1994.

D/E. Other effects

The well-greenhouse combination implemented by FH/Bolivia in recent years in the high and cold zones of western Bolivia has been adopted by various development institutions who have proven the versatility of this combination. The European Economic Community, on inquiring about the strategy followed, stated that FH/Bolivia was the only institution that had had success with greenhouses. The World Bank also used several of our well projects as examples to be imitated.

FH/Bolivia was the first institution to use the Tara (Yaku) pump on a large scale in Bolivia, which led to its being perfected, and securing its manufacture in Bolivia. The Tara pump was developed by the United Nations to be used in Asia. Due to its success, it has now been adopted by the Government of Bolivia in its agreements with the World Bank as the official type of pump to be used in rural sanitation projects in Bolivia. It is also being manufactured now by more than one company.

2. Comparison of actual accomplishments with those proposed

The proposed targets for the training of beneficiaries in agricultural innovations have been exceeded (goal of 390, actual of 467). The increase in the last quarter is due to the addition of beneficiaries of vegetables. The projected number of beneficiaries of greenhouses to receive training was almost reached. It should be noted that a high percentage (44%) of trained beneficiaries are women. The targets projected for the training of technical and managerial personnel have been exceeded.

The projected targets regarding demonstration plots in the 15 CDCs have been reached. As a result of the internal technical evaluation of the CDCs, the experiments to be carried out in the training centers during 1994 have been designed, correcting the deficiencies that were detected in the evaluation. The five-year plan prepared for each of the CDCs also has a specific chapter on these experiments, as well as some prioritization criteria. The proposed target for the number of purchasing/marketing committees functioning in the CDCs has been reached.

The literacy program has dramatically exceeded its initial goals (goal of 75 women; actual of 563) due to the change in strategy explained in the accomplishments section of this report.

Bolivia: Water

1. Outputs achieved, effect on target groups, problems, solutions and other effects

A. Specific Outputs

Two training courses for technical and managerial personnel were held, with a total of 26 persons trained. The themes addressed were: construction of wells and greenhouses; basic sanitation; and communication techniques.

775 beneficiaries of community potable water supply and irrigation systems were trained in their system's use, maintenance and operation. 620 well owners received training, through group and/or individual courses, in themes related to water consumption and maintenance of wells and hand pumps. Of this total, 46% are women.

Twelve water supply systems are in the process of execution, one irrigation system is being improved, and six small irrigation systems were completed, for a total of approximately 3,365 beneficiaries and 81 hectares under irrigation.

Thirteen water committees are functioning for the water supply and irrigation systems. Three rural stores to supply farmers with inputs for wells and greenhouses and other rural needs have been established.

B. Effect on target groups

The water supply systems and wells provide the beneficiaries with a continuous supply of quality water. Water supply systems have benefited the majority of the population with home taps, reducing the work of carrying water (especially on the part of women and children), and increasing the direct benefit to families. With the incorporation of the health program into the new zones (beginning in 1994), it is expected that the overall benefits will be even greater in the future.

The wells enable irrigation of small open-field plots, cultivation in the greenhouses, and provide water for animal consumption. All these functions are of vital importance to farmers in western Bolivia.

C. Problems encountered and how addressed

There were significant delays in the disbursement of funds obligated from the Monetization program for the construction of water supply and irrigation systems. This was a result of difficulties encountered in the sale of Title II food. Funds for the purchase of materials were not received until September, and had to be mostly spent by the end of that month. FH/Bolivia obtains a great part of the necessary resources for project development from the Monetization program. Design and preparation of the systems to be constructed was completed in the first half of the year but the cash disbursement delay resulted in being behind schedule a minimum of three months in the chronogram for the execution of the rural infrastructure projects.

In the new work zones some promotion and community organization problems were faced. This was found to be particularly true when the projects involved more than one community, as is the case with certain irrigation projects. In cases where problems arose, the technical obstacles were easily dealt with but the same cannot be said of the social problems. For that reason, FH/Bolivia has seen the need to reinforce its team with a specialist in social promotion who can also fill the training position recently vacated.

At the beginning of FY 1993, some technical difficulties were encountered in the regional offices. Although the concept of the projects developed is simple, adequate implementation of these projects requires personnel with much experience. As was mentioned in the monitoring section, these difficulties were overcome with greater support and technical supervision on the part of the central office.

2. Comparison of actual accomplishments with those proposed

The anticipated targets for training technical and managerial personnel have been surpassed. Targets relating to the training of beneficiaries of wells have not been reached. While it is true that there are some logistics related difficulties due to the fact that the wells are widely dispersed, the main reason for falling short is that the project was not adequately executed. In 1994, however, all the necessary corrections will be made. The target for 1994 will be increased to compensate for the shortfall in 1993. It should be noted that 46% of the trainees are women (compared to a target of 15%).

The targets regarding training in water supply and irrigation systems have not been reached either. In this case, the reason is somewhat different from that in the case of the wells. The target considered for 1993 was estimated as three members from each of 525 participating families. In reality, fewer members from each family participated. However, the number of participating families exceeded the foreseen number. It should also be noted that training in water supply systems being constructed is still pending, totaling approximately 950 persons. Since these systems will be completed by November at the latest, it should be possible to get back on target during the next quarter. The mistakes incurred in relation to the training component makes us see the need to reinforce this area with respect to planning and monitoring. This is currently being carried out at both the central and regional levels.

As for the water supply and irrigation systems, two water systems have been completed to date, ten are under construction (having reached an approximate advance of 75%), and six small irrigation projects have been completed for a total of 31 irrigated hectares. Improvement of another irrigation system is under way, adding 50 additional hectares of irrigated land. In this respect, considering the three-month delay anticipated due to monetization cash flow problems, it is assumed that the projected targets will be met by the end of the grant.

The proposed targets regarding the water committees that are functioning have been exceeded. All the water or irrigation systems constructed during 1993 have a respective committee. The small irrigation projects do not need special water committees as they have their own local organizations.

The DIP also mentioned the construction/improvement of training rooms in the new CDCs. Due to financial reasons, this has been postponed until 1994.

Guatemala: Agriculture and Micro-Enterprise Development

1. Outputs achieved, effect on target groups, problems, solutions and other effects

A. Specific Outputs

Of the four community groups who received training in forming cooperatives from INACOP (The National Institute of Cooperatives), three of them are organized and are proceeding with obtaining their legal registration, also with the assistance of INACOP. The cooperative group in Saraxoch, called MAYA, has 20 members learning about new techniques for growing corn and beans. These members are also growing corn and apples on a community plot, constructing a building to serve as an office and warehouse, and partially managing the revolving funds and the cooperative. The cooperative group called The New Hope in El Rancho also has 20 active members. In addition to the training they are receiving, they are working on a maguey plantation and a communal plot of corn. Each of the members from the two groups contribute \$10 - \$20 to the cooperative fund. The cooperative in Las Pacayas is called The Ear of Corn. Eight men and three women on the boards of the cooperatives are taking a correspondence course from the national training institute INTECAP to learn about payrolls, keeping records and storing produce. In addition to their training and credit functions, the committees sell agricultural supplies.

In the three communities that were added in year two of the grant, a committee was organized to manage the loan fund and assist with basic agricultural training. The committees have been supplied with cards to control the loans and are working under the supervision of FH staff. The committees also sell agricultural supplies at a wholesale price or on credit. These new communities are being encouraged to join the cooperatives being formed in the neighboring three communities where FH has been working several years.

In addition to the six cooperatives/committees mentioned above, there are ten groups of farmers who are being trained in basic agricultural techniques at demonstration plots. 40 men and 62 women are participating in these groups. Farmers from all six communities visited corn and bean plantations in San Pedro Carcha. Here they had the opportunity of seeing better results by using more natural fertilizers and less chemical ones. A total of 193 farmers (72 women) received training in agricultural techniques, including proper use of fertilizers and some pesticides.

464 small loans were given out; approximately 85% of which were repaid (FH/Guatemala program staff need assistance in calculating the exact repayment rate. The FH/Guatemala accountant has the capability to do this but has not had the time yet). Three groups of women have been given micro-enterprise loans. Interest rates were increased from 4% to 7%.

As a result of the mid-term evaluation, all staff involved in the project traveled to Honduras to visit the projects of COSECHA and World Neighbors (projects where the evaluation consultant works). These organizations specialize in disseminating appropriate technology methods such as soil conservation and the use of natural fertilizers. It was very helpful for staff of all levels to see put into practice the methodology they have been learning about.

B. Effect on target groups

Interest in the new technologies for corn and beans is picking up as farmers witness the success of the farmers who have experimented with the techniques. Tied to this, there is an increase in the demand for loans as farmers gain confidence that they will be able to pay back the loans and still be ahead. Members of the cooperatives have less fear about taking out loans than non-members.

Traditionally, women's role has primarily been in the home. The training provided has shown that women are also anxious to improve their agricultural abilities. While most of the beneficiaries of training are single mothers or widows, the women in positions of leadership are mostly married.

Trust in the cooperatives is growing. Community organizations are suspect in Guatemala because that is how the guerrilla groups gained their foothold. Each of the cooperatives is taking on a cash-producing project, such as growing apples, maguey, or running a store. These projects are not included in the Matching Grant and will be funded with the cooperative's membership dues.

C. Problems encountered and how addressed

Formation of a cooperative is a much longer process than had originally been anticipated. As mentioned above, the barrier or lack of trust is gradually being broken down. One of the main factors in this was postponing or canceling the idea of a regional cooperative in favor of community cooperative groups. Another barrier to formation of cooperatives is the amount of training required. Though an effort is made to keep administrative procedures as simple as possible, most people are illiterate, making it difficult for them to keep any kind of written records. Each community group has elected a representative to learn all the procedures from the FH promoters. That person works with the FH staff on a near full-time basis. Two out of three of the community representatives are women. In addition, training is provided to the FH promoters, who are also from the target communities, on a continual basis.

Export companies have arrived in the area and are encouraging farmers to grow cash crops, supplying them with high interest loans and not allowing them to buy needed supplies from the cooperative groups. Farmers are often more interested in growing cash crops (such as vegetables) than in producing corn and beans. Because the farmers are using traditional methods for non-traditional crops, the harvest often fails and farmers must still pay off their loan. They then come to FH staff for help, at which point they are encouraged to first secure an adequate supply of basic foodstuffs and then devote part of their land to cash crops, gradually learning techniques that will improve their production of both types of crops.

Field staff in Alta Verapaz felt very overworked, each promoter having responsibility for two communities' agricultural and child sponsorship programs. Three new promoters will be hired from the communities, for a total of six, three to work solely in the agricultural program and three to concentrate on other child and family oriented programs. In addition, an agronomist was hired about four months ago, allowing the administrator to spend more time on administration and training.

For several reasons, FH prefers not to add three additional communities in the third year of the grant. Though having community cooperative groups rather than a single cooperative responds to community felt needs, it requires more time for the staff who now have to train and monitor six organizations rather than one. As mentioned above, staff have been overworked and unable to take care of all the demands made on their time with just the six communities. The benefits of hiring three additional promoters, to have an average of one per community, would be negated by adding more communities. At this time, we feel it best to concentrate in the six communities where we are currently working, focusing on training these people and our staff well and building on the trust we are earning there.

D/E. Other Effects

The emphasis on community organization has spurred the communities to look for other resources outside of their community. Three communities are applying for electric energy. The villagers paid to have a database survey

done and got the National Institute for Electricity to design the project. In addition, governmental organizations have been contacting FH to coordinate dental and health campaigns and to inquire about the FH agricultural assistance for schools.

2. Comparison of actual accomplishments with those proposed

Though there continues to be some hesitation towards requesting loans, acceptance of the program has grown considerably. In the first year of the grant, there were 257 loan recipients. In the second year, 187 of those farmers took out another loan and there were 277 new clients. The total of 464 beneficiaries is right on target: 460 beneficiaries were proposed for the second year. In the first year of the grant, the average loan amount was \$21.85. In the second year of the grant the average loan (counting micro-enterprise and agricultural loans together) is \$43.10. The amount budgeted was \$87/beneficiary, making the loan fund under-capitalized. Repayment rate is 85%, significantly better than last year's 65% but still not at the target 95%.

Training objectives have also been exceeded. The DIP proposed 109 farmers receiving training in improved techniques during the second year. The actual number was 193. We are also pleased to report that the number of women receiving training increased significantly to 37% (year one actual was 13%; goal is 22%).

This year's bean harvest showed an average increase of 140% over traditional methods of production. The corn has not yet been harvested but it is estimated that the increase will be as much or more. The proposal stated that there would be an increase of 60% by year two.

Instead of forming a regional cooperative, four community groups have been formed and are receiving training in cooperative formation. Three of the four are proceeding with getting their legalization.

Kenya: Faulu Loan Scheme - Mathare

1. Outputs achieved, effect on target groups, problems, solutions and other effects

A. Specific Outputs

The total disbursed by the end of September 1992 was Kshs. 559,500 to 80 loanees. The two Shirika groups receiving these loans repaid them by the end of February 1993 and May 1993 respectively. By the beginning of 1993, four new loan officers were employed and the existing loan officer was promoted to the position of Manager of the project. The new staff received training and started forming Shirikas by March. By September 1993, the cumulative number of Shirika groups formed was 12 (480 clients), to which loans amounting to Kshs. 4 million (approx. \$63,865) have been disbursed. The average loan amount is Kshs. 8,398 (approx. \$133). The loan amounts are based on need and underwritten by the clients themselves. The repayment rate by the twelve Shirikas has been 100%, resulting in no loss of loan capital. The loans that were defaulted were covered by the loan security fund deposits or the borrower and the members in his group.

In the second year of the grant, ten loan orientation seminars were held. 61% of those who attended were women (255 women, 165 men). In addition to the four loan officers, an accountant for the project was hired. An office in Mathare was rented and operations for the loan scheme were moved in.

B. Effect on target groups

An impact analysis was conducted on the loan clients from the Shirikas begun in the first year of the project (using a sample size of 43 loan recipients). The analysis found that businesses performed better after receiving the loans (25 - 42% increase in sales). While both women and men saw substantial increases in their monthly sales and income, men fared better than women in regard to percentage increase. Better performance by male-owned business was attributed to the fact that men were typically self-employed in manufacturing businesses with a higher value-added sector than the retail and service business in which women are usually self-employed. Also, the men

who received loans in this small sample group started and ended at lower incomes than the women but the percentage of change was greater.

C. Problems encountered and how addressed

The K-REP software which we had planned to purchase is still not ready. This represents over a year delay from when the termination was projected. FH has decided to work on their own, more basic, software for loan tracking and impact analysis. Nick Ramsing, who arrived in Kenya for training before going to Tanzania to begin a Faulu branch there, spent considerable time improving the data base for the loan system. In addition, the new accounting software which will be implemented beginning of 1994 contains a module for loan tracking. In November, an FH/Kenya accountant will receive training in this module during the accounting workshop at headquarters.

D/E. Other effects

During this time period, Kenya's inflation has spun out of control (estimates range from 45 - 100% annual inflation rate). This has negatively impacted all business owners and made it difficult for some to pay their loans or increase inventory to the level anticipated. Nevertheless, there is evidence that the loan clients were less severely affected than non-recipients and that the loan recipients are doing better than they would have if they had not received a loan.

2. Comparison of actual accomplishments with those proposed

All of the objectives for the second year as stated in the DIP have been exceeded. The repayment rate, conservatively targeted to be 80%, is currently at 100%, due in large part to the cross-guarantees built into the system. Additional funding for the program has been secured has allowed the program to far exceed the number of loans projected. The only area in which there have been difficulties is in the area of software, addressed above.

Kenya: Garissa Irrigation

1. Outputs achieved, effect on target groups, problems, solutions and other effects.

A. Specific Outputs

Two new farms were established in the second year of the grant, Madogo and Gudhal. Approximately 28 hectares of virgin land were opened up. Land was cleared, plowed and harrowed. Irrigation canal ridging is almost complete, with concrete collection boxes constructed and in place. Two pumps have been purchased and are on site. Two water committees have been elected and are presently functional. Twelve community members have received courses in pump operation and maintenance, 111 farmers received an agricultural course from the Garissa Farmers' Training Center, and 60 community members from the first two farms received a course in water management.

B. Effects on target groups

The two farms established in year one of the grant took part in the annual Garissa agricultural show. There was an amicable spirit of competition, with both farms winning prizes for their farm produce. Farmers from the new farms who visited the show now understand the potential of their farms even better.

C. Problems encountered and how addresses.

Banditry and insecurity in the Garissa District has hindered the progress of the farms. The manual labor contributed by the community was slowed down as many days people were too frightened to go to the farm. Farmers who owned small livestock lost it to bandits who raided their farm.

The bulldozers required for the clearing and opening of new land which were to be borrowed from the Ministry of Agriculture have been difficult to access. FH/Kenya has purchased a tractor (non-MG funds), eliminating this problem in the future.

D/E. Other effects.

The farm produce on exhibit at the agricultural show confirmed the potential of the land around the Tana River. While the farms have received a lot of support from the Ministry of Agriculture in the past, the show strengthened the MOA support for the farms even further.

2. Comparison of actual accomplishments with those proposed

The Garissa program is behind schedule by about three months. Though every effort was made to recover time lost at the beginning of the grant period, the insecurity in the area prevented getting on schedule. The harvest planned for September 1993 should be in by December 1993, unless the insecurity in Garissa continues. This delay means that there has been no harvest for the two farms begun in year two of the grant yet.

Kenya: Marsabit Water

1. Outputs achieved, effect on target groups, problems, solutions and other effects

A. Specific Outputs.

In the second year of the grant, ten water projects were completed. In South Horr a large weir was constructed to improve intake of water from a mountain stream and then gravity fed to the village approximately five kms. away where tap stands were constructed within the community. A gravity fed water system was refurbished in Dabel. This consisted of the cleaning out and repair of two water storage tanks, digging and trenching of pipes, repair of two pumps, construction of two pump houses, and construction of four cattle troughs and 15 tap stands in the village vicinity. In Sololo, six ferrocement rainwater catchment tanks were constructed to harvest rain water. This will supplement the scarce water supply in the Sololo area. Two roof catchment systems were constructed at the primary school in Badassa. This involved constructing two tanks and gutter systems to collect and store rain water from school buildings.

Two or three people from each community received on-site training in construction and maintenance of water systems. The training varied from four to twelve months.

B. Effect on target groups

In South Horr an increased water supply has motivated people to plant kitchen gardens. After water, lack of food ranks second on the list of needs for desert communities. Increased water will certainly enhance food production in South Horr.

C. Problems encountered and how addressed

Due to the influx of guns from across the Somalia border and the influx of refugees, there has been a lot of insecurity in the Northeastern province of Kenya (this includes Garissa and Marsabit Districts). There have been raids, theft at gunpoint, killings, and injuries throughout the Northeastern Province. This has hindered the progress of our work. Staff were evacuated from Dabel on several occasions.

D/E. Other effects

Impact of local institutions: The increased water supply at the Badassa Primary School will improve the school's ability to provide school lunches.

Unintended side effects: Due to the increased amount of water in South Horr, more livestock is being brought for watering, causing overgrazing in the area.

2. Comparison of actual accomplishments with those proposed

The DIP states that eight water projects will be completed in the Marsabit area in the second year. In spite of the security problems in Dabel, ten were completed, putting us further ahead of schedule. In year one, twelve projects were completed rather than the ten planned. This means that only eight projects will need to be completed in the final year to reach the objective of thirty projects in total.

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

1. Description of activities

A. Project planning and management activities

Most program support provided from headquarters directly pertaining to this grant can be categorized as follows:

Mid-term evaluation. Grant manager Sharon Schoenhals spent considerable time preparing for, participating in, and responding to, the mid-term evaluation conducted by A.I.D. (Dr. Anna Webb) and COSECHA (Agustin Pio Camey). Preparation activities for the evaluation included defining the scope of work and itinerary, agreeing on and locating external consultants, making logistical arrangements, and briefing fields and consultants prior to the evaluation. Dr. Anna Webb visited headquarters from May 2-4, Kenya from May 22 - June 3, and Bolivia from June 9 - 19, 1993. Sharon participated in all three of these evaluations. In addition, she arranged for and participated in, an external evaluation for the program in Guatemala, held July 26 - 30. A total of five weeks was spent participating in the evaluation: answering questions for the consultants, helping to define changes of strategy as needed, representing headquarters and the grant overall, assisting with interviewing of staff and beneficiaries and facilitating the evaluation process for the consultants. Once the draft of Dr. Webb's evaluation report was received, copies were sent to Kenya and Bolivia and circulated at headquarters. Several pages of minor corrections to the report were sent to Dr. Webb for her incorporation in the final report. Responses to the recommendations made were collected, discussed, and sent on to A.I.D. The Guatemala evaluation report was written in Spanish. A brief summary of the report was sent, in English, to Devorah Miller at A.I.D., along with our response to the recommendations.

Amendments/Revisions to the Grant. In April a request for an amendment to the grant was submitted in order to move funds from the procurement to program category. This request was made in order to enable us to purchase three motorcycles and training equipment for Bolivia, originally budgeted under the A.I.D. portion of this agreement, with other funds (due to A.I.D. regulations). A.I.D. was then asked to pick up the equivalent amount of expense in salaries. After the mid-term evaluation of Kenya, an amendment for the Kenya portion of the grant was also discussed with Devorah Miller. FH/Kenya's success in raising funding locally for the Marsabit Water program left them with a surplus of funds in this area. In October, a request for an amendment which would move A.I.D. monies from Marsabit Water to Garissa Irrigation and Faulu Loan Scheme was submitted. This proposed amendment also incorporated the changes needed for Bolivia as no response had been received on that request.

Reporting and monitoring. Every three months a quarterly or annual report on the grant is sent to A.I.D. Headquarters consolidates the reports submitted by each field, requesting clarification and drawing attention to possible problem areas where necessary, adds the HQ portion, and submits the reports. Financial reports are also submitted on a monthly and quarterly basis by Barbara Dykman-Thomas.

Other Activities. In 1993, FH began to run more training activities out of the headquarters office. Several types of training workshops were held in various countries: child sponsorship, disaster response, and management. Sharon Schoenhals facilitated five child sponsorship workshops, combining them with trips already planned to the four Latin American/Caribbean countries and Kenya. The workshops brought together staff that work with donors in the U.S. and field staff who implement the programs. Each workshop lasted 3 - 4 days, including a field trip and two days of discussion on both program design and administration issues. Feedback from all of the workshops was very positive. Participants especially appreciated the opportunity to meet those "on the other side of the fence" and understand more of the realities they face.

In addition to the countries directly related to the Matching Grant, Sharon conducted routine field monitoring visits in the Dominican Republic and Peru. Food for the Hungry regularly sends school or church groups to the D.R. as "work teams". Sharon's trip to the D.R. in January offered her first opportunity to see one of these teams in action and to form a direct relationship with them (this church has contributed approx. \$200,000 to programs in the D.R. over the past few years).

FH's annual International Management Team Conference was held in the Dominican Republic in September, 1993. All of the country directors, headquarters management staff, and representatives from most partner entities attended this conference. Much time and discussion was focused on further refining the corporate identity and strategy. Sharon and the D.R. staff managed the logistics for this event for 40 people.

Larry Walton, Assistant to the Vice President of Finance, spent most of his time this year preparing for the accounting conversion scheduled for 1994. Early in 1993 Larry evaluated software packages for their suitability to FH international programs. The Sun Systems package was selected. Several months of customizing and modifying the software followed. In addition, Larry was solely responsible for developing the accounting manual, training workbook, and installation workbook for the new system (all very comprehensive documents). The first international accounting workshop is scheduled for the first two weeks in November. During this time, one or two accountants from each country and headquarters accounting staff will gain hands-on experience in setting up and operating the new system. Larry has been the primary person responsible for preparation of this conference. All three regional accountants had arrived in Scottsdale by October to begin their training in the new system.

In November Larry conducted an Africa regional accounting workshop with the head accountants from Kenya, Ethiopia, Uganda, and Mozambique. Workshop topics included financial and accounting management, financing programs, internal control issues, the new cost allocation system, needs assessment for the new accounting software, and preparation of plans for 1993. Special sessions were held with FH/Kenya's head accountant and grant manager. These sessions included discussions on improving the organization of their accounting department and technical accounting issues.

Additional finance activities that Larry has assisted with include: the 1994 budget process, grant reviews, negotiations with A.I.D., and interpretation of A.I.D. guidelines for the organization.

B. Staff resources

There are two headquarters staff covered under this grant: Sharon Schoenhals as International Program Coordinator (Matching Grant and Latin America/Caribbean) and Larry Walton, in his new position of Assistant to the Vice President of Finance. Additional supervision, including field visits, is done by the President, two Vice Presidents and the International Program Coordinator for Africa. Five additional accounting personnel at headquarters and three newly-appointed regional accountants provide support to the fields and satisfy audit requirements.

C. Training

The primary training activities conducted by Sharon Schoenhals and Larry Walton during this first year were:

- Five child sponsorship workshops: Dominican Republic in January, Bolivia and Peru in March, Kenya in May and Guatemala in August. An average of 15 people attended each workshop. Approximately 50% of the participants were women.
- Africa regional accounting workshop with the head accountants from Kenya, Ethiopia, Uganda, and Mozambique. Workshop topics included financial and accounting management, financing programs, internal control issues, the new cost allocation system, needs assessment for the new accounting software, and preparation of plans for 1993.
- Support was provided for the International Management Training Conference held in September. 40 participants, 9 of them women.

D. Logistical support

Considerable time was spent making arrangements for the mid-term evaluations and preparing the consultants. It was very helpful to have AID locate their consultant and purchase her ticket, insurance, etc. Logistical support was also provided to the International Management Team Conference held in the Dominican Republic for ten days in September.

E. Technical assistance

Programatic technical assistance provided from HQ has included assistance with monitoring and evaluation systems and disbursement of materials on micro-enterprise loans. Financial assistance has included grant reviews, internal audits, and continual answering of questions about the accounting system and policies/procedures.

F. Project fund-raising and marketing

The programs in Bolivia and Guatemala have not required any fund raising efforts beyond that which is normally done by Partner Entities located in the U.S., Japan and Korea. As mentioned before, the Matching Grant has helped to spur additional funding from TEAR Fund U.K. and SIDA for the Kenya programs included here. All of the fund-raising for these grants has been done out of the Kenya office. FH foresees no difficulties in meeting the match required by this agreement.

G. Role of the Board of Directors

The full Board of Directors met once during the second year of the grant (they also met in September 1992 and October 1993, just missing the cutoff points of this reporting period). The Executive Committee of the Board met two additional times. The Board receives monthly program and financial reports summarizing activities in the fields and at headquarters and any issues requiring their attention. As with all FH programs, the Board is ultimately responsible for monitoring and providing direction to the programs covered under this grant.

H. Development Education

There are no development education activities covered under this grant.

2. Comparison of actual accomplishments with those proposed, problems encountered and how addressed

The revised proposal, dated May 7, 1991, states:

"This program will enhance organizational growth by:

- a) Focusing more attention and resources on planning and evaluation, including establishing baseline data, measuring results, taking corrective action, and applying lessons learned in the project or other projects;
- b) Strengthening the technical support staff at field and headquarters levels, especially in accounting and evaluation;
- c) Transferring positive FH experience to additional countries."

a) The Matching Grant has significantly strengthened each of the countries involved as well as headquarters. Staff from all three countries have admitted that the rather burdensome requirements of the grant, though difficult at times, have been a learning tool which can be applied to other programs as well. For example, the director of projects in Bolivia, Alfredo Fernandez, commented that the two things that have been most helpful to him in the past few years for program design was the logical framework (which was the focus of the Latin American Conference held last year) and writing the DIP. Planning and reporting skills of the Guatemala staff have also improved significantly due to the constant interaction this grant requires.

The mid-term evaluation conducted at headquarters and all three countries resulted in significant refinements to each country's strategy and objectives. Though Bolivia's programs are evaluated several times a year, Kenya and Guatemala do not have as much experience in this area, in part because of the expense involved. Staff in both of these countries learned a lot about preparing and conducting an evaluation .

b) Great strides are being made to strengthen accounting. Larry Walton's investment into establishing policies and procedures and providing training in them has defined the accounting system much more than it had been. It is hoped that the new accounting system/software will eliminate some of the difficulties accountants currently have with routine operations. Extensive manuals and workbooks will assist staff to learn the new system.

In addition to strengthening the fields' experience with evaluation, the mid-term evaluation was a valuable exercise for headquarters. Sharon Schoenhals' five weeks of travel with professional evaluators taught her know what to look for in field visits, see projects through different eyes, and be better prepared for future evaluations.

c) Though transferring of experience from one country to another in this grant has been limited by the diversity of the projects, each of the countries has learned from the other. The grant manager shares lessons learned and ideas from one country to another and reports are disseminated to all three countries. Alfredo Fernandez, currently acting director of FH/Bolivia, was able to participate as part of the evaluation team in Kenya. This trip provided him with his first experience to an FH field outside of Latin America/Caribbean. FH/Kenya benefited from his advice about water testing kits and monitoring systems, as well as his engineering knowledge.

VI. FINANCIAL REPORT

1. Financial Charts (see Annex C)

2. Proposed budget versus actual expenditures

In the second year of the grant, FH is under budget in the AID monies and over budget in their match. There should not be any problems staying within the allotted amount from AID or meeting our match. The budget numbers used in the Financial Profiles and statistical chart of this report are those that have been submitted to A.I.D. as a requested amendment rather than those in the current contract.

The Bolivia numbers that appear in the statistical chart (Annex A) are October 1992 - June 1993. As of that time, 58% of the grant period had expired. FH/Bolivia spent 50% of the total AID monies and 73% of the PVO monies. Most of Bolivia's budget categories look very good. The only area with significant variation is salaries in the water program are underspent. This should be compensated for in the final year of the grant.

FH/Guatemala is also doing quite well with their budget. In AID monies, they are underspent in consultants, both for program costs and evaluations. The evaluation budgets of all countries and headquarters are underspent because they had budgeted for a mid-term evaluation which was covered out of headquarters budget and by AID/Washington directly. The loan fund, covered by the PVO monies, is also underspent for reasons explained earlier. This results in our match being low in Guatemala. However, overages in match monies in Kenya and Bolivia more than compensate for this small discrepancy.

Using the budget numbers submitted in the request for the amendment, Kenya is close to budget as well. (Amendment numbers were based on actual expenditures through June and estimated through the end of the grant). Faulu loans is underspent in AID monies and overspent in match monies, due to more donations being received than originally projected. (Some of this "match" may be removed if not needed for this grant). Only \$1,000 of AID money was budgeted for the second year for Marsabit money; none of this was spent. The PVO money in the water category is very close to budget. Garissa irrigation is within a couple thousand dollars of budget for both AID and PVO. Year one numbers submitted for Kenya have been changed to charge the majority of Marsabit Water expenditures to SIDA rather than AID. This was explained in the request for an amendment.

Headquarters is currently underspent by almost \$30,000 (total years one and two). This is mostly due to underspending in the evaluation category. Most of the planned activities in this category have taken place but several factors have led to expenses being under budget: The consultant used for the baseline survey in Guatemala and Bolivia was not as expensive as planned; the expenses for consulting time and travel for the mid-term evaluation for Kenya and Bolivia were covered directly by AID though they were budgeted in this agreement; and no consultant was used in headquarters to assist with writing the DIP. Program expenses are about \$7,000 (7%) under budget.

3. Letter of credit drawdowns

Due to the logistics involved in moving money internationally and internally within developing countries, and the complexity of determining and communicating accurate cash flow projections on a project by project basis, FH does not utilize its letter of credit to receive "advances" from AID. Instead, actual expenditures charged to AID programs are summarized at the end of each month, and "draw downs" are initiated to reimburse FH for these expenditures. FH receives reimbursement one to two months after the expense is incurred. In this way FH is able to comply with the "prompt" disbursement requirements of the OMB which are intended to prevent FH from financing programs which are not supported by U.S. government funds or earning interest on this capital.

We expect to initiate draw downs related to the Matching Grant on a monthly basis, more or less in even amounts, as expenditures are roughly distributed evenly throughout the year.

4. Fund-raising activities

FH's share of the Matching Grant is covered by funds raised by FH's Partner Entities in the U.S., Japan, Korea, and other countries and by local funding secured in Kenya. Income received from Food for the Hungry, Inc. (USA) has grown slowly but steadily for the past several years, without large year to year variances. The partner entities in Japan and Korea have been growing quickly and steadily. FH/Kenya's relationship with SIDA is strong and commitments have been made through the end of this grant period. FH's financial health is strong and no problems are anticipated.

5. PVO cost-share

Food for the Hungry's cost share is currently 60% of the total expenditures (AID: \$180,850, FH: \$277,161). As mentioned, Kenya's income for the projects included here has surpassed that which was planned. No problems are anticipated in meeting the required 50% match over the three year period.

VII. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

Bolivia

Greenhouse sustainability. Some family greenhouses (a project FH/B has been specializing in for many years) appear not to be sustainable, while others are. This observation has led FH/Bolivia to redefine the program's strategy to ensure more sustainability.

Collaboration with other agencies. The adequate application of other institutions' knowledge and experiences can eliminate years of effort and many mistakes. Having experienced the value of other organization's knowledge, FH/Bolivia is recognizing the need to better document their work for the benefit of others.

"Put the shoe on the right foot" is a popular saying that indicates that each person should stick to what he/she is really familiar with and can accomplish efficiently. Many difficulties in FH/B are a result of not recognizing persons' limitations as to capability and skills. Sometimes we have tried to train them in very different areas and the result has been one of general weakness in all of them.

Evaluations of job descriptions. An organization should carry out periodic reviews of what tasks have been assigned to which positions and make any necessary adjustments. Not doing this can result in hiring more people than the minimum needed.

Guatemala

Benefit distribution. Last year it was reported that among the target indian populations, it was difficult to extend agricultural training and loans directly to married women. This year we have seen an increase in the number of women receiving training. It would be helpful to do further study into why this is. It may be related to the overall increasing acceptance of the program, to the increase in female leadership, or a combination of both.

Community leadership. Traditionally, old men are the leaders of the target communities and they dominate the boards of the development communities. FH is encouraging the participation of younger men and women. Women are now part of the cooperative boards. It will be interesting to see what effect this will have long-term.

Field visits. The value of field visits, both for beneficiaries and staff, was seen. Beneficiaries visited near-by farms and returned motivated to put in practice the technologies they had heard about. Staff heard about the agricultural extension work being done in Honduras during the mid-term evaluation and asked to see it in practice. Their trip to Honduras was motivational and educational. The value of seeing-it-for-oneself also applies to replication: non-beneficiary farmers are witnessing the increases in production by those using new techniques and wanting to try them in their own plots.

Cooperatives. The following lessons have been learned about forming cooperatives:

- Farmers should be from the area
- Farmers should join the cooperative group voluntarily; without any pressure or incentives
- Farmers should receive training before receiving a loan
- It is best if the farmer has his own land (rather than renting it)
- Farmers should accept that they will be supervised by FH staff

Kenya

Follow-up after project completion. In communities where FH is no longer working, very little follow-up activity has been done due to not budgeting the funds for follow up visits in proposals. Follow-up visits can provide communities with additional advice in their planning, technical assistance, linking with governmental extension workers, reinforcing communities, etc. A plan and budget for community follow-up activities after the conclusion of projects will be developed and implemented for future proposals. For this grant, funding for follow-up visits to water projects in Marsabit has been secured and the number of farms in Garissa was reduced from six to four to allow for more work with the existing communities once the irrigation systems are in.

Training of committees is an essential component of project sustainability. FH/Kenya has found it necessary to have on staff a trainer of trainers to assist with this task. A staff member has been identified to fill this role and is awaiting appropriate training. Since the mid-term evaluation, FH held a very successful, week-long workshop with committees from five different project sites in Marsabit.

Community ownership. Community involvement in the early stages of project planning is essential to fostering ownership. Project sustainability should be part of the initial planning. By the same token, it is necessary to move at the pace of the community in development projects if long term benefit and sustainability is to be achieved.

Estimates of project costs and benefits. The expense involved in setting up irrigated farms in Garissa was underestimated. Future project budgets will include a higher percentage of inflation, especially for fixed assets. On the other hand, the cost of doing water projects in Marsabit was overestimated. It is very difficult to budget accurately for projects where we do not have a track record, especially in a high inflation situation.

Community organization. As the Mathare Faulu Loan Scheme continues to mobilize the community to form more groups, we have realized that the loanees have a forum to meet together and assist one another. The loanees in one sector can meet and solve their common problems together, and also put their resources together to buy their stock or raw material in bulk. This will enable them to have a higher margin of profit.

VIII. RECOMMENDATIONS

1. To project leadership and PVO

The following recommendations were made by the grant manager in the last annual report. Following the recommendation is a brief update on progress made in the second year of the grant:

-The organization needs to discuss making future Matching Grant proposals more focused. Consider revolving the grant around a single sector, rather than a single concept (food security).

The Matching Grant proposal currently being written focuses solely on micro-enterprise in Africa.

-The organization needs to weigh the pros and cons associated with having "standard patterns" for certain types of programs. For example, would it be more helpful to fields to have an "FH pattern", complete with manuals, for micro-enterprise loans or is it better for them to have complete flexibility to adapt to local conditions?

Although FH strives to be as decentralized as possible, we are aiming to experiment with a "pattern" for micro-enterprise in Africa by expanding the Faulu Loan Scheme, first funded under this grant, to five countries. This idea was discussed with all Africa directors and responds to a need on their part for technical assistance in micro-enterprise.

-Food for the Hungry needs to evaluate how micro-enterprise loans fit into their current structure. Mennonite Central Committee, for example, found economic development to be so different from community development that they set up another organization to do it (MEDA).

Many discussions have taken place on this subject, and how best to integrate micro-enterprise into the other three sectors FH works in. Eventually, many of the loan projects may be spun off as a separate, local, institution but for now we feel we can accommodate loan programs into our overall structure. Certain accounting restrictions will be placed on loan programs, however, such as a standard accounting and software package.

New recommendations for this year include:

FH/Bolivia agrees with Dr. Webb's recommendation to undertake a complete portfolio review to determine cost/benefit and cost-effectiveness across projects. Though this has been done, FH/B feels more emphasis in this area is needed.

For Guatemala, reduce the number of crops and technologies being worked with in order to better focus on the most essential. Have some staff exclusively dedicated to the agricultural project to improve training and follow-up offered to the beneficiaries.

Food for the Hungry needs to institutionalize a system for disseminating lessons learned from one country to the others. Attempts are being made in this area through such things as an internal newsletter, adding a section on lessons learned in the annual report, and increasing the networking directly between countries. The new training team (beginning officially in 1994) will focus more attention in this area (see FHI's response to mid-term evaluation's suggestion about disseminating lessons learned).

2. To country and local leaders

To the government of Bolivia: More initiative should be taken to encourage the export of agricultural products. At this time there are no clear policies for this exportation, and in fact considerable difficulties are encountered when trying to export. This is especially important given the fall in traditional exports, such as minerals. Examples of products with potential include garlic and quinoa, in which Bolivia has never been able to meet their exportation quotas or supply the demand.

To the government of Bolivia: There should be a national plan for irrigation to regulate, direct, and channel long-term projects and resources.

3. To donors and other organizations seeking similar impacts

Participation is linked to the beneficiaries' interest in a given project. Therefore, projects should get at the root of the problem, while having a strong initial impact. Projects that do not hold a high initial interest for participants should be linked with those that do. In Bolivia, for example, in the new zones the Child Survival program is closely linked to the agricultural and rural infrastructure programs (that do have visible immediate impact).

PVOs and donors should standardize the way the cost of projects is calculated. Often donors use "acceptable ranges" for what a project should cost in each country. What other organizations report as the cost of a well may or may not include all of their costs. For example, do you include only the cost of the materials for the well? All of the direct costs including personnel and transportation? All of the indirect costs as well as direct? Comparisons across organizations are very helpful, but one must be sure to compare apples with apples.

ANNEX A

**STATISTICAL CHART OF
QUANTITATIVE OUTPUTS**

MATCHING GRANT QUARTERLY STATISTICS

ANNEX A/1

INDICATORS	BOLIVIA					GUATEMALA					KENYA					TOTAL				
	ANNUAL GOAL YEAR 2	Quarter (Cumulative)				ANNUAL GOAL YEAR 2	Quarter (Cumulative)				ANNUAL GOAL YEAR 2	Quarter (Cumulative)				ANNUAL GOAL YEAR 2	Quarter (Cumulative)			
		1	2	3	4		1	2	3	4		1	2	3	4		1	2	3	4
AGRICULTURE AND LITERACY																				
Number training guides/manuals produced	0	0	0	0	0	6	0	0	2	3	3	0	0	0	0	9	0	1	2	3
Number staff attending training sessions	30	11	15	21	36	4	4	4	8	9	3	0	2	2	3	37	15	21	31	48
Number beneficiaries trained in:																				
- agricultural innovations	390	379	379	409	467	109	59	110	193	193	60	0	40	61	61	559	438	529	663	721
- greenhouses (follow up)	1,200	741	741	859	1,164	N/A	—	—	—	—	N/A	—	—	—	—	1,200	741	741	859	1,164
- percentage women	20%	25%	25%	45%	44%	22%	50%	53%	37%	37%	40%	0	23%	40%	40%	21%	23%	27%	42%	43%
Number beneficiaries applying new agriculture techniques	300	379	379	387	445	109	59	110	189	189	60	0	0	0	61	469	438	489	576	695
Number demonstration plots functioning	15	15	15	15	15	6	3	7	15	15	2	0	0	2	2	23	18	22	32	32
Number purchasing/marketing committees operating	5	4	4	5	5	1	0	1	1	4	2	0	0	1	2	11	4	5	7	11
Number purchasing/marketing committees independently managing funds	0	0	0	0	0	1	0	1	1	4	2	0	2	2	2	6	0	3	3	6
Number beneficiaries attending literacy classes						N/A	—	—	—	—	N/A	—	—	—	—					
- completing literacy course	75	0	0	302	563											75	0	0	302	563
- percentage women	100%			100%	100%											100%			100%	100%
Number of education committees operating	7	0	0	15	30	N/A	—	—	—	—	N/A	—	—	—	—	7	0	0	15	30
Budget vs. Actual: USAID	\$ 83,741	\$ 16,257	\$ 43,520	\$ 51,610		\$ 27,800	\$ 3,800	\$ 8,924	\$ 23,215		\$ 94,746	\$ 18,731	\$ 20,892	\$ 86,408		\$ 206,287	\$ 38,788	\$ 73,336		
FHI	\$ 95,060	\$ 10,200	\$ 10,200	\$ 192,810		\$ 23,000	(\$ 1,400)	\$ 7,343	\$ 13,856		\$ 3,008	\$ 5,792	\$ 3,270	\$ 5,570		\$ 121,068	\$ 14,592	\$ 20,813		

MATCHING GRANT QUARTERLY STATISTICS

ANNEX A/2

INDICATORS	ANNUAL GOAL YEAR 2	BOLIVIA				ANNUAL GOAL YEAR 2	GUATEMALA				ANNUAL GOAL YEAR 2	KENYA				ANNUAL GOAL YEAR 2	TOTAL			
		Quarter (Cumulative)					Quarter (Cumulative)					Quarter (Cumulative)					Quarter (Cumulative)			
		1	2	3	4		1	2	3	4		1	2	3	4		1	2	3	4
WATER																				
Number training guides/manuals produced	0	0	0	0	0	N/A	—	—	—	—	2	0	0	2	2	2	0	0	2	2
Number staff attending training sessions	18	0	26	26	26						7	0	2	2	7	25	0	28	28	33
Number beneficiaries trained in:																				
- irrigation/community water systems	1,575	125	125	281	775						12	4	9	15	35	1,587	129	134	296	810
- domestic wells (follow up)	1,200	381	381	504	620					N/A	—	—	—	—	—	1,200	381	381	504	620
- percentage women	20%	15%	15%	47%	45%					40%	0	28%	28%	28%	28%	20%	15%	13%	47%	45%
Number community water systems constructed	15	2	2	2	19						8	2	2	3	10	32	4	4	5	35
Number hectares under irrigation	60	0	0	0	81						24	0	0	0	0	84	0	0	0	81
Number water committees operating	5	5	5	9	13						6	0	5	7	7	11	5	10	16	20
Number committees independently managing funds	3	0	0	0	0						0	2	2	3	3	3	2	2	3	3
Budget vs. Actual: USAID	\$ 36,766	\$ 10,077	\$ 11,342	\$ 32,509						\$ 1,000	\$ 17,223	0		0		\$ 37,766	\$ 27,300	\$ 11,342		
FHI	\$ 4,940	0	0	\$ 2,287						\$ 132,019	\$ 48,501	\$ 81,882		\$ 140,393		\$ 136,959	\$ 48,501	\$ 81,882		
LOANS																				
Number training guides/manuals produced	N/A	—	—	—	—	(See Ag)					0	0	0	0	0	0	0	0	0	0
Number staff attending training sessions						(See Ag)					4	0	4	4	7	4	0	4	4	7
Number beneficiaries receiving loans						460	53	121	190	464	160	0	39	213	400	620	53	160	403	864
- percentage women						22%	25%	27%	20%	15%	50%	0	50%	51%	52%	29%	25%	35%	36%	32%
Percentage of loans repaid on schedule						95%	* 85%	* 85%	* 85%	* 85%	80%	100%	100%	100%	100%	91%	85%	90%	92%	91%
Number loan committees operating						4	3	3	4	6	4	2	6	10	12	8	5	9	14	18
Number loan committees independently managing funds						4	3	3	3	6	N/A	—	—	—	—	4	3	3	3	6
Budget vs. Actual: USAID						(See Ag)					\$ 48,586	\$ 6,233	\$ 9,624		\$ 14,720	\$ 48,586	\$ 6,233	\$ 9,624		\$ 14,720
FHI						(See Ag)					\$ 51,636	\$ 6,620	\$ 51,876		\$ 86,913	\$ 51,636	\$ 6,620	\$ 51,876		\$ 86,913

* estimate

ANNEX B

COUNTRY DATA SHEETS
(Form 1550-11)

B.1 Bolivia

B.2 Guatemala

B.3 Kenya

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

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number		
Appropriation	Level		
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization Food for the Hungry		Grant/Contract Number PDC-0158-A-00-1106-00
Start Date (MM/DD/YY) 09/30/91	End Date (MM/DD/YY) 09/30/94	AID Project Officer's Name Ms. Devorah Miller

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1992	\$415	Note: An ammendment is pending which	
1993-1994	\$830	would change these amounts.	
		The total remains the same.	
LOP	\$1,245		

Activity Description

In the highlands of Bolivia, three types of projects will take place in 15 focus communities and their surrounding areas. Agricultural activities will teach improved techniques for producing staple crops and encourage the consumption of vegetables through the greenhouse program. Water supply and irrigation projects will increase the amount of water available for domestic use and agricultural purposes and will also follow up on previous well recipients. Finally, a new project, that of female literacy, will be introduced to increase women's self-confidence. In each community, a local organization will be formed (or strengthened if already existing).

Status During this reporting period, 467 farmers received training in new agricultural techniques. Those using the new techniques saw an increase in yield of five to ten times. 1,164 beneficiaries of greenhouses and 620 well owners received follow-up training in the use, maintenance, and repairs of these assets. Thirteen water supply systems are in the process of execution and six small irrigation systems were completed. There are thirteen water committees and three stores functioning. 563 women are currently participating in literacy classes being held in two of the Potosi centers. 62 staff members received training in technical, social, and administrative themes.

COUNTRY INFORMATION (SECONDARY)

Country Bolivia	Location in Country (Region, District, Village) Departments of La Paz, Oruro and Potosi
PVO Representative's Name Alfredo Fernandez	Local Counterpart/Host Country Agency Fundacion Contra el Hambre/Bolivia

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	TOTAL
AID \$	\$ 75	\$105	\$114	\$294
PVO \$	\$ 94	\$100	\$100	\$294
INKIND				
LOCAL				
TOTAL	\$169	\$205	\$214	\$588

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

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number		
Appropriation	Level		
Country Code	Fund Type	Technical Code	
Project Officer	Key 1	Key 2	

PROJECT INFORMATION (PRIMARY)

Name of Organization Food for the Hungry		Grant/Contract Number PDC-0158-A-00-1106-00
Start Date (MM/DD/YY) 09/30/91	End Date (MM/DD/YY) 09/30/94	AID Project Officer's Name Ms. Devorah Miller

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1992	\$415	Note: An amendment is pending which would change these amounts. The total remains the same.	
1993-1994	\$830		
LOP	\$1,245		

Activity Description

In order to improve production of corn and beans, training will be provided in improved agricultural techniques: crop spacing, use of improved seed, crop diversification, improved tilling and use of the hoe, and environmentally sound use of fertilizers and pesticides. Secondary emphasis will be given to growing vegetables. In addition, agricultural loans will be extended in kind: improved seeds, fertilizers and pesticides. In the second year of the grant agricultural cooperatives will be formed to assist farmers with selling excess production, to enable them to purchase inputs at near-wholesale prices and to take over the management of the revolving loan funds.

Status

193 farmers (72 women) are currently receiving instruction in improved agricultural techniques. 464 small agricultural loans were given out in the second year of the grant. Four community cooperatives are receiving training from the National Institute of Cooperatives; three of them are active and going through the legalization process. All of the staff involved in the project traveled to Honduras to learn from the agricultural experimentation and dissemination projects of COSECHA and World Neighbors.

COUNTRY INFORMATION (SECONDARY)

Country Guatemala	Location in Country (Region, District, Village) Department of Alta Verapaz
PVO Representative's Name Porfirio Chavez	Local Counterpart/Host Country Agency Fundacion Contral El Hambre/Guatemala

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	TOTAL
AID \$	\$ 27	\$ 28	\$ 28	\$ 83
PVO \$	\$ 24	\$ 23	\$ 23	\$ 70
INKIND				
LOCAL				
TOTAL	\$ 51	\$ 51	\$ 51	\$153

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

OMB No. 0412-0530
Expiration Date: 03/31/89

FOR OFFICIAL USE ONLY

PVO Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

PROJECT INFORMATION (PRIMARY)

Name of Organization Food for the Hungry		Grant/Contract Number PDC-0158-A-00-1106-00
Start Date (MM/DD/YY) 09/30/91	End Date (MM/DD/YY) 09/30/94	AID Project Officer's Name Ms. Devorah Miller

AID OBLIGATION BY AID-FY (\$000)

FY	AMOUNT	FY	AMOUNT
1992	\$415	Note: An ammendment is pending which	
1993-1994	\$830	would change these amounts.	
		The total remains the same.	
LOP	\$1,245		

Activity Description

Three geographic areas of Kenya are targeted. In the Nairobi slum of Mathare, a micro-enterprise loan and training project is operating. Modeled after that of a successful local NGO, the design stresses group accountability. In the Northeastern district of Garissa, four irrigation farms will be commenced. The resulting increase in food production will move former nomads toward a position of food sufficiency and increased income. A wide variety of water projects in the Northern district of Marsabit will increase water supply and/or water quality for domestic and livestock use.

Status There are currently twelve Shirika (groups of 40 loan clients) formed and 400 loans outstanding. Ten loan orientation seminars were held, with a total attendance of 420 people. In Garissa, two new farms (28 hectares) have been cleared from previously unusable land, canals have been dug, and pumps purchase and installed. 111 farmers received an agricultural course from the Garissa Farmers' Training Center, 60 community members from the year one farms received a course in water management and twelve people received courses in pump operation and maintenance. Ten water projects were completed in the Marsabit area. These projects include refurbishing a gravity-fed water system, construction of a large weir and tap stands, construction of six ferrocement rainwater catchment tanks, and two roof catchment systems.

COUNTRY INFORMATION (SECONDARY)

Country Kenya	Location in Country (Region, District, Village) Nairobi (Mathare), Garissa, Marsabit
PVO Representative's Name Carol Winninge	Local Counterpart/Host Country Agency Food for the Hungry/Kenya

COUNTRY FUNDING INFORMATION (\$000)

YEAR	1992	1993	1994	TOTAL
AID \$	\$ 148	\$ 155	\$ 183	\$ 486
PVO \$	\$ 213	\$ 159	\$ 180	\$ 552
INKIND				
LOCAL				
TOTAL	\$ 361	\$ 314	\$ 363	\$1,038

ANNEX C

FINANCIAL PROFILES

C.1 Financial Profile of the Project

C.2 Financial Profile of the PVO

FINANCIAL PROFILE OF MATCHING GRANT PDC-0158-A-00-1106-00

A. BUDGETED VERSUS ACTUAL EXPENDITURES

Project Elements	10/91 TO 9/92				10/92 TO 6/93			
	A.I.D.		PVO		A.I.D.		PVO	
	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures	Budget	Expenditures
I. Program	\$206,850	\$227,947	\$297,297	\$190,309	\$208,622	\$149,918	\$223,111	\$220,623
II. Procurement	29,576	32,612	101,201	94,610	37,142	5,401	56,978	23,142
III. Monitor/Evaluation Elements	32,400	17,151	0	0	28,350	3,740	0	0
IV. Indirect Costs	36,829	38,046	54,594	39,034	37,554	21,791	38,372	33,396
TOTAL PROJECT	\$305,655	\$315,756	\$453,092	\$323,953	\$311,669	\$180,850	\$318,461	\$277,161

B. SOURCES OF PROJECT FUNDS FOR THE PVO

	9/30/91 TO 8/31/92	9/1/92 TO 6/30/93
AID Matching Grant	\$315,756	\$180,850
Private		
Cash	6,267,239	6,826,206
In-Kind	3,328,603	7,627,690
Host and Other Governments		
Cash	719,323	255,484
In-Kind	0	0
Other AID Grants/Contracts	3,919,062	3,672,535
Other US Government (Commodities)	0	1,792,053
Other	0	0
TOTALS	\$14,549,983	\$20,354,818

**FOOD FOR THE HUNGRY, INTERNATIONAL
OTHER USAID GRANTS**

Country	Grant Number	Disbursements		Period of Grant
		10/01/91 to 8/31/92	9/01/92 to 6/30/93	
Bolivia	OTR-0704-A-00-9171-00	\$134,176.06	\$81,851.39	9/1/89 to 9/30/93
Bolivia	OTR-0500-A-00-9185-00	132,916.81	95,451.02	9/1/89 to 9/30/93
Mozambique	656-0217-G-SS-0016-00	804,421.52	1,640,115.02	7/1/90 to 6/30/94
Ethiopia	099E10-8007	84,117.30	31,150.98	1/1/91 to 9/30/92
Ethiopia	AOT-1007-G-00-2101-00	4,047.76	23,281.66	4/1/92 to 12/31/92
Ethiopia	PA:663-98-000-2733	267,881.28	26,170.46	
USA	099E10-8021	24,791.05	72,509.41	1/1/91 to 3/31/93
Mozambique	AOT-2060-G-00-2142		1,232,641.68	8/1/92 to 5/31/93
Kenya	968-1032-G-00-3016-00		38,777.00	12/8/92 to 12/31/93
Other:				
Title II Commodities/ Ocean Freight/ Overland Transport				
		<u>2,466,710.69</u>	<u>430,586.41</u>	
	Totals	<u>\$3,919,062.47</u>	<u>\$3,672,535.03</u>	

FOOD FOR THE HUNGRY INTERNATIONAL
Financial Profile

A. Program Expenditures

<u>Program Expenditures:</u>	<u>(10-91/9-92)</u> <u>Year 1</u>	<u>(10-92/6-93)</u> <u>Year 2</u>	<u>1994</u> <u>Year 3</u>
Small Project Grants	153,624	458,747	249,195
Training	3,159,581	2,957,999	4,024,301
Sectoral Strategy Dev.	4,548,327	5,543,806	6,896,213
Disaster Relief	4,858,733	9,530,768	3,797,179
Evaluation			106,600
Program Management			
Indirect Costs	<u>1,829,721</u>	<u>1,863,498</u>	<u>2,174,770</u>
Total Worldwide Program	\$14,549,986	\$20,354,818	17,248,258

Note: FHI's accounting system does not accumulate or summarize expense information using the categories provided. The data above is the result of translating the following categories into the format given:

<u>FHI Programs:</u>	<u>AID Categories:</u>
Loan Programs	Small Project Grants
Education	Training
Public Health	
Child Sponsorship	
Water Programs	Sectoral Development
Reforestation	
Agr Extension	
Other Misc. Programs	
Relief	Disaster Relief
Feeding Programs	
Rehabilitation	
Food Security	
HQ Administration	Indirect
Unallocated Field	
Indirect	

Local program management expenses incurred in overseas offices are allocated to programs, and therefore not accumulated separately. Evaluation costs are usually directly charged to the appropriate program, and are therefore not tracked separately at HQ.

All years contain estimates, since FHI program reporting is based on a calendar year, and monthly/quarterly financial reports to HQ are not summarized in a manner appropriate for this report. Year one is based on actual data. Year two is based on actual and budget and year three is based on the 1994 budget.

B. SOURCES OF PROJECT FUNDS FOR THE PVO

	9/30/91 TO 8/31/92	9/1/92 TO 6/30/93	1994
AID Matching Grant	\$315,756	\$180,850	\$748,394
Private			
Cash	6,267,239	6,826,206	6,245,733
In-Kind	3,328,603	7,627,690	5,963,549
Host and Other Governments			
Cash	719,323	255,484	464,152
In-Kind	0	0	0
Other AID Grants/Contracts	3,919,062	3,672,535	2,234,987
Other US Government (Commodities)	0	1,792,053	1,591,443
Other	0	0	0
TOTALS	\$14,549,983	\$20,354,818	\$17,248,258

ANNEX D

ORIGINAL LOGICAL FRAMEWORK

<u>GOAL</u>	<u>INDICATORS OF ACHIEVEMENT</u>	<u>MEANS OF VERIFICATION</u>	<u>ASSUMPTIONS</u>
<p>To achieve food security and increase disposable income among the poorest population groups in three countries of Africa and Latin America (Bolivia, Kenya and Guatemala) in order to raise their level of health and self-sufficiency.</p>	<ol style="list-style-type: none"> 1. Sample surveys of project beneficiaries show evidence of improved disposable income. 2. Sample surveys of children under five years and hospital and health center records show improvements in child nutrition and reductions in child mortality. 3. Field office staff in target countries have had training and three years of experience in planning, implementing, and evaluating projects in micro-enterprise loan management and family food production. 	<ul style="list-style-type: none"> - Survey and evaluation reports. - Survey and evaluation reports; hospital and health center records. - FIII project and management records and reports. 	<ul style="list-style-type: none"> - Stability of political environment in participating countries. - Countries included in proposal continue to be on list of approved countries for AID funding. - Receptiveness and cooperation of host country governments.

LOGICAL FRAMEWORK - FHI/AID MATCHING GRANT (Part 2)

<u>PURPOSE</u>	<u>INDICATORS</u>	<u>MEANS OF VERIFICATION</u>	<u>ASSUMPTIONS</u>
1. Provide micro-enterprise loans to help small scale entrepreneurs to achieve self-sufficiency.	1. Micro-enterprise: a) 250 micro-businesses launched. b) 80% of businesses are working.	- Project records and reports. - FHI internal personnel records - Visits by consultants to FHI headquarters, field offices and projects.	- Receptiveness of target communities to project activities. - Adequacy of rainfall or water supply.
2. Increase food production and access to water among targeted women and families in rural areas.	2. Food Security: a) 20%-90% increase in food production. b) 81 water sources developed or improved. c) 10,430 families benefit from new or improved water sources.	- Visits by IIQ staff to field offices and projects.	- Favorable weather and climate conditions.
3. Improve organizational capability in planning, financial management, evaluation and technical support at field and IIQ levels.	3. Organizational Capability: a) No. of planning documents produced, using improved planning system: 18. b) No. of evaluation reports produced, using improved evaluation system: 8. c) No. of local organizations participating in project planning and evaluation. 48.		
4. Increase the role of women in FHI and in micro-enterprise and food production activities.	4. Role of Women: a) 150 women working in micro-enterprise projects. b) 3,927 women working in food production projects. c) Increase proportion of women in management to 38%.		

LOGICAL FRAMEWORK - FHI/AID MATCHING GRANT (Part 3)

<u>OUTPUTS</u>	<u>INDICATORS</u>	<u>MEANS OF VERIFICATION</u>	<u>ASSUMPTIONS</u>
<p>1. Micro-enterprise:</p> <p>a) Trained loan managers</p> <p>b) Credit committees established</p> <p>c) Trained entrepreneurs</p> <p>d) Loans paid back on schedule</p>	<p>1. Micro-enterprise:</p> <p>a) 3</p> <p>b) 3</p> <p>c) 250</p> <p>d) 80%</p>	<p>- Project records and reports.</p> <p>- Annual evaluation reports.</p> <p>- Visits by consultants to FHI headquarters, field offices, and participating projects.</p>	<p>- Approval of matching grant at requested levels.</p> <p>- Effectiveness of training program.</p> <p>- Timely arrival of inputs.</p>
<p>2. Food production and water access:</p> <p>a) Greenhouses and home gardens</p> <p>b) Grains and staple food crops</p> <p>c) Improved water sources</p> <p>d) Staff trained</p> <p>e) Farmers trained</p> <p>f) Women trained</p> <p>g) Local organizations formed</p>	<p>2. Food production and water</p> <p>a) 590 supported</p> <p>b) 20%-90% increase</p> <p>c) 81 completed</p> <p>d) 15 trained</p> <p>e) 1,313 trained</p> <p>f) 477 trained</p> <p>g) 45 formed</p>	<p>- On-going extension work in field.</p> <p>- Visits by HQ staff to field offices and projects.</p>	<p>- Timely reporting, monitoring, planning and replanning.</p> <p>- Clear and frequent communication between parties involved: FHI, host government, other PYOs and USAID.</p>
<p>3. Organizational capability:</p> <p>a) Staff trained in project management, survey methodology, and evaluation.</p> <p>b) Local organizations trained in micro-enterprise or food production project management.</p> <p>c) Evaluations conducted:</p> <p>d) Improved project evaluation system in place.</p>	<p>3. Organizational capability:</p> <p>a) 46 staff trained</p> <p>b) 48 local organizations trained.</p> <p>c) 8 conducted</p> <p>d) 3 county offices using improved evaluation system.</p>		<p>- Community involvement in planning and monitoring of projects</p> <p>- Involvement of FHI staff from outset of the program</p>
<p>4. Role of women:</p> <p>a) Women trained in micro-enterprise, agribusiness and management.</p>	<p>4. Role of women:</p> <p>a) Number trained: Microenterprise: 150 Agribusiness: 477</p>		

LOGICAL FRAMEWORK - FHI/AID MATCHING GRANT (Part 4)

<u>INPUTS</u>	<u>INDICATORS</u>	<u>MEANS OF VERIFICATION</u>	<u>ASSUMPTIONS</u>
1. Micro-enterprise: a) Personnel: - Loan managers - Trainers b) Money for loans c) Training: - For loan managers - For beneficiaries - For FHI staff	\$ and numbers: - see budget.	- Project records and reports. - Project visits.	- Availability of needed personnel, consultants, and trainers. - Availability of needed materials. - Inflation within tolerable limits.
2. Food and water: a) Personnel: - Agronomists - Water specialists b) Agricultural credit c) Seeds, seedlings, fertilizers, tools d) Training: - For FH staff - For beneficiaries			
3. Organizational capability: a) Personnel - New FHI staff - Consultants b) Training			
4. Role of women: a) Personnel - Trainers b) Training			

ANNEX E

REVISED LOGICAL FRAMEWORK

(Pages 2 and 3 only)

LOGICAL FRAMEWORK - FIII/AID MATCHING GRANT (Part 2)

<u>PURPOSE</u>	<u>INDICATORS</u>	<u>MEANS OF VERIFICATION</u>	<u>ASSUMPTIONS</u>
1. Provide micro-enterprise loans to help small scale entrepreneurs to achieve self-sufficiency.	<p>1. Micro-enterprise:</p> <p>a) 250 micro-businesses launched.</p> <p>b) 80% of businesses are working.</p>	<ul style="list-style-type: none"> - Project records and reports. - FIII internal personnel records - Visits by consultants to FIII headquarters, field offices and projects. 	<ul style="list-style-type: none"> - Receptiveness of target communities to project activities. - Adequacy of rainfall or water supply. - Favorable weather and climate conditions.
2. Increase food production and access to water among targeted women and families in rural areas.	<p>2. Food Security:</p> <p>a) 20%-90% increase in food production.</p> <p>b) 72 water sources developed or improved.</p> <p>c) 9,580 families benefit from new or improved water sources.</p>	<ul style="list-style-type: none"> - Visits by IIQ staff to field offices and projects. 	
3. Improve organizational capability in planning, financial management, evaluation and technical support at field and IIQ levels.	<p>3. Organizational Capability:</p> <p>a) No. of planning documents produced, using improved planning system: 18.</p> <p>b) No. of evaluation reports produced, using improved evaluation system: 7</p> <p>c) No. of local organizations participating in project planning and evaluation. 45</p>		
4. Increase the role of women in FIII and in micro-enterprise and food production activities.	<p>4. Role of Women:</p> <p>a) 150 women working in micro-enterprise projects.</p> <p>b) 166 women working in food production projects.</p> <p>c) Increase proportion of women in management to 38%.</p>		

LOGICAL FRAMEWORK - FHI/AID MATCHING GRANT (Part 3)

<u>OUTPUTS</u>	<u>INDICATORS</u>	<u>MEANS OF VERIFICATION</u>	<u>ASSUMPTIONS</u>
<p>1. Micro-enterprise:</p> <p>a) Trained loan managers</p> <p>b) Credit committees established</p> <p>c) Trained entrepreneurs</p> <p>d) Loans paid back on schedule</p>	<p>1. Micro-enterprise:</p> <p>a) 2</p> <p>b) 3</p> <p>c) 250</p> <p>d) 80%</p>	<ul style="list-style-type: none"> - Project records and reports. - Annual evaluation reports. - Visits by consultants to FHI headquarters, field offices, and participating projects. 	<ul style="list-style-type: none"> - Approval of matching grant at requested levels. - Effectiveness of training program. - Timely arrival of inputs.
<p>2. Food production and water access:</p> <p>a) Greenhouses and home gardens</p> <p>b) Grains and staple food crops</p> <p>c) Improved water sources</p> <p>d) Staff trained</p> <p>e) Farmers trained</p> <p>f) Women trained</p> <p>g) Local organizations formed</p>	<p>2. Food production and water</p> <p>a) 1,300 supported</p> <p>b) 20%-90% increase</p> <p>c) 72 completed</p> <p>d) 55 trained</p> <p>e) 4647 trained</p> <p>f) 1,660 trained</p> <p>g) 45 formed</p>	<ul style="list-style-type: none"> - On-going extension work in field. - Visits by HQ staff to field offices and projects. 	<ul style="list-style-type: none"> - Timely reporting, monitoring, planning and replanning. - Clear and frequent communication between parties involved: FHI, host government, other PVOs and USAID. - Community involvement in planning and monitoring of projects
<p>3. Organizational capability:</p> <p>a) Staff trained in project management, survey methodology, and evaluation.</p> <p>b) Local organizations trained in micro-enterprise or food production project management.</p> <p>c) Evaluations conducted:</p> <p>d) Improved project evaluation system in place.</p>	<p>3. Organizational capability:</p> <p>a) 46 staff trained</p> <p>b) 45 local organizations trained.</p> <p>c) 7 conducted</p> <p>d) 3 county offices using improved evaluation system.</p>		<ul style="list-style-type: none"> - Involvement of FHI staff from outset of the program
<p>4. Role of women:</p> <p>a) Women trained in micro-enterprise, agribusiness and management.</p>	<p>4. Role of women:</p> <p>a) Number trained: Microenterprise: 150 Agribusiness: 1,660</p>		