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FREEDOM FROM HUNGER FOUNDATION

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FIRST ANNUAL REPORT

TO

THE AGENCY FOR INTERNATIONAL DEVELOPMENT

MAY 1989

FREEDOM FROM HUNGER FOUNDATION  
P.O. BOX 2000  
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## SUMMARY

This A.I.D. Partnership Grant, to support Freedom from Hunger program activities in Ghana, Kenya, Sierra Leone, Thailand, Ecuador, and Honduras, became effective March 1, 1988.

Since the signing of the grant agreement, the Freedom from Hunger Board of Trustees has focused the organization's mission on the problem of chronic hunger, giving priority to food security (availability of and access to adequate quantity of food) and secondary attention to associated needs for nutrition education and health improvement.

Freedom from Hunger's goal in this grant can be restated as "to promote sustainable action against chronic hunger (and associated nutrition and health problems)" and its purpose as "to enhance leadership and self-help capacities of the hungry and the service capacities of the local and/or national organizations that support self-help efforts." Except for our new prioritization of the basic needs we seek to meet, the goal and purpose remain effectively the same as in the original version.

Development of operational systems in the program pilot areas proceeded well, as did program support and evaluation of the operational systems development. However, the training and institutional development for systems management at the local agency and community levels, as well as the transfer of Freedom from Hunger's technical and management skills to national collaborating agencies, did not proceed as planned. As a result, attempts to expand the numbers of communities involved in all programs, except Honduras, have been slowed.

Our relationships with national collaborating agencies have led us to modify our strategy for institutional development in all six programs. In Ecuador, Kenya, and Sierra Leone, we are now concentrating on working with our indigenous partner agencies to incorporate as much of the pilot programs as possible within their current operational capabilities. We regard these efforts as experiments in institutionalization.

In Ghana, Honduras, and Thailand, our ongoing partnerships with governmental agencies have been strengthened by renewed commitment to innovation and learning in the pilot areas. We are revising our approach to community organizing to gain greater local commitment for sustaining and expanding program benefits.

The implementation plan for each of the six country programs will be finalized later in 1989 to reflect the modifications and constraints referred to above. Then the logical framework will be revised accordingly. The revised plans and logical framework will be reported in our second annual report on this Partnership Grant.

## I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Freedom from Hunger works with families and communities overseas and in the U.S. to eliminate the causes of chronic hunger through leadership development and self-help projects. These activities increase food supplies, generate income and improve health.

The Freedom from Hunger Foundation -- Board of Trustees, staff, donors, and partner organizations -- is concerned for the general welfare of poor and disadvantaged people throughout the world. However, recognizing the need to clearly define ourselves and focus our resources, we have recently committed ourselves specifically to action to alleviate chronic hunger among poor people, particularly in the developing countries, but also in the United States.

We define chronic hunger as prolonged, life-threatening, developmentally disabling lack of food. Chronic hunger may be constant or may come in recurrent episodes, such as annual seasons of scarcity or irregular but frequent losses of crops and livestock.

Chronically hungry people number as high as 800 million or more. The causes are embedded in the worldwide and local systems of political, economic, ecological, demographic, and cultural forces. Our challenge, as a small private foundation with large ambitions, is to pursue a strategy that uses our few resources to leverage or catalyze actions by others that will have major and lasting impacts on some of the most important causes of chronic hunger among millions of poor people. We sought and received this five-year Partnership Grant from A.I.D. to strengthen our efforts to develop and test such a strategy.

In the past, we have stated our goal as combatting malnutrition, but this has proven to be too vague as a mission. The immediate causes of malnutrition can be grouped in three categories:

lack of sufficient food, due to low food availability or lack of income to buy food;

poor knowledge of appropriate nutrition, particularly for pregnant women and weaning age children;

health problems that reduce the body's ability to assimilate food, especially diarrhea

Our experience indicates that assuring a secure supply of food is the primary concern of the poor. Their concerns for nutritional quality of food and health problems like diarrhea are secondary to their desire to have reliable access to a sufficient quantity of food.

Much evidence shows that acquiring adequate calories is the most common nutritional need among poor people. Acquisition of adequate calories through consumption of traditional staple foods also supplies adequate protein and micronutrients in most cases. In addition, chronic deficit in the supply of traditional staple foods is a far more common cause of hunger among poor people than catastrophic famine. For these reasons, and in order to focus our limited resources, Freedom from Hunger's primary aim now is to eliminate chronic hunger.

Freedom from Hunger projects include efforts to improve the nutritional quality of the local diet, as needed, but nutritional quality of food is now a secondary focus for our programs. In the same way, Freedom from Hunger now addresses only those health problems which are major impediments to the assimilation of food. Health needs alone do not justify the Foundation working with a population. Freedom from Hunger, however, is prepared to advocate for and facilitate assistance to the population by other organizations mandated to deal with these other needs.

The Foundation has learned that our direct delivery of services undermines local capabilities and incurs higher cost per beneficiary than can be sustained by local agencies. The key to providing services at sharply lower cost per beneficiary is to **mobilize the self-help capabilities within the communities** served. However, to do this, it is often necessary to strengthen the leadership and organizational capabilities of local or national organizations to **provide the information and resources that the poor need to help themselves.**

We are providing our in-country partner agencies the opportunity to innovate and learn. While these agencies may have the resources to carry out their standard operations, they lack the kind of external resources we offer (with the support of our donors) to develop and test new ways of pursuing their mission to serve families and communities.

Freedom from Hunger has grown from two programs in 1978 to twelve programs worldwide: five in Africa (Ghana, Kenya, Mali, Sierra Leone, Togo); two in Asia (Nepal and Thailand); three in Latin America (Bolivia, Ecuador, Honduras); and two in the United States (Arizona and Mississippi). Our program experience has fostered special capability in three main areas of action:

} **Promotion of income generation activities** (for improved access to food) through small-scale credit schemes targeted for the poorest members of the community -- particularly poor women, who are most likely to use income to buy food;

}Nutrition and health education to promote better quantity and quality of food intake and better food assimilation -- particularly by pregnant and lactating women and weaning-age children;

}Extension to farmers to promote diversification of food production and reduction of post-harvest losses (in order to increase availability of food).

The six countries covered in this Partnership Grant -- Ghana, Kenya, Sierra Leone, Thailand, Ecuador, and Honduras -- represent the diversity of social, economic, and political conditions associated with chronic hunger. They also present a variety of community and institutional contexts for combatting chronic hunger. Such diversity is essential to develop, test, and refine our strategy.

The primary beneficiaries of Freedom from Hunger's programs are rural families and communities. This focus is based on the Foundation's experience -- the skills Freedom from Hunger personnel have developed are more applicable to rural than to urban populations. Furthermore, the Foundation believes that rural poor people are less able than the urban poor to attract the attention of national level policy makers and service providers.

Pregnant and lactating women and children under the age of five constitute the best indicators of the level of chronic hunger within poor populations, because they are most vulnerable to the physical effects of chronic hunger. For the purposes of site selection and evaluation, we continue to pay special attention to the situation of women and children, but our actions address the needs of families and communities of which these women and children are members.

## II. PROJECT METHODOLOGY

The goal and purpose of the activities supported by this Partnership Grant, as stated in our proposal, are:

**Goal:** To enable low-income people in rural areas of less developed countries to establish and maintain a level of health, nutrition and food security necessary to human dignity and self-sustaining productivity.

**Purpose:** To develop local institutional capacities in six countries to manage and sustain the critical support systems essential to overcoming malnutrition; to develop operational systems within these institutions that will reinforce service delivery, training, and technical capacity at the agency and community levels to sustain self-managed action by the poor to satisfy their basic needs for health, nutrition and food security.

Since the writing of the proposal, the Freedom from Hunger Board of Trustees has focused our mission on the problem of chronic hunger, giving **priority to food security** (availability of and access to adequate quantity of food) and secondary attention to associated needs for nutrition education and health improvement.

Freedom from Hunger's **goal** can be restated as "to promote sustainable action against chronic hunger (and associated nutrition and health problems)" and its **purpose** as "to enhance leadership and self-help capacities of the hungry and the service capacities of the local and/or national organizations that support self-help efforts." Except for our new prioritization of the basic needs we seek to meet, the goal and purpose remain effectively the same as in the original version.

Our **strategy** is to help nations build systems that help the hungry help themselves. The actions we initiate must become both self-sustaining and replicable to achieve a multiplier effect.

Freedom from Hunger's role is to provide training, technical assistance, seed money and supplies to local service agencies to help them develop community-based service delivery systems and the management capability to sustain them. The Foundation is committed to building the capacities of families, communities, and in-country organizations, including the capabilities of their leadership.

In each program, projects are selected to meet the following criteria:

}The projects have good potential to lead to major impact on the most important causes of malnutrition.

}The impact of the projects has the potential to be sustainable.

}The projects have good potential to be replicable to a large population.

}The potential recurrent costs of the projects are reasonable for local and/or national organizations to replicate and sustain.

There are three phases in the development of Freedom from Hunger's programs, each dependent on a successful experience in the previous phase. The three phases are:

}**pilot** in a small area with just a few communities, in which our role is to test the effectiveness of a new system of action in producing the predicted impact on one or more important causes of chronic hunger;

}**expansion** to cover a much larger number of communities contiguous to the pilot communities, in which our role is to assist an in-country organization to operate the pilot system efficiently with locally available funding, people, and other resources; and,

}**dissemination** of the action system to many more communities in other areas of the country, our role being to assist in-country organizations to advocate for widespread replication of the new system, which has been shown to be both effective and efficient in the first two phases.

Each phase serves a different function and requires that Freedom from Hunger staff play distinctive roles, which change from phase to phase. In the course of the three phases, Freedom from Hunger is committed to learning and teaching simultaneously.

In the proposal for this Partnership Grant, Freedom from Hunger operationalized its goal and purpose as the following **output objectives** (quotation marks indicate the labels used in the Logical Framework -- see Attachment 2):

**"Agriculture and Economic Development" through**

**"Operational Systems Developed" for**

community-based agricultural extension to promote food production and storage to increase local food availability  
and

community-based credit to promote farm and non-farm micro-enterprise for cash income (particularly among women) to increase access to food by local purchase;

**"Training" and "Institutional Development" for systems management at the agency and community levels;**

**"Health and Water Improvement" through**

**"Operational Systems Developed" for**

community-based education to promote prenatal care, child growth monitoring and promotion, immunization, oral rehydration therapy, breast-feeding and improved weaning foods, birth spacing, personal hygiene, and water source sanitation;

**"Training" and "Institutional Development" for systems management at the agency and community levels;**

**"Program Support" through**

improvement of the FFH planning and management system, development of technical guidelines for project interventions, and training and technical assistance for FFH staff

and

transfer of FFH technical and management skills to indigenous collaborating agencies;

**"Program Evaluation" through formal evaluations and special studies of selected issues and sites.**

The key inputs for achieving these objectives are from three main sources: Freedom from Hunger, local agency collaboration, and community participation. A major assumption is that local agency collaboration and community participation will be

forthcoming at the level and intensity that has been projected by our staff. Freedom from Hunger's inputs include personnel and consultants to provide management, technical assistance, training, and evaluation services, their travel and per diem, procurement of capital equipment, funding directly to in-country agencies and community groups to support projects, and other costs.

The **target groups** for these inputs are the local agencies and the rural communities in the program areas. Within the communities, the predominant participants in and direct beneficiaries of the programs are women and children under age five years. Women are more involved than men, because they are the primary managers of food and health for the household units. Therefore, they are the primary recipients of health and nutrition education. Women are also the primary targets for credit to stimulate non-farm income generation, since they are more involved than men in non-farm enterprises and their income is more likely to be spent on food and other necessities of the children in the households. Men are involved primarily in their roles as farmers and community leaders. Men and women are about equally involved in extension efforts to increase food production, men through their control of field crops and livestock and women through their involvement with field crops, small livestock, and vegetable gardens.

**Actual accomplishments in the period of this report** compare well with those originally proposed, but there are areas of disappointment. Development of operational systems in the program pilot areas proceeded well, as did program support and evaluation of the operational systems development. However, the training and institutional development for systems management at the agency and community levels, as well as the transfer of Freedom from Hunger's technical and management skills to indigenous collaborating agencies, did not proceed as planned. As a result, attempts to expand the numbers of communities involved in all programs, except Honduras, have been slowed.

Our relationships with national collaborating agencies have led us to modify our strategy for institutional development in all six programs. In Ecuador, Kenya, and Sierra Leone, we are now concentrating on working with our indigenous partner agencies to incorporate as much of the pilot programs as possible within their current operational capabilities. We regard these efforts as experiments in institutionalization.

While our search for new non-governmental partners in Ghana, Honduras, and Thailand have been disappointing, our existing partnerships with governmental agencies in these countries have

been strengthened by renewed commitment to innovation and learning in the pilot areas. We have revised our approach to community organizing to gain greater local commitment for sustaining and expanding program benefits.

Shortfalls in revenues from our private sources forced us to cut back and finally shelve our plan to establish a regional office in Nairobi, Kenya. Instead, our representative there has been redirected to focus entirely on supporting the institutionalization of our Kenya programs within the structure of our indigenous partner agency. These revenue shortfalls have also resulted in the lay-off of some management and technical staff at our Davis headquarters, which naturally has slowed our progress in finalizing project implementation plans. Nevertheless, we are maintaining the level and quality of effort to provide managerial and technical support to our programs.

The implementation plan for each of the six country programs will be finalized later in 1989 to reflect the modifications and constraints referred to above. We will report the final plans in our second annual report on this Partnership Grant.

### III. MONITORING AND EVALUATION

Freedom from Hunger's monitoring and evaluation plans remain substantially the same as in the original proposal, pending the revision and finalization of the program implementation plans, mentioned above. Baseline data were collected and analyzed for the pilot areas of each of the six programs before the start of this grant. Targets, critical indicators of effectiveness, and benchmarks of project progress remain as shown in the original logical framework (see attachment 2).

The logical framework will be revised as part of the finalization of the program implementation plans and will be reported in the second annual report.

Our monitoring and evaluation system has served well so far. Formal evaluations completed in 1988 by outside consultants (midterm for Ecuador, Honduras, and Korat Province, Thailand; final for Lampang Province, Thailand), combined with earlier evaluations (midterm for Sierra Leone in 1985 and Siaya District, Kenya in 1987), recent field program reports, and monitoring visits by headquarters were instrumental in revealing the successes and weaknesses that led to our revisions of strategy and programmatic design described in the previous section.

#### IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY

##### Ghana

Freedom from Hunger is implementing two projects in Kintampo District of Brong-Ahafo Region: development of the community outreach capability of the Ministry of Health (including community-based growth monitoring and promotion, immunization, and improved health service delivery) and a credit system linked to the growth monitoring and promotion activities to assist participating families to increase their incomes and grow more food. Freedom from Hunger is working in close collaboration with the Kintampo District Health Management Team.

The strategy laid out in the Ghana staff's long-term plan for the health and nutrition education project involves the eventual transfer of responsibility for activities to MOH and DHMT personnel throughout Brong Ahafo region. Within Kintampo district the FFH field team will train health post staffs to carry out the intensive community mobilization (including the training of community volunteers to carry out GMP activities), education, and follow-up strategy which the field team is currently implementing. Eventually, the DHMTs in the other districts of Brong Ahafo will be trained by the FFH team to train health post personnel.

##### Specific Outputs

The FFH/DHMT field team in Kintampo District has developed an intensive community mobilization and follow-up strategy for the health and nutrition education project. As a result of the high immunization coverage rates achieved with this strategy, the MOH plans to adopt and extend it throughout Brong Ahafo region.

- 92 community volunteers, six community clinic attendants, and five community health inspectors involved in GMP and immunization activities in all the program communities were trained in GMP activities, immunizations, and record keeping. The goal was to enable the participants to carry out GMP/immunization sessions with a minimum of assistance from the field staff.

- Monthly nutritional monitoring of an average of 772 0-to-4 year old children was carried out in 12 communities.

- Immunizations were given monthly to children and pregnant women at GMP sessions. An average of 1,433 immunizations (for TB, diphtheria, whooping cough, polio, and measles) were given to children each month. 61.4% of all 0-to-4 year old children in

the program communities have completed their immunization schedules (compared to 11.1% at the time of the baseline survey). An average of 45 pregnant women were vaccinated against tetanus each month.

- Nutrition/health education talks were held for the mothers at the GMP sessions. Subjects covered included: the importance of monthly growth monitoring of children; proper child care and feeding; the prevention and treatment of diarrhea, measles, and fevers; the importance of immunizations; environmental sanitation and personal hygiene; family planning.
- Mothers of severely malnourished children were given individual counselling and referred to the Kintampo Nutritional Rehabilitation Center for special care. Home visits were made to households with children with severe cases of growth faltering.
- The preparation and use of home-made oral rehydration therapies (ORTs) as a treatment for diarrhea were demonstrated at the GMP sessions.
- Demonstration garden was established at Kintampo Nutritional Rehabilitation Center.
- Planning is underway for the development of a credit system.

#### Summary of Accomplishments

- 1) An effective health outreach system, including GMP sessions, has been designed and implemented in 12 communities as planned, and a strategy has been developed to expand this system in a cost-effective manner throughout the region. Also as planned, VHWs and TBAs in the program communities have been trained and are carrying out GMP activities, and three health posts are under construction.
- 2) The establishment of a credit system is still in the planning stages.
- 3) Collaboration with the Ghana Rural Reconstruction Movement has not materialized. Institutionalization of program activities is occurring through the DHMTs and the MOH, as planned.

#### Kenya

There are two programs being implemented in Kenya: one in Siaya District, the other in Embu District. Both programs include in-kind credit to increase income-generation and food

production and activities to improve the community outreach capability of the Ministry of Health (particularly community-based growth monitoring and promotion).

Our principal collaborator, the non-governmental Kenya Freedom from Hunger Council for National Development (KFFHC), will be entirely responsible for technical direction, management, and funding of the programs after September 1989. In early 1987, FFH reached agreement with the KFFHC, to transfer all staff and assets of the program, as well as responsibility for program management, to the KFFHC. In January 1989, the two organizations signed a memorandum of understanding, which continues our financial and technical support for the Siaya and Embu programs through September 30, 1989. At that time, the KFFHC will become fully responsible for financing as well as managing the programs.

#### Specific Outputs

FFH has collaborated with the Kenya Freedom from Hunger Council (KFFHC) to strengthen that organization's capacity to plan, manage, and extend to new areas FFH's comprehensive nutrition improvement programs. FFH has worked with the Ministry of Health in the Siaya and Embu Districts to develop its capacity to provide maternal and child health outreach services. FFH has improved the ability of the Ministry of Water Development in the two districts to support community action to construct, rehabilitate, and maintain water sources. FFH has helped to develop the capacity of the Ministries of Agriculture and Livestock Development to provide technical support to farmers receiving in-kind seed and livestock loans in Siaya and Embu districts.

- A two-day seminar for 55 community health workers was conducted to enable them to: identify households and children needing follow-up from the information obtained at growth monitoring sessions; carry out home visits; offer proper dietary advice for children not growing properly and refer those in need of additional assistance to the health center; discuss the community nutrition profile and recommend community action to alleviate the problems. These health workers also received on-the-job training.
- Mothers were trained to read scales, interpret growth charts, and prepare weaning foods.
- An average of 564 0-4 year old children were monitored each month.

- Home visits to follow up the at-risk children were made, the underlying causes of malnutrition identified, and advice given.
- Nutrition/health education topics included: balanced diet, weaning, post-weaning diet, prevention of various diseases.
- At sub-unit meetings, the causes of malnutrition and possible interventions were discussed.
- Weaning diet demonstrations were conducted.
- 4 immunization sessions were conducted each month. At these sessions, pregnant women were counselled and given anti-malarial prophylaxis and iron tablets.
- Installation of a gravity-feed piped water system completed in Kasafari.
- FFH supported the construction of a dispensary in Ouya.
- 2,300 kilograms of seeds (maize, beans, groundnuts, sorghum, cowpeas, finger millet) were loaned to 447 families, 10 schools, and 6 community groups.
- Extension services were provided to area farmers.
- 2 women's groups are raising bees as an income-generating activity. FFH has provided technical assistance on the rehabilitation and maintenance of the apiaries.
- 5 dairy cows were distributed to nutritionally at-risk households (training was provided in dairy cow management); goat loans have also been made. Technical assistance is provided.
- Community health workers established demonstration gardens, encouraging 68 people to start their own. CHWs started other demonstration projects, including poultry raising.
- A soil conservation demonstration (terracing) was conducted.
- Field demonstrations of improved, drought tolerant, food crop seeds (pigeon peas, millet, sorghum, maize) were carried out.

#### Summary of Accomplishments

1) As planned, FFH has collaborated with the MOH to train over 150 VHWS in Siaya and Embu.

2) In accordance with the original proposal, FFH has expanded its seed loan system (but no cash loans were made). FFH and the Ministry of Agriculture continue to provide technical support to seed loan recipients.

3) Technical assistance to the KFFHC to support the programs and in fund-raising techniques have been provided, as planned, primarily through FFH's resident advisor. However, due to our recent budgetary constraints, as well as the relatively strong potential funding position of KFFHC as a well-known Kenyan NGO, we are transferring full responsibility for the programs to the KFFHC sooner (September 30, 1989) than was originally proposed.

### Sierra Leone

Freedom from Hunger is assisting a government organization, Bombali District Primary Health Care, to develop and expand its community-based activities for growth monitoring and health/nutrition promotion as well as their efforts to promote the production of groundnuts and rice and the use of weaning foods made with groundnuts by families with malnourished children. This year the program is expanding in the Bombali District to include the Paki Masabong Chiefdom, in addition to Safroko Limba and Biriwa where the program has been successful.

The management of program activities was assumed by Primary Health Care (PHC) of Bombali District in 1987. In Safroko Limba Chiefdom, PHC and MOH personnel collaborated in the supervision of the chiefdom development committee and trained community volunteers, who are carrying out the ANP activities in 12 communities. PHC has planned and carried out expansion of activities to two neighboring chiefdoms, where PHC personnel are being trained to carry out ANP activities within a 3-mile radius of health posts (Peripheral Health Units) and to train community volunteers.

FFH is exploring options to allow PHC to assume financial responsibility for the program by the end of 1990. However, we recognize the uncertain financial situation of the government of Sierra Leone, hence PHC itself. We also must respond to particular challenges, such as the following:

- A strike of unpaid ministry personnel for about 3 months made it impossible to carry out program activities.

- A shortage of fuel constrained the ability of PHC to carry out activities; FFH overcame this difficulty by working out an agreement that will allow PHC to obtain fuel through UNICEF.
- There was a change in PHC program directors. Fortunately, the new director, who was identified within the MOH, has proven to be an effective manager and will increase the chances that the program will be institutionalized within PHC within Bombali District.
- A recent accident involving the program vehicle has limited the ability of PHC to carry out activities; FFH intends to purchase a new truck soon.

#### Specific Outputs

FFH provides community health and nutrition services through Bombali District Primary Health Care (PHC), in the process strengthening PHC operational systems and improving staff skills. Village Development Committees have been closely involved in all PHC/FFH interventions, and have been trained in various program activities. Village Development Committees in Safroko Limba Chiefdom have assumed responsibility for day-to-day program operations, although PHC will continue overall coordination.

- Biriwa Peripheral Health Unit staff (five MCH aides, five volunteers) were trained in GMP activities.
- CHWs are receiving on-the-job training in GMP activities.
- Monthly nutritional monitoring of an average of 837 children 0-4 years old was conducted.
- Home visits were made to an average of 118 at-risk children per month.
- Health/nutrition education topics included: good feeding practices, importance of growth monitoring, management of diarrhea, latrine use and maintenance.
- In Kabonka, a bore-hole was drilled; a village drama group performed plays about the use of safe drinking water.
- 7 wells were treated with chlorine.
- A shallow well was constructed in Masongbo.

- Communities were mobilized to clean and maintain their deep wells.
- Community members and Binkolo PHU staff were trained in latrine construction.
- 30 FFH-facilitated latrines are in use.
- A "Keep our village clean" campaign, to promote environmental sanitation, was conducted. The building of compost fences, plate racks, and clothes lines was promoted.
- Two agriculture volunteers per community were trained to provide simple technical advice and services to farmers.
- Community members were trained to protect their grain stocks from pest damage.
- Seed loans: 1) 132 bushels of groundnuts were distributed to 66 mothers of malnourished children; 2) 264 bushels of rice were distributed to beneficiaries in 15 communities.
- A demonstration vegetable garden was established at the Mafaray primary school.

#### Summary of Accomplishments

- 1) As planned, FFH has assisted PHC in the training of VHWS and TBAs in program communities in Safroko Limba chiefdom (these volunteers are now, under the supervision of PHC, carrying out GMP activities), as well as PHU staff in two neighboring chiefdoms.
- 2) FFH has expanded the number of groundnut and rice loans to communities, each of which administers a revolving seed loan fund.
- 3) FFH is exploring options with PHC in an attempt to make it financially independent by the end of 1990. This is an acceleration of the original plan.

#### Thailand

In Lampang Province, personnel from the Ministry of Public Health have been prepared by Freedom from Hunger staff members to assume full responsibility for carrying out the activities of the

Applied Nutrition Program started in 1982. The MOPH has incorporated many aspects of the program into its operating procedures. Effective February 28, 1989, Freedom from Hunger officially transferred program activities in Lampang to the MOPH.

The program in Korat Province promotes increased access to the appropriate quality and quantity of food for poor people through income generation and nutrition-related education. By integrating agricultural and nutrition/health education messages within an innovative cash credit system linked to the Bangkok Bank, the program aims to assist the poorest members of the pilot communities in Chumpuang District to gain more income to buy food and at the same time learn how to improve the nutrition and health of their families. The program is operated in collaboration with the Provincial Government of Nakhonratchasima (Korat).

#### Specific Outputs in Lampang

- The program has been phased over successfully to the Ministry of Public Health.
- 4,860 0-to-4 year old children in Lampang regularly participate in GMP activities (88% coverage). 70% are in the normal range, compared to 54% at the start of the program in 1982.
- The MOPH has initiated many of the activities of the program in Lampang outside of the pilot program area.
- A national workshop, conducted at the request of the Royal Thai government, presented the design, management systems, and accomplishments of the Lampang program to government personnel from all parts of the country.
- Ministry of Agriculture extensionists received training in managing fisheries, poultry improvement, and seed distribution activities.

#### Specific Outputs in Korat

- A seminar was conducted to consider the problems of malnutrition in the province. 350 participants attended, including government officials of the area, doctors, nurses, and health workers dealing with the problem on a daily basis.
- 15 one-day seminars were conducted for community participants (mainly women) on the causes and detection of malnutrition in children, possible solutions to malnutrition, and access to referral systems.

- 1000 recipe books on the preparation of fish, mangoes, and legumes, were written, produced, and distributed.
- Monthly food preparation demonstrations reinforced improved nutritional habits in all communities in the program area.
- Home visits were made and monthly meetings conducted for families with malnourished children.
- Water reservoirs were built in seven of the program villages in response to chronic drought in that area.
- The revolving loan fund for latrine construction continues to be heavily utilized, and payback rates remain higher than 95%.
- FFH and the Ministry of Agriculture staff collaborated in locating, organizing, and training community volunteers in agricultural activities.
- Mulberry tree cultivation was instituted as a potential income producer for landless people. 10,000 saplings of improved stock were distributed.
- Community volunteers in 40 villages were trained to provide veterinary care to livestock, including inoculations against common diseases.
- 70 villagers are participating in a natural fertilizer production project.
- Program design was revised to focus on small-scale credit to support income generation and nutrition/health education among the poorest members of the program communities.
- A detailed credit assessment was made by staff through extensive interviews with community leaders and low-income members.

#### Summary of Accomplishments

- 1) In Lampang the final evaluation was conducted, training of MOH staff completed, and program activities phased over to MOH personnel, on schedule.
- 2) In Korat, MOH personnel are providing adequate service throughout the province. FFH has therefore determined that its efforts at this point should be focused on the poorest of the poor in that area, who are unable/unwilling to gain access to

these services. This is being done through an income-generation program that will provide greater income and at the same time be the vehicle through which participants can learn of, and participate in, health and nutrition services.

3) FFH's agreement with Foundlife was never finalized, as it was determined that the Royal Thai Government's services in the area of agricultural extension and health and nutrition had reached a level of efficacy and sophistication that made the creation of an intermediary NGO unnecessary.

### Ecuador

Freedom from Hunger has worked for more than twenty years to build the agricultural and health service infrastructure on the Santa Elena peninsula near Guayaquil. The emphasis has been on improving agricultural production and incomes in the face of increasing aridity. We have facilitated the entrance of several in-country service organizations into the area. Our current role is to build the institutional capability of a local community development organization, Asociacion de Pueblos Unidos de Manglaralto (APUDEM), to carry on the nutritional and agricultural extension services started by our staff.

Through an agreement with APUDEM, which became effective on July 1, 1988, Freedom from Hunger initiated the process of phasing over program activities. We are providing technical assistance and management training through three of our staff members who have been seconded to APUDEM for 2 years. At the end of this period, APUDEM will continue many of the nutrition and agriculture activities initiated by Freedom from Hunger in the Santa Elena peninsula. APUDEM enjoys substantial funding from national and international sources.

Freedom from Hunger has phased out its activities in Esmeraldas Province. These activities began with a baseline study to establish the primary causes of malnutrition, which were related mainly to poor health and sanitation. A detailed program plan was developed to focus on building the community outreach capability of the primary health care division (PREMI) of the Ministry of Health. Two events have conspired against implementation of the plan. First, our negotiations with the Ministry of Health revealed a lack of commitment to the program concept. Second, our strategic shift away from new programming for health-focused interventions weakened our commitment to the program concept as well.

As our activities in the Santa Elena peninsula wind down, we plan to initiate a new program in another part of Ecuador where problems of food availability and access are paramount. The timing for this new initiative depends on an increase in our acquisition of private funding to match the funds made available through this Partnership Grant.

#### Specific Outputs

- APUDEM and FFH staff visited 9 communities, providing assistance in the promotion of better health and nutrition practices.
- Meetings were held with community nutrition center committees to plan future collaboration.
- Training of local health promoters was conducted in these communities, with the cooperation of the local committees.
- A draft manual for management and operation of growth monitoring and promotion was prepared for APUDEM by FFH staff.
- APUDEM and FFH staff promoted and assisted family vegetable gardens in program area communities .
- APUDEM has taken responsibility for operation of the FFH revolving loan fund.

#### Summary of Accomplishments

- 1) Plans for joint programming with the Ministry of Health (PREMI) and Farmers' Social Security have been set aside, due to lack of fit between their interests and our capabilities. National elections and consequent changes in ministry personnel, as well as changes in FFH strategy and funding constraints, have all played a role in this decision. Active collaboration with APUDEM in the Santa Elena peninsula to carry on FFH activities there and the decision not to implement activities in Esmeraldas were our responses to these factors.
- 2) The revolving loan funds have been transferred to APUDEM.
- 3) The development of local cooperatives has been replaced with the institutional development of APUDEM over the next two years.
- 4) Strengthening the capacities of an indigenous organization is being accomplished through our agreement with APUDEM.

## Honduras

Freedom from Hunger has worked for more than ten years to improve agricultural and health services in the Department of Olancho. After development of project interventions in nine pilot communities, our staff are assisting the Ministry of Public Health to expand to all rural areas of Olancho a system of community involvement in local health clinic efforts to provide prenatal care, immunization, growth monitoring of children, and promotion of improved health, nutrition, and sanitation practices.

In addition, staff are further developing a technical assistance and credit system to support food production and income generation by peasant farmers with too little land to qualify for assistance from current system of the Ministry of Natural Resources. Our original plan was to institutionalize the new system through the formation of local farmer cooperatives. While our staff are proceeding with the development and support of one cooperative, the process is proving too difficult for widespread implementation. Other avenues for sustaining and expanding the system are now being considered, including partnership with and eventual adoption by the Ministry of Natural Resources.

### Specific Outputs

- Close collaboration has developed with the Ministry of Public Health centers in the program area. They have adopted many aspects of the FFH approach to nutrition/health education initiated in the nine pilot communities.
- Personnel at the health centers have received training in growth monitoring activities and community outreach methodology, and receive on-going supervision from FFH staff.
- A workshop on nutrition was conducted for nine auxiliary nurses, one professional nurse, and two doctors from the local health centers.
- Twelve health committees have been organized at the community level, and are receiving technical and leadership training from FFH staff. Their purpose is to identify community health needs and assume the role of liaison to the local health centers.
- Management assistance and training for the GMP sessions was provided to local communities carrying out GMP activities in collaboration with the health centers. 42 community health-watch

volunteers ("madres encargadas") received training in the proper management of GMP sessions.

- Thirteen members of local health committees attended a three day workshop on first aid in the San Francisco de Becerra area.
- The growth of 1,073 children under two years of age was regularly monitored by health center staff (68% coverage).
- 420 pregnant women received pre-natal care at the health centers.
- 12 community health committees were formed, and/or provided with technical and management assistance.
- 625 children between 3 and 5 years of age were monitored by community volunteers (35% coverage).
- 13 communities conducted hygiene and clean-up campaigns.
- Two agricultural cooperatives, formed with FFH assistance, have merged to form one regional cooperative, which has already assumed responsibility for the management of the silo building and sales project. Cooperative leaders have received training in systems development and management of cooperatives and receive continuing technical support.
- 5 new community agricultural committees were formed.
- Agricultural leaders (members of the local agriculture committees) are being selected to prepare them to assume increasing responsibility for many FFH-sponsored agricultural activities at the community level.
- Agricultural leaders in each community have received technical, leadership, and systems management training in collaboration with the National School of Agriculture.
- 61 community, family, and school gardens were started.
- 73 grain silos were constructed and purchased by program farmers.
- 99 animal projects (pigs, poultry, and fish) were started.
- 14 irrigation systems were started; FFH provided technical assistance.

- In-kind loans for crop production and home improvement were delivered and recovered by FFH staff.

Summary of Accomplishments

- 1) FFH is actively involved in working with the MOPH to increase its outreach capabilities, and FFH is in the process of expanding these services into new communities. This is proceeding as planned.
- 2) The two permanent local institutions (the agricultural cooperatives) have merged into one unit. Although not initially planned for, this action should enhance capability for management of agriculturally related program activities in the area served by the unified cooperative.
- 3) Exploration and development of prospects for an indigenous organization to share and assume FFH's activities is being initiated through program personnel in Honduras, who have become actively involved in a national association of NGOs (FOPRIDEH).

#### **V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS SUPPORT FUNCTIONS**

Supporting field programs is the primary management function performed by the Freedom from Hunger headquarters staff. This supporting role includes strategic planning, program development, training, technical assistance, evaluation, financial and other management functions, as well as fund-raising.

In the course of this reporting period, Freedom from Hunger has been successful in implementing a comprehensive, integrated planning process encompassing all functions and divisions within the organization. The annual planning process for programs involves the participation of program field staff, in-country collaborators and headquarters personnel.

Before discussing the current planning process for on-line programs, it is useful to mention how FFH identifies and initiates programs. Targeting countries and specific geographical areas is done in an objective and systematic fashion through conducting regional and country specific assessments. After a particular country is identified, a feasibility survey and needs assessment are conducted and discussions take place between Freedom from Hunger headquarters personnel and selected host country organizations to determine the appropriateness of a programming partnership. If there is perceived mutual benefit, FFH and the in-country institutions begin the process of identifying areas of collaboration and negotiating a partnership arrangement.

Headquarters program staff play a key role in the program planning process. Their primary function is to provide over-all strategic guidance for program design, implementation, and evaluation. The integrated planning process for FFH programs involves the use of six primary management instruments: Long-Term Project Plans, One-Year Project Plans, Annual Program Budgets, Annual Activities Schedules, Quarterly Programmatic Reports and Monthly Financial Reports.

Freedom from Hunger runs on a January 1 through December 31 fiscal and planning cycle. In mid-summer, field staff are required to complete, for the following year, both the long-term project plans (revisions in the case of ongoing projects) and annual project plans for their particular program. Accompanying these plans are in-country revenue and budget estimates. Concurrently at Headquarters, revenue projections for the following year are determined. Long-term and annual project plans are reviewed at Headquarters and finalized in negotiation

with the field staff. In-country annual program budgets are then developed based on the specific annual plan, budget request and revenue projection. Approval of the program budgets is completed at headquarters in conjunction with budget development for the entire organization. The purpose of the headquarters staff review of the long-term and annual plans is to ensure that program activities are in line with the strategic orientation of the organization and to enhance the accountability and soundness of program activities.

In November, the annual plans and budgets for the following year are consolidated and tentatively approved by the CEO. In December, the Finance Committee of the Board of Trustees reviews the budget as submitted by the CEO and makes a recommendation to the Executive Committee of the Board to accept it with or without adjustments as deemed appropriate. Field staff are notified of their approved annual budget figure in December and asked to complete, based on the re-negotiated annual project plans, an annual activities schedule for the following year. This document essentially functions as an annual detailed implementation plan for the entire program. The annual activities schedules are then submitted to headquarters for review, comment, and approval. Through this review process, headquarters personnel are able to provide both technical and managerial assistance as appropriate and necessary to the program staff.

On a quarterly basis the field staff submit a report on programmatic activities in the previous quarter, and they forecast, based on the annual activities schedule and current operations, their activities for the next quarter. This reporting process is designed to encourage analytical review of program and project activities and to instill sound planning practices into the overall management of the program. On a monthly basis, detailed financial reports and cash flow projections are submitted to headquarters for review and analysis.

This is the first year that we have implemented this type of integrated program planning and fiscal process. Although fine-tuning of the system cycle is planned for the 1990 cycle, the current assessment is that the process has been effective in assuring accountability and enhancing the managerial and technical skills of the in-country program staff and collaborators.

For this reporting period (March 1, 1988 - February 28, 1989), the management of the Partnership Grant activities has been handled by the Director, International Program Operations and the Regional Directors. They provided direct support to

collaborating agencies and to field program staffs for administration, inter-agency coordination, field training, problem solving, and general implementation monitoring. Field Program Directors, all of whom are local nationals, are responsible for the day-to-day administration of programs. Program Directors and their staffs work with local NGOs and government agencies to meet the goals and objectives of the program as negotiated within the annual planning process. A team of five technical staff has provided technical support and training to the field programs during this period. The technical staff is responsible for developing technical guidelines and training modules for growth monitoring and promotion, credit systems, nutrition education, maternal education, and management information systems as well as participating in program evaluation and monitoring. Work on the management information and nutrition education systems are currently underway, with the expectation that they will be completed by the end of 1989.

Shortfalls of revenue from the private sector in 1987 and 1988 led to layoffs and reorganization of Freedom from Hunger program staff at headquarters at the end of 1988. The reorganized program team at headquarters includes the Vice President for Programs, two Technical Advisors (for income generation and for health and nutrition education), an Operations Manager, and two Operations Assistants (for Africa and for Asia and Latin America). We have postponed our plan to establish a regional office in Nairobi, Kenya. These major changes were completed at the end of this reporting period and therefore had no appreciable effect on the first year of our Partnership Grant activities. In fact, our experience so far with the new program team indicates that performance of the headquarters management/support functions anticipated in our proposal have been strengthened by the reorganization.

During this reporting period, a training specialist from the University of California, Davis was hired on a contractual basis to develop training methods, systems and materials and to devise a preliminary training plan. The training consultant, under the direction of the Director, International Program Operations, successfully organized and conducted an international staff conference held at the headquarters office. The purpose of this meeting was to allow field and headquarters staff to interact and learn from each other and to introduce to them technical guidelines and the integrated planning and fiscal process. Although the trainer's contract has concluded, our staff continue planning for improvements in staff development and training, building upon the initial work completed by the consultant.

Freedom from Hunger directs its fund development program from the international headquarters office. Although technical assistance for in-country fund raising has been given to the field Program Directors, the primary responsibility for raising funds lies with headquarters resource development personnel. The primary sources of funding are from individuals, foundations, corporations, churches, and the United States Government. Many of FFH contributors have been cultivated through planned giving, direct mail and acquisition mechanisms as well as through the grant proposal process.

We believe that working in partnership with our donors is necessary to accomplish a shared vision of a world free from chronic hunger. We are confident that well-informed donors will continue to support, both financially and intellectually, the mission and objectives of the organization. Our commitment to development education is reflected by the regular newsletter to individual donors and special presentations to institutional donors. By these and other means, Freedom from Hunger seeks to educate the public about the needs and concerns of the world's poor and the responses that we are pursuing.

The Freedom from Hunger Board of Trustees is ultimately responsible for ensuring that all operations remain consistent with the organization's mission and strategy and to maintain the continued financial health of the enterprise. The Board is comprised of 24 members from various parts of the country who have a wide variety of technical and professional backgrounds. The Board works through a well established committee system that allows for in-depth review of all important programmatic and financial issues. Although the Trustees are primarily concerned with organizational policy issues and the staff with operational issues, both work together and are committed to accomplishing the mission and goals of the agency.

### Summary of Accomplishments

#### 1. Management System Improved

Significant efforts have been made to improve management systems throughout FFH. These include budgetary, quarterly reporting, annual planning, and long-term planning guidelines, which have been established for all countries, with an annual timetable for submission of pertinent information to headquarters, and for required feedback from headquarters.

This new system not only provides more timely, accurate information on the progress of FFH's programs, but provides each

country's program staff with the tools necessary to improve its planning capability and the efficacy of its effort to reduce chronic hunger among its constituents.

FFH Headquarters has provided all country programs with comprehensive guidelines and assistance in the preparation of annual plans, long-term plans, and activity schedules for each project. These guidelines enable the program staff in each country to determine specific components of a successful "end of project" status, and the means to achieve them. Other guidelines provide comprehensive instructions for collecting and reporting essential financial and activity information.

## 2. Technical Guidelines Developed

Technical guidelines have been developed in growth monitoring and promotion and income generation. Both of these have been distributed to field staff, and are being utilized. FFH has also developed technical guidelines for conducting a Rapid Rural Appraisal, which were tested in Siaya District, Kenya.

## 3. FFH Staff Trained

In May of 1988, an international staff meeting was held at Freedom from Hunger headquarters. The two-week meeting provided extensive training in program planning and management, long-term goal development, growth monitoring and promotion, and small income-generation projects. Representatives from most programs attended, as did the program staff from headquarters.

Training visits have been made by headquarters staff to all programs, except Ecuador, to provide management and long-term planning support aimed at the effective preparation and use of the new planning, budgeting, and reporting documents. Such special visits have been in addition to regular visits (two to three per year for each program) to provide technical and management review with field staff of program progress.

## VI. FINANCIAL REPORT

Please refer to section IX, charts I and II for information that highlights the financial profile of the program activities covered by this Partnership Grant, as well as the financial profile of the organization. A.I.D. forms 1550-11 for each of the projects are also located in the section IX. The actual expenses on these reports are for the calendar year ended December 31, 1988.

Although Chart I shows actual expenses through December 31, 1988 to be \$114,813 under the budgeted expenses of 750,000, the budget figures reflect a full 12 months of expenditures whereas reported actual expenses include only 10 months of the 1988 calendar year. An additional amount of approximately \$50,000 in Grant expenses and another \$50,000 in expenses funded by private sources were incurred during the first two months of 1989. The comparison of the 12-month budget with 12 months of actual expenses leaves actual expenses only \$64,813 under projected expenses.

Freedom from Hunger was unable to sustain the projected rate of expenditure due to the delay in receiving funding for the grant and raising the required match and also due to reduction or reorientation of the programs in Ecuador and Kenya. The decrease in expenses was greatest in the area of procurement; almost all vehicle and equipment purchases were delayed. Evaluation expenses were not incurred as projected because Partnership Grant funds were not used for the Thailand evaluation and there was a delay in the evaluation of the Sierra Leone program. Although the rate of expenditure was slower than anticipated during the period covered by this annual report, the Freedom from Hunger fully expects to expend the grant allotment within the next four years.

We draw from the grant letter of credit at a rate of approximately \$65,000 per month or \$200,000 per quarter. Normally, there is a short lag period between incurring the expenses and the actual draw down on the letter of credit. Due to the delay in funding the grant, the first 6 months of the grant were 100% funded by private sources and the last 6 months of the grant were 100% funded by the grant. However, the cost share agreement of 50% is now consistently maintained. We do not anticipate the need to change either the cost-sharing rate or the frequency of draws within the grant period.

Although Freedom from Hunger found it difficult to meet its original fund raising objectives for the period covered in the this grant, we are making a full-press effort to achieve our

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revised funding objectives. We have four primary sources of financial support. In 1988, the distribution of sources of funds was as follows: general public 51%, foundations and corporations 17% churches 5%, the Agency for International Development 27%. Private sources of funding are solicited through direct mail, federated campaigns, and proposals to individual and institutional donors. We anticipate similar distributions for the remainder of the Partnership Grant period.

## VII. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS

We have stated that our strategy is to help nations build systems that help the hungry help themselves (systems for food production, income generation, and/or nutrition and health education); that the actions we initiate must become both self-sustaining and replicable to achieve a multiplier effect. In each nation, we propose to pursue our goal in three phases:

- } **pilot** in a small area with just a few communities,
- } **expansion** to cover a much larger number of communities contiguous to the pilot communities, and
- } **dissemination** to many more communities in other areas of the nation.

In the original grant proposal, Freedom from Hunger defined its roles in relation to these three phases. The lessons we have learned in the first year of this Partnership Grant relate to our performance of these three roles.

In the first phase, our proposed role is to provide training, technical assistance, seed money and supplies to local service agencies to help them develop community-based service delivery systems and the management capability to sustain them.

In the second phase, our proposed role is to demonstrate that systems developed in the first phase can be scaled-up and sustained by local and national institutions primarily within the resources that the institutions can realistically muster and manage.

In the third phase, our proposed role is to strengthen the management, technical and financial capacity of an existing organization, or assist in creating a new one, to pursue broad, long-term program dissemination.

Most of Freedom from Hunger's program experience to date has been with the pilot phase. All the programs covered by this Partnership Grant, with the exception of Ghana (the newest of the six), originally involved direct delivery by our staff of a wide variety of nutrition-related services to small numbers of communities. As we have reprogrammed ourselves to play the proposed pilot phase role, Freedom from Hunger has learned a number of important lessons.

- Field staff selection and training is critical. Staff who were originally trained as service providers will continue to operate

as service providers (the caseworker approach) unless they are specifically retrained to do otherwise. Often an innovative, experimental mind-set and an orientation toward peer training is required for our proposed role, necessarily leading to some staff turnover during the transition from direct service delivery.

- A better community organizing mechanism is needed to attract the poorest members of the communities to participate in the program activities. Freedom from Hunger has relied on traditional methods for agricultural and health/nutrition education to engage community groups in the program activities. In recent years, we have used growth monitoring sessions as the principal draw to the education. However, we have discovered that the poorest, neediest community members are generally not interested in the information we have to offer, unless some tangible resource, such as food, medical care or credit, is offered at the same time. Not wanting to be a food distributor or a health care provider, Freedom from Hunger is beginning to experiment with minimalist cash credit designed to be most attractive to the poorest, especially women, as the initial incentive for program participation. We are also beginning to develop a social marketing approach to information delivery, in lieu of traditional education techniques. We plan to link the social marketing to the credit system.

- Programmatic focus is a key prerequisite for development of new systems. Freedom from Hunger programs have tried to do too many technically distinct activities in each of its programs. There have been two common results: the programs become very difficult to manage, much less be effective and sustainable, and the staff and Freedom from Hunger lose the opportunity to become distinctively competent in any of the activities. It appears that community participation and local agency collaboration are both inhibited by their confusion about Freedom from Hunger staff objectives and competence. We are currently working with our field program staff to reduce the number of activities in the pilot areas and focus on those that have the greatest potential to be developed into an effective system that is sustainable by local organizations.

The experience Freedom from Hunger has had with the expansion phase has taught us some initial lessons about relationships with local and national institutions.

- Expansion phase partners should also be involved in the pilot phase. Development of an operational system in isolation from potential users greatly reduces the likelihood that the system will be adopted by others. We have had considerable trouble in trying to interest indigenous organizations in our techniques.

In part, this is because we have not done a good enough job of establishing our technical credibility (distinctive competence) or the efficacy of the technique. But it is also due to lack of a sense of ownership of the underlying concepts. Ideally, the whole concept of the pilot phase activities should be developed in collaboration with an indigenous partner agency that wants to innovate and which sees us as the vehicle for innovation. Their involvement in the pilot phase, even if most of the experimental work is done by Freedom from Hunger staff, builds a commitment that will carry over to the expansion phase (given a demonstrably successful pilot phase and no major changes in the partner agency). To find such partners requires careful assessment and selectivity. Our experience with government partners in Ghana, Honduras, and Thailand shows that it can be done.

- The goals and roles of a partnership must be clearly understood and valued by both organizations. No two organizations have identical agendas, so it is necessary to be quite specific as to what each contributes to and gains from the partnership. Where Freedom from Hunger has provided funds and technical assistance for use by the staff of an indigenous organization without a mutually understanding of the relationship as a partnership with clear goals and obligations, Freedom from Hunger has lost the opportunity to actively participate in the direction of the program. Indigenous organizations are much more familiar with PVOs that provide resources to support ongoing operations, so they will assume such a relationship unless we are careful to negotiate a partnership for innovation.

#### **VIII. RECOMMENDATIONS**

The lessons learned (section VII) could be restated as recommendations to our program leadership and to Freedom from Hunger in general. However, these lessons are preliminary. It would be premature in this first annual report to draw definite conclusions or make recommendations to other organizations.

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## **IX. ATTACHMENTS**

## FINANCIAL PROFILE OF THE PROJECT

## A. BUDGETED VERSUS ACTUAL EXPENDITURES

<u>Project Elements</u>	<u>1988</u>			
	<u>A.I.D.</u>		<u>PVO</u>	
	<u>Budget</u>	<u>Expend</u>	<u>Budget</u>	<u>Expend</u>
Program Costs	\$646,000	\$575,187	\$413,000	\$507,498
Procurement	-0-	-0-	234,000	72,201
Evaluation	36,000	-0-	35,000	-0-
Overhead	68,000	60,000	68,000	55,488
	<u>\$750,000</u>	<u>\$635,187</u>	<u>\$750,000</u>	<u>\$635,187</u>

## B. SOURCES OF PROJECT FUNDS FOR THE PVO

	<u>1988</u>
A.I.D. Matching Grant	\$635,187
Private: Cash	447,486
Host and Other Governments	-0-
Other A.I.D. Grants/Contracts	125,201
Other U.S. Government (e.g., Peace Corps)	-0-
Other: PACT	<u>62,500</u>
TOTAL	\$1,270,374

## C. SCHEDULE OF OTHER SOURCES OF FUNDS

	<u>Grant No.</u>	<u>Years Funded</u>	<u>Amount</u>
<u>Other A.I.D. Grants</u>			
Matching Grant	PDC0261- A005071	1985/1988	\$2,840,000
<u>Other: PACT</u>			
Ghana	209	1988	\$ 40,000
Thailand (Korat)	197	1988/1989	30,000

## FINANCIAL PROFILE OF THE PVO

	<u>1988</u>
A. <u>Program Expenditures:</u>	
Bolivia	\$316,146
Honduras	306,893
Thailand	286,156
Kenya	277,323
Mississippi	225,634
Mali	223,520
Arizona	210,332
Nepal	205,544
Togo	124,455
Ghana	95,343
Ecuador	86,182
Sierra Leone	83,201
Antigua	14,903
Program Development	2,013
Program Analysis & Evaluation	105,663
Resource Center	<u>43,630</u>

TOTAL WORLDWIDE PROGRAM	<u>\$2,606,938</u>
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B. Sources or Funds

A.I.D. Partnership Grant	\$ 635,187
Private: Cash	1,557,329
Other Governments	-0-
Other Aid Grants:	277,538
Other: PACT	<u>136,884</u>

TOTAL	<u>2,606,938</u>
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LOGICAL FRAMEWORK

GOAL	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
To enable low-income people rural areas of less developed countries to establish and maintain a level health, nutrition and food security necessary to human dignity and self-sustaining productivity.	<ul style="list-style-type: none"> <li>-Significant decrease in infant mortality and incidence of malnutrition among vulnerable groups.</li> <li>-Significant increases in food production and income of the target population.</li> <li>-Local community groups and agencies providing regular health and economic resources to communities.</li> </ul>	<ul style="list-style-type: none"> <li>-Baseline studies</li> <li>Government records</li> <li>Evaluation studies</li> <li>-Government statistics</li> <li>Evaluation studies</li> <li>-Agency reports</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>-Economic and political stability</li> <li>-Communities and agencies willing to participate in and sustain nutrition-related activities.</li> <li>-Ecological conditions do not change significantly; no natural catastrophe.</li> </ul>
PURPOSE	END OF PROJECT STATUS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
To develop local institutional capabilities in target countries to manage and sustain the critical support systems essential to overcoming malnutrition; to develop rational systems within these institutions that will improve service delivery, training, and technical capacity at the agency and community levels to sustain self-managed action by the poor to satisfy their basic needs for health, nutrition and food security.	<ul style="list-style-type: none"> <li>-All 8 programs have expanded and/or replicated pilot activities to surrounding areas or new sites.</li> <li>-MFM has phased over direct service delivery activities to local governments, NGOs or community groups.</li> <li>-Local organizations have assumed increasing support for management and finance of program activities.</li> <li>-Costs per beneficiary have been significantly reduced.</li> <li>-Community people engaged in planning and managing health, water, agriculture, and economic activities in target areas.</li> <li>-Percent of village and population targets reached.</li> <li>-Coverage of population attained in program area.</li> </ul>	<ul style="list-style-type: none"> <li>-Site visits</li> <li>-Government/agency reports</li> <li>-Agreements</li> <li>-Financial records</li> <li>-Evaluation studies</li> </ul>	<ul style="list-style-type: none"> <li>-Local agencies sign agreements.</li> <li>-Local agencies willing and able to maintain and/or increase resources for program support.</li> <li>-Local agencies maintain commitment to nutrition improvement goals.</li> <li>-Communities' willingness and ability to participate in health, agriculture and economic activities.</li> </ul>
OUTPUTS	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<b>HEALTH AND WATER IMPROVEMENT</b>			
<u>Institutional Development</u>			
Local agencies (indigenous NGOs and/or government ministries) assume management, training and financial support for maternal/child health and water/sanitation service activities in initial target area and expansion/replication programs initiated before 1990.	<ul style="list-style-type: none"> <li>-Level and percent of program resources efficiently managed by local organizations.</li> <li>-Level and percent of resources raised by local organizations for program activities.</li> <li>-Percent of village targets reached.</li> </ul>	<ul style="list-style-type: none"> <li>-Financial records</li> <li>-Agency records and reports</li> <li>-Program reports</li> <li>-Field interviews</li> </ul>	<ul style="list-style-type: none"> <li>-Local agencies cooperate.</li> <li>-Motivation of local groups possible without direct material incentives.</li> </ul>
Community groups provide local personnel and management for service activities.	<ul style="list-style-type: none"> <li>-Coverage of villages attained.</li> <li>-User satisfaction with services provided.</li> <li>-Recurrent costs of services provided.</li> <li>-Degree of consistency between identified needs, selection criteria and projects implemented.</li> <li>-Percent of local assessments, plans, systems and activities designed and implemented.</li> </ul>		

<p><u>Operational Systems Development</u></p>			
<p>MCH programs (e.g., GM/P, EPI, and ORT) established/strengthened in target areas.</p>	<ul style="list-style-type: none"> <li>-Percent of centers, protocols, committees, programs attained.</li> <li>-Degree of consistency between system needs and technical appropriateness of protocols.</li> <li>-Coverage attained with functioning centers and programs for GMP, EPI and ORT.</li> <li>-Percent of centers and programs with indigenous management and resources.</li> </ul>	<ul style="list-style-type: none"> <li>-Program records and reports</li> <li>-Health Clinic records</li> <li>-Village registers</li> <li>-Community Nutrition Surveillance System (growth records and summary reports)</li> <li>-Immunization records</li> <li>-KAP surveys</li> <li>-Site visits</li> <li>-Rapid Sample Surveys</li> </ul>	<ul style="list-style-type: none"> <li>-Mothers implement advice and training.</li> <li>-Availability of materials (vaccines supplies, sugar, and salt for home solution) on timely basis.</li> </ul>
<p>Water and sanitation programs established/strengthened in target areas.</p>	<ul style="list-style-type: none"> <li>-Numbers and percentage increase in target populations reached with access to clean water.</li> <li>-Numbers of clean water and other sanitation projects completed by target populations reached.</li> </ul>	<ul style="list-style-type: none"> <li>-Site visits</li> <li>-Health clinic morbidity records</li> </ul>	
<p><u>Training</u></p>			
<p>Training systems developed.</p> <p>Training for collaborating agency staff and community members (leaders, health volunteers, traditional birth attendants, etc.) to manage support operational systems, birth attendants, etc.).</p>	<ul style="list-style-type: none"> <li>-Percent of assessments, plans, curricula, etc., developed and implemented.</li> <li>-Degree of consistency between training needs and training plans.</li> <li>-Percent of training targets reached.</li> <li>-Proportion of eligible trainees attained.</li> <li>-Degree of knowledge and skills retained.</li> </ul>	<ul style="list-style-type: none"> <li>-Training curricula</li> <li>-Performance evaluation</li> <li>-Supervision reports</li> <li>-Field trips/site visits</li> </ul>	<ul style="list-style-type: none"> <li>-Majority of people trained remain active in agencies and communities.</li> </ul>
<p><u>2. AGRICULTURE AND ECONOMIC DEVELOPMENT</u></p>			
<p><u>Institutional Development</u></p>			
<p>Local agencies (indigenous NGOs, and banks of government ministries) assume management, training, and financial support for activities initiated before 1990.</p>	<ul style="list-style-type: none"> <li>-Degree of consistency between identified needs, selection criteria and projects implemented.</li> <li>-Percent of local assessments, plans, systems and activities designed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>-Financial reports</li> <li>-Agency records and reports</li> <li>-Rapid sample surveys</li> </ul>	<ul style="list-style-type: none"> <li>-Local agencies cooperate.</li> <li>-Motivation of local groups possibly without direct material incentives.</li> </ul>
<p>Community groups and/or cooperatives provide personnel and management for local agricultural extension and local credit delivery and collection.</p>	<ul style="list-style-type: none"> <li>-Level and percent of program resources efficiently managed by local organizations.</li> <li>-Level and percent of resources raised by local organizations for program activities.</li> </ul>	<ul style="list-style-type: none"> <li>-Agency reports</li> <li>-Evaluations</li> <li>-Balance sheets</li> </ul>	
<p>Community, family and individual small enterprises established.</p>	<ul style="list-style-type: none"> <li>Percent of village targets reached.</li> <li>-Coverage of villages attained.</li> <li>-User satisfaction with services provided.</li> <li>-Recurrent costs of services provided.</li> </ul>	<ul style="list-style-type: none"> <li>-Repayment records</li> <li>-Group interviews</li> </ul>	
<p>Management and financial support for agricultural and credit services assumed by local agencies.</p> <p>Cooperatives, community groups, leaders, contact farmers provide regular services to small farmers.</p> <p>Credit funds all financially solvent.</p> <p>Numbers of loans provided.</p> <p>Numbers of community, family and individual small enterprises operating and profitable.</p>			

Operational Systems Development

Agricultural production and storage programs established and functioning in target areas.

Credit systems established and functioning in target areas.

- Percent of systems and protocols attained.
- Degree of consistency between needs, constraints, systems and technical appropriateness of protocols.
- Coverage attained with functioning credit systems.
- Turnover, repayment and capitalization rates.
- Percent of systems with effective indigenous management.
- Numbers of farmers reached by agricultural extension services.
- Numbers of small farmers using new improved agricultural techniques.

- Program records
- Site visits
- Rapid sample survey
- Financial and program records
- Annual reports
- Audits

- Materials (seeds, fertilizer, pesticide) available on a timely basis.
- Communities choose and support viable economic activities.

Training

Training and technical assistance outreach systems developed.

Training for collaborating agency staff and community members (leaders, village development committees, cooperatives, contact farmers, guarantee groups, etc.).

- Percent of assessments, plans, curricula, etc., developed and implemented.
- Degree of consistency between training needs and training plans.
- Percent of training targets reached.
- Proportion of eligible trainees attained.
- Degree of knowledge and skills retained.

- Training curricula
- Performance evaluations
- Supervisor reports
- Field trips/site visits

- Majority of people trained remain active in agencies and communities.

PROGRAM SUPPORT

MFM headquarters planning and management systems strengthened through the development of selected manuals and guidelines and the provision of staff training and technical assistance, which give emphasis to sustained nutritional improvements.

- Revise, document and operationalize systems for planning and budgeting, management information, accounting, program evaluation, training and staff development, technical assistance and information services.
- Prepare, test and operationalize 16 technical guidelines and accompanying training guides.
- Develop and execute annual staff training and development plan(s).
- Organize and conduct 3 international staff meetings, 6 regional meetings, and 15 technical workshops.
- Central staff participation in at least 20 professional meetings.
- Indigenous NGOs, with compatible goals and potential, are identified or formed, and formal agreements are negotiated in all countries.
- Organizational development assessments are completed and OD strategies, training and technical assistance plans are defined and implemented.
- Management, technical and fund raising capabilities are adequate.
- Responsibilities for field program management are accepted and executed as planned.

- Quarterly HQ unit reports
- Operational manuals
- Technical guideline series
- Training manuals and plans
- Training and technical assistance tracking systems
- Quarterly program reports
- Formal agreements
- Special reports
- Evaluative studies
- Field observations

- Funds for hiring consultants, travel, and printing and available as needed.
- Training and staff development coordinator is hired on schedule.
- Manuals and guidelines are completed without major delays.
- HQ staffing levels keep pace with work load demands of total MFM program (e.g., expansion of non-MG programs).
- Compatible NGOs exist, or can be formed, and are interested in the proposed strategy and roles.
- Political, social and economic conditions in-country are favorable to the information and operations of indigenous NGOs.
- Indigenous NGOs will allow sufficient access and scrutiny into their operations by MFM to effectively monitor, evaluate and influence their performance.

<p>MFM increasingly assumes role of financial and technical consultant to the indigenous NGOs.</p>	<p>-Direct management and supervisory functions of MFM decrease.</p> <p>-Decrease in proportion of MFM financial support to field programs.</p> <p>-Gradual but marked shift in MFM training, technical and evaluation assistance from field/community level focus to indigenous NGO focus.</p> <p>-Inter-program network among indigenous NGOs and MFM HQ to facilitate and enhance communication and mutual support is established and functioning.</p>	<p>-Special assessments</p> <p>-Quarterly HQ unit reports</p>	<p>-Potential resources are available within the country or from outside sources to assure reasonable probability of financial stability of the NGO.</p> <p>-Interest exists among the NGOs to form and support a network.</p>
<p><b>4. PROGRAM EVALUATION</b></p> <p>Formal evaluations are completed for 12 programs in 8 countries.</p> <p>Special studies covering selected issues and sites are completed as planned on an annual basis.</p>	<p>-Scheduled evaluations are designed, conducted and documented according to established protocols as follows:</p> <ul style="list-style-type: none"> <li>* 2 design reviews,</li> <li>* 14 interim evaluations,</li> <li>* 4 final evaluations,</li> <li>* 2 sustainability assessments.</li> </ul> <p>-Nine operation research or evaluative studies are designed and initiated; at least 7 of these are completed and published.</p> <p>-Two special assessments involving 3-4 countries each, are designed, conducted and documented.</p> <p>-Ten special assessments involving one program or HQ support function are designed, conducted and documented.</p>	<p>-Quarterly HQ unit reports</p> <p>-Special protocols and reports</p> <p>-Quarterly HQ unit reports</p> <p>-Special research protocols and reports</p>	<p>-In-country conditions (political, climatic, social, etc.) permit evaluations and studies as planned.</p> <p>-Country programs are implemented without major interruptions constraints.</p> <p>-Funds for hiring consultants, travel printing are available as needed.</p> <p>-Consultants are identified and available as needed.</p> <p>-Program data for evaluation purposes identified, collected and compiled as required.</p> <p>-Collaborating parties willingly participate in the evaluation process.</p>

INPUTS	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																																												
<p>Funds For:</p> <p>Personnel</p> <p>Headquarters</p> <p>Kenya Regional Office</p> <p>Field Staff</p> <p>Consultants</p> <p>Travel and Per Diem</p> <p>Materials/Equipment</p> <p>Project Funds</p> <p>Other costs (office, telephone, etc.)</p> <p>Local agency collaboration</p> <p>Community participation</p>	<p><u>Projected Budget (000s) (Lower Level)</u></p> <table border="1"> <thead> <tr> <th></th> <th>1988</th> <th>1989</th> <th>1990</th> <th>1991</th> <th>1992</th> </tr> </thead> <tbody> <tr> <td>AID/</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>MG</td> <td>\$ 900</td> <td>900</td> <td>850</td> <td>800</td> <td>800</td> </tr> <tr> <td>MFM</td> <td>1,470</td> <td>1,489</td> <td>1,759</td> <td>1,971</td> <td>2,104</td> </tr> <tr> <td>TOTAL</td> <td>\$2,370</td> <td>2,389</td> <td>2,609</td> <td>2,771</td> <td>2,904</td> </tr> </tbody> </table> <p>Five-Year Total:</p> <p>AID \$ 4,250</p> <p>MFM 8,794</p> <p>GRAND TOTAL \$13,044</p> <p><u>Projected Budget (Higher Level)</u></p> <table border="1"> <thead> <tr> <th></th> <th>1988</th> <th>1989</th> <th>1990</th> <th>1991</th> <th>1992</th> </tr> </thead> <tbody> <tr> <td>AID/</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>MG</td> <td>\$1,000</td> <td>1,000</td> <td>950</td> <td>900</td> <td>900</td> </tr> <tr> <td>MFM</td> <td>1,589</td> <td>1,600</td> <td>1,900</td> <td>2,115</td> <td>2,218</td> </tr> <tr> <td>TOTAL</td> <td>\$2,589</td> <td>2,600</td> <td>2,850</td> <td>3,015</td> <td>3,118</td> </tr> </tbody> </table> <p>Five-Year Total:</p> <p>AID \$ 4,750</p> <p>MFM 9,421</p> <p>GRAND TOTAL \$14,171</p>		1988	1989	1990	1991	1992	AID/						MG	\$ 900	900	850	800	800	MFM	1,470	1,489	1,759	1,971	2,104	TOTAL	\$2,370	2,389	2,609	2,771	2,904		1988	1989	1990	1991	1992	AID/						MG	\$1,000	1,000	950	900	900	MFM	1,589	1,600	1,900	2,115	2,218	TOTAL	\$2,589	2,600	2,850	3,015	3,118	<p>-Financial reports</p> <p>-Program reports</p> <p>-Annual audits</p> <p>-Personnel appraisals</p> <p>-Procurement records</p>	<p>-Timely transfer of funds.</p> <p>-Qualified personnel available.</p> <p>-Adequate coordination of personnel and activities are maintained.</p> <p>-Budget is adequate support all activities and contingencies.</p> <p>-No major shift in inflation or other economic indicators.</p> <p>-Local agencies will willingly collaborate with MFM.</p> <p>-People in target communities will participate actively program.</p> <p>-Fundraising is not negatively affected by new tax laws and/or economic depression.</p>
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**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 Freedom from Hunger		Grant/Contract Number ORT-01588-A-00-8147-00	
Start Date (MM/DD/YY) March 1, 1988	End Date (MM/DD/YY) February 28, 1989	AID Project Officer's Name Mr. John McEnaney	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	62	1991	69
1989	67	1992	67
1990	57		
LOP			322

**Activity Description**  
Freedom from Hunger is implementing two projects in Kintampo District of Brong-Ahafo Region: development of the community outreach capability of the Ministry of Health (including community-based growth monitoring and promotion, immunization, and improved health service delivery) and a credit system linked to the growth monitoring and promotion activities to assist participating families to increase their incomes and grow more food. Freedom from Hunger is working in close collaboration with the Kintampo District Health Management Team for eventual transfer of responsibility for activities to MOH and DHMT personnel throughout Brong Ahafo region. Within Kintampo district, the FFH field team will train health post staffs to carry out the intensive community mobilization (including the training of community volunteers to carry out GMP activities), education, and follow-up strategy which the field team is currently implementing. Eventually, the DHMTs in the other districts of Brong Ahafo will be trained by the FFH team to train health post personnel.

**Status**  
Health outreach system designed and in place; growth monitoring, immunizations, and health/nutrition education being carried out in 12 communities; staff oriented and trained, and are now, in turn, training VHWS, TBAs, and health post personnel in 12 communities in community mobilization and growth monitoring and promotion activities; design of a credit system started.

**COUNTRY INFORMATION (SECONDARY)**

Country Ghana	Location in Country (Region, District, Village) Kintampo District, Brong Ahafo Region
PVO Representative's Name Ebenezer Commey	Local Counterpart/Host Country Agency District Health Management Team Ministry of Health

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988			
AID \$	-0-			
PVO \$	95			
INKIND	--			
LOCAL	--			

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Start Date (MM/DD/YY) March 1, 1988	End Date (MM/DD/YY) February 28, 1989	AID Project Officer's Name Mr. John McEnaney	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	195	1991	153
1989	152	1992	179
1990	148		
LOP			827

**Activity Description**  
 There are two programs being implemented in Kenya: one in Siaya District, the other in Embu District. Both programs include in-kind credit to increase income-generation and food production and activities to improve the community outreach capability of the Ministry of Health (particularly community-based growth monitoring and promotion). Activities include growth monitoring, nutrition education, immunizations, training courses for community volunteers, seed loans, improved grain storage, and food production demonstrations. The objective is to strengthen the capability of the Kenya Freedom from Hunger Council (KFFHC) to plan, coordinate, and extend food security and nutrition programs in Kenya.

**Status**  
 KFFHC will be entirely responsible for technical direction, management, and funding of the programs after September 1989. In early 1987, FFH reached agreement with the KFFHC to transfer all staff and assets of the program, as well as responsibility for program management, to the KFFHC. In January 1989, the two organizations signed a memorandum of understanding which continues our financial and technical support for the Siaya and Embu programs through September 30, 1989. At that time, the KFFHC will become fully responsible for financing as well as managing the programs.

**COUNTRY INFORMATION (SECONDARY)**

Country Kenya	Location in Country (Region, District, Village) Siaya and Embu Districts
PVO Representative's Name Justin Opoku	Local Counterpart/Host Country Agency Kenya Freedom from Hunger Council

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988			
AID \$	181			
PVO \$	92			
INKIND	--			
LOCAL	4			
TOTAL	277			

43

**PVO PROJECT REPORTING INFORMATION  
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Type	Project Number	
Appropriation	Level	
Country Code	Fund Type	Technical Code
Project Officer	Key 1	Key 2

**PROJECT INFORMATION (PRIMARY)**

Name of Organization	Grant/Contract Number	
Freedom from Hunger	OTR-0158-A-00-8147-00	
Start Date (MM/DD/YY)	End Date (MM/DD/YY)	AID Project Officer's Name
March 1, 1988	February 28, 1989	Mr. John McEnaney

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	100	1991	80
1989	83	1992	78
1990	76		
LOP			417

**Activity Description**  
Freedom from Hunger is assisting a government organization, Bombali District Primary Health Care, to develop and expand its community-based activities for growth monitoring and health/nutrition promotion as well as their efforts to promote the production of groundnuts and rice and the use of weaning foods made with groundnuts by families with malnourished children. This year the program is expanding in the Bombali District to include the Paki Masabong Chiefdom, in addition to Safroko Limba and Biriwa where the program has been successful.

**Status**  
The management of program activities was assumed by Primary Health Care (PHC) of Bombali District in 1987. In Safroko Limba Chiefdom, PHC and MOH personnel collaborated in the supervision of the chiefdom development committee and trained community volunteers who are carrying out the ANP activities in 12 communities. PHC has planned and carried out expansion of activities to two neighboring chiefdoms, where PHC personnel are being trained to carry out ANP activities within a 3-mile radius of health posts (Peripheral Health Units) and to train community volunteers. Growth monitoring and promotion, health and nutrition education, environmental sanitation, and revolving seed loan activities are being carried out in three chiefdoms; community volunteers and Peripheral Health Units' staffs trained; options being explored with PHC in an attempt to make the organization financially independent by the end of 1990.

**COUNTRY INFORMATION (SECONDARY)**

Country	Location in Country (Region, District, Village)
Sierra Leone	Bombali District
PVO Representative's Name	Local Counterpart/Host Country Agency
Edward Musa	Primary Health Care

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988			
AID \$	29			
PVO \$	25			
INKIND	-0-			
LOCAL	29			
TOTAL	83			

**PVO PROJECT REPORTING INFORMATION  
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Project Type		Project Number	
Appropriation		Level	
Entry Code		Fund Type	Technical Code
Project Officer		Key 1	Key 2

**PROJECT INFORMATION (PRIMARY)**

Name of Organization		Grant/Contract Number	
Freedom from Hunger		ORT-01588-A-00-8147-00	
Start Date (MM/DD/YY)	End Date (MM/DD/YY)	AID Project Officer's Name	
March 1, 1988	February 28, 1989	Mr. John McEnaney	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	121	1991	99
1989	123	1992	106
1990	116		
LOP			565

Activity Description

In Lampang Province, personnel from the Ministry of Public Health have been prepared by Freedom from Hunger staff to assume full responsibility for carrying out the activities of the Applied Nutrition Program started in 1982. The MOPH has incorporated many aspects of the program into its operating procedures. Effective February 28, 1989, Freedom from Hunger officially transferred program activities in Lampang to the MOPH.

The program in Korat Province promotes increased access to the appropriate quality and quantity of food for poor people through income generation and nutrition-related education. By integrating agricultural and nutrition/health education messages within an innovative cash credit system linked to the Bangkok Bank, the program aims to assist the poorest members of the pilot communities in Chumpuang District to gain more income to buy food and at the same time learn how to improve the nutrition and health of their families. The program is operated in collaboration with the Provincial Government of Nakhonratchasima (Korat).

- 1) In Lampang the final evaluation was conducted, training of MOH staff completed, and program activities phased over to MOH personnel, on schedule.
- 2) In Korat, MOH personnel are providing adequate service throughout the province. FFH has therefore determined that its efforts at this point should be focused on the poorest of the poor in that area, who are unable/unwilling to gain access to these services. This is being done through an income-generation program that will provide greater income and at the same time be the vehicle through which participants can learn to buy, and participate in, health and nutrition services.
- 3) FFH's agreement with Foundlife was never finalized, as it was determined that the Royal Thai Government's services in the area of agricultural extension and health and nutrition had reached a level of efficacy and sophistication that made the creation of an intermediary NGO unnecessary.

**COUNTRY INFORMATION (SECONDARY)**

Country	Location in Country (Region, District, Village)
Thailand	Korat Province (Nakhonratchasima)
PVO Representative's Name	Local Counterpart/Host Country Agency
Chatree Watetip	Ministry of Interior

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988			
AID \$	155			
PVO \$	129			
INKIND	-			
LOCAL	2			

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Start Date (MM/DD/YY) March 1, 1988	End Date (MM/DD/YY) February 28, 1989	AID Project Officer's Name Mr. John McEnaney

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	69	1991	75
1989	95	1992	80
1990	89		
LOP			

**Activity Description**

Freedom from Hunger has worked for more than twenty years to build the agricultural and health service infrastructure on the Santa Elena peninsula near Guayaquil. The emphasis has been on improving agricultural production and incomes in the face of increasing aridity. We have facilitated the entrance of several in-country service organizations into the area. Our current role is to build the institutional capability of a local community development organization, Asociacion de Pueblos Unidos de Manglaralto (APUDEM), to carry on the nutritional and agricultural extension services started by our staff.

**Through an agreement with APUDEM, which became effective on July 1, 1988, Freedom from Hunger initiated the process of phasing over program activities. We are providing technical assistance and management training through three of our staff members who have been seconded to APUDEM for 2 years. At the end of this period, APUDEM will continue many of the nutrition and agriculture activities initiated by Freedom from Hunger in the Santa Elena peninsula. APUDEM enjoys substantial funding from national and international sources.**

**COUNTRY INFORMATION (SECONDARY)**

Country Ecuador	Location in Country (Region, District, Village) Santa Elena Peninsula
PVO Representative's Name Dr. Christopher Dunford, V.P. Programs	Local Counterpart/Host Country Agency APUDEM

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988			
AID \$	43			
PVO \$	41			
INKIND	--			
LOCAL	2			

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Country Code		Fund Type	Technical Code
Project Officer		Key 1	Key 2

**PROJECT INFORMATION (PRIMARY)**

Name of Organization		Grant/Contract Number	
Start Date (MM/DD/YY)	End Date (MM/DD/YY)	AID Project Officer's Name	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	104	1991	83
1989	102	1992	80
1990	103		
LOP			472

**Activity Description**  
 Freedom from Hunger has worked for more than ten years to improve agricultural and health services in the Department of Olancho. After development of project interventions in nine pilot communities, our staff is assisting the Ministry of Public Health to expand to all rural areas of Olancho a system of community involvement in local health clinic efforts to provide prenatal care, immunization, growth monitoring of children, and promotion of improved health, nutrition, and sanitation practices. In addition, staff are further developing a technical assistance and credit system to support food production and income generation by peasant farmers with too little land to qualify for assistance from current system of the Ministry of Natural Resources.

**Status**  
 FFH is actively involved in working with the MOPH to increase its outreach capabilities, and FFH is in the process of expanding these services into new communities. This is proceeding as planned.

The two permanent local institutions (the agricultural cooperatives) have merged into one unit. Although not initially planned for, this action should enhance capability for management of agriculturally related program activities in the area served by the unified cooperative.

Exploration and development of prospects for an indigenous organization to share and assume FFH's activities is being initiated through program personnel in Honduras, who have become actively involved in a national association of NGOs (FOPRIDEH).

**COUNTRY INFORMATION (SECONDARY)**

Country	Location in Country (Region, District, Village)
Honduras	Department of Olancho
PVO Representative's Name	Local Counterpart/Host Country Agency
Zoila Alvarez	Ministry of Public Health

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988			
AID \$	150			
PVO \$	116			
INKIND	-			
LOCAL	41			
TOTAL	307			

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**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	99	1991	93
1989	107	1992	89
1990	97		
LOP			485

Activity Description  
Freedom from Hunger Foundation is providing management, technical, resource development, research, and evaluation services to support field programs and collaborating community and local organizations in 6 countries.

Status  
1) A new five-year plan is being developed; 2) planning, budgeting, accounting, and reporting systems are being revised and implemented; 3) technical guidelines were developed for growth monitoring and promotion and income generation activities, and are being utilized in the field; 4) technical guidelines for conducting a rapid rural appraisal were developed and used in Kenya; 5) program directors received training in program planning, management, and long-term goal development at an international staff meeting in Davis; 6) since the beginning of 1988, evaluations of the Ecuador program and of the two Thailand programs have been conducted.

**COUNTRY INFORMATION (SECONDARY)**

Country	Location in Country (Region, District, Village)
Headquarters Program Support and Evaluation	N/A
PVO Representative's Name	Local Counterpart/Host Country Agency
Christopher Dunford, Vice President for Programs	N/A

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988			
AID \$	91			
PVO \$	58			
INKIND	--			
LOCAL	--			
TOTAL	149			

PDARK-436

**FREEDOM FROM HUNGER FOUNDATION**

**PARTNERSHIP GRANT**

**ORT-01588-A-00-8147-00**

**SECOND ANNUAL REPORT**

**TO THE**

**AGENCY FOR INTERNATIONAL DEVELOPMENT**

**MAY 1990**

**FREEDOM FROM HUNGER FOUNDATION**

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## SUMMARY

Since the First Annual Report, Freedom from Hunger has been specifying the desired features of its general program model. We have decided to pursue our goal of promoting sustainable action against chronic hunger through a tight linkage of **credit with education** by promoting the creation of borrower-managed credit/education systems — or community banks — whose members are primarily the poorer women of the target communities.

The credit-with-education program provides small loans through community banks to promote increased food production and income generation. Education is provided during the regular meetings of the community bank members to improve nutrition, health, agricultural practices, and management of credit.

Our purpose is to enhance the leadership and self-help capacities of the hungry and the service capacities of local and/or national organizations that support self-help efforts. This purpose will be achieved by working with partners who want to develop and independently manage and sustain systems for promoting the creation of such community banks and empowering them with credit and training to become self-sustaining community organizations focused on combating chronic hunger among their members.

This emerging model succeeds in pursuing the original output objectives of the grant proposal; however, greater emphasis will be placed on the development of "operational systems" for community-based credit and health education than was originally proposed. The major variances will occur at the individual program level. As described in the Interim Report (December 1989), we are withdrawing early from programs in Ecuador, Kenya, and Sierra Leone. We have added a program in Mali, and will soon add a new program in Ecuador. Freedom from Hunger has requested A.I.D. authorization to add programs in Burkina Faso and Guinea.

The current programs in Ghana, Honduras, Mali, and Thailand are moving successfully in the direction of the desired model. The Ghana and Honduras programs, through active partnerships, have strengthened the effectiveness and coverage of government community health outreach services. In Honduras, agricultural assistance and credit have been promoted to the poorest farmers. Community banks have recently been initiated in these countries and will be tied to existing projects. Thailand and Mali are in the full "testing" phase of the new model. Both programs operate community banks with nearly 100% loan repayment and have begun to provide education during the regular meetings of the members. They have established relationships with partner agencies that enhance prospects for sustainability and expansion of the new model.

As a result of the reduction and reorganization of headquarters program staff in early 1989, and the implementation of an integrated planning, budgeting, and reporting process, we are managing and supporting the field programs more efficiently and effectively than before.

Cumulative expenditures for the grant to date (\$1,200,323) are now in line with the budget of \$1,200,000 for that period as a result of an increase in level of program expenditures for 1989. We anticipate that the returns from our new and successful fund-raising strategies will allow us to continue to support the increased level of program expenditures and therefore meet the agreed cost/share for the duration of this grant.

## I. BACKGROUND TO GRANT AND PROJECT CONTEXT

Freedom from Hunger has been revising its strategy and programmatic design, involving a shift from delivering services for a few thousand poor to helping whole nations build systems that truly help the hungry help themselves. This strategic revision or building process started before our September 1987 proposal for the grant and was articulated as the purpose of the grant: to support the transition of Freedom from Hunger from welfare agency to development catalyst. Therefore, the proposal anticipated this transition, but it did not anticipate fully the programmatic implications of the transition in each of the countries where we are working (see "Interim Report, December 1989" in Attachment A).

### Focusing on Chronic Hunger (Food Security)

Our strategic review began with an examination of the immediate causes of malnutrition, which can be grouped into three categories:

lack of sufficient food, because of limited food availability or lack of income to buy food;

poor knowledge of appropriate nutrition, particularly for pregnant women and weaning-age children; and

health problems, especially infectious and parasitic diseases that reduce the body's ability to utilize food.

Much evidence shows that lack of sufficient food is the most common cause of malnutrition among poor people. The quantity rather than the quality of food intake is usually the more important problem. In most cases, the acquisition of adequate calories through consumption of traditional staple foods also supplies adequate protein and micronutrients. However, exceptions are found in cases of pregnant women and weaning-age children, for whom traditional diets are often nutritionally inadequate. Various infections that cause diarrhea and other complications threaten the lives of people who are not eating enough food, especially young children. These are important problems, but **assuring a secure supply of food is the primary concern of the poor.** Low food production, inadequate income to buy food, and too many mouths to feed are the major threats to their food security.

Chronic deficit in the poor's access to traditional staple foods is a far more common cause of hunger than is catastrophic famine. We define chronic hunger as the prolonged, life-threatening, developmentally disabling lack of food. It may be constant or may come in recurrent episodes, such as annual seasons of scarcity or irregular but frequent losses of crops and livestock.

The rural poor are more often victims of chronic hunger than the urban poor, because they are more isolated from economic activity and they are less able to attract the attention of national-level policy makers and service providers.

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Focusing on the needs of chronically hungry rural families and communities, the **goals of Freedom from Hunger** are:

- Primary: Increased availability of and access to food;
- Secondary: Improved knowledge, attitudes, and practices for better nutrition and health.

### Sustainable Action to Support Self-Help

**Freedom from Hunger's strategy is to promote sustainable action against chronic hunger by enhancing the self-help capacities of the hungry.** To do this it is necessary to strengthen the leadership and organizational capabilities of local or national organizations to provide the information and resources that the poor need to help themselves.

Freedom from Hunger programs have provided and continue to provide the rural poor with **resources**, through **small-scale credit** systems, to promote increased food production and income generation. Our programs also provide **information**, through **community education**, to promote improved health and nutrition practices — including preparation and use of nutritious weaning foods, oral rehydration therapy for management of diarrhea episodes, immunization against vaccine-preventable diseases, and family planning to better space births and reduce family size — as well as improved agricultural practices and management of credit.

The projects we initiate must become both self-sustaining and replicable to achieve a multiplier effect. Freedom from Hunger is committed to design and implement effective, low-cost model programs for reaching the poor with information and resources they need. In addition, we want to ensure that the financial, technical, and staffing requirements of the model are within the capacity of indigenous organizations to support on a wide scale. This will make it possible to continue the program without Freedom from Hunger's support and to replicate it beyond the pilot program area.

### Leading with Credit

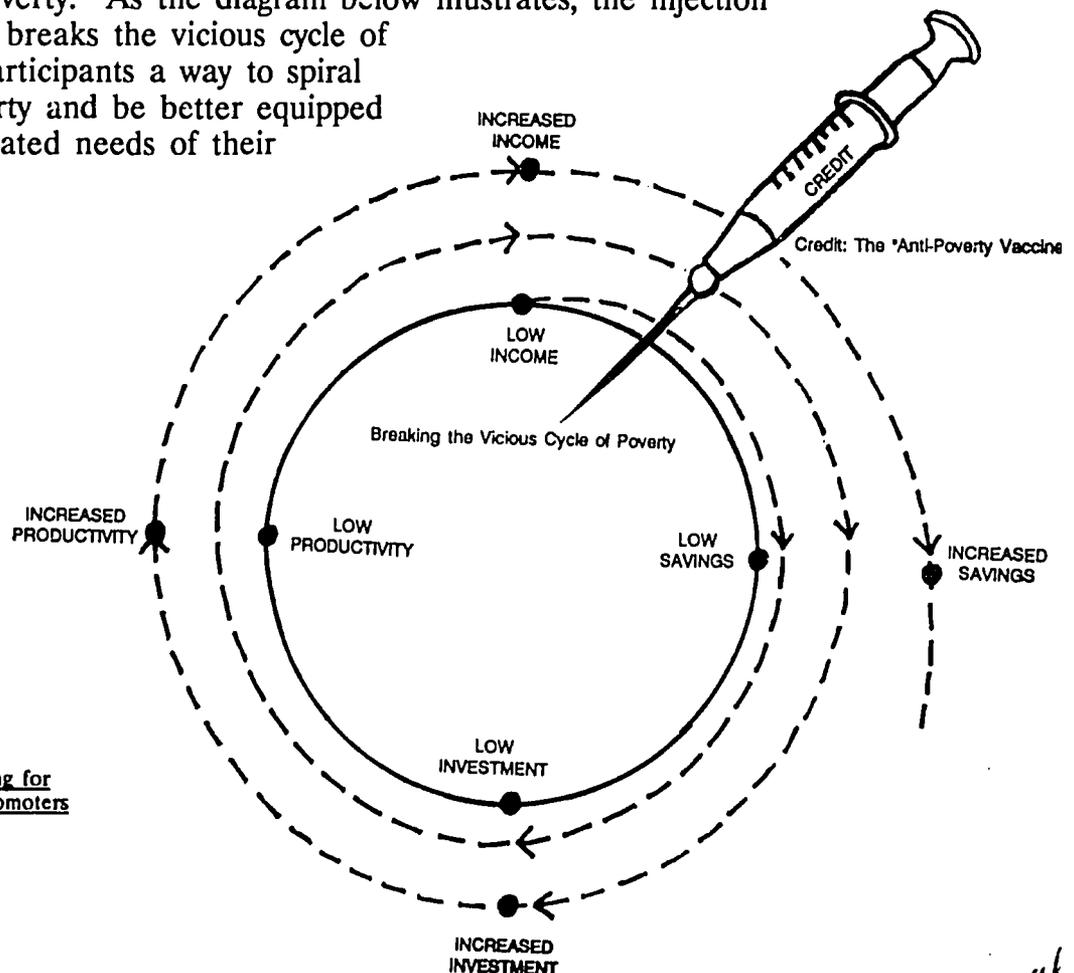
Freedom from Hunger has been searching for a better community organizing mechanism to attract the poorest members of the communities to participate in program activities. We had been relying on traditional methods for agricultural and health/nutrition education to engage community groups. In recent years, we have used growth monitoring sessions as the principal draw to the education. However, we have discovered that the poorest, neediest community members are generally not interested in the information we

have to offer, unless some tangible resource, such as food, medical care or credit, is offered at the same time. The tremendous burdens on the time and energy of the poor, especially women, in developing countries can prevent them from participating in nutrition and health programs. The relevance of nutrition-related information can be undermined because these people are too poor to provide for their families' most basic needs.

Not wanting to be a food distributor or a health care provider, Freedom from Hunger is giving increased emphasis to credit as the resource it offers. The poor prefer inputs and cash loans that they can apply to the improvement of their current activities, over information about new agricultural techniques, nutrition and health education, or new income-generating activities. To act on new ideas requires risky experimentation with new activities and/or changes in behavior that people are reluctant to try.

The lack of food or access to food is fundamentally a result of poverty. The rural poor are caught in a vicious cycle of poverty with little hope for escape. Not considered credit-worthy by traditional banking institutions, and with no means to generate savings, the poor have no capital for investment that will lead to increased productivity and revenue.

Credit for the rural poor can act like a vaccine to stimulate productive activities to overcome poverty. As the diagram below illustrates, the injection of credit into the system breaks the vicious cycle of poverty and offers the participants a way to spiral out of the circle of poverty and be better equipped to address the hunger-related needs of their families.



Adapted from:  
A Manual of Village Banking for  
Community Leaders and Promoters  
by John K. Hatch, FINCA

Freedom from Hunger has determined that cash loans are appealing because they give people a resource — cash — that they can use to carry out productive activities with the potential to increase their incomes. Cash provides people with the flexibility to invest in activities that appear most appropriate and productive at the time and to identify the lowest cost inputs needed to complete the activity.

In-kind loans (inputs) have proven in other programs to be less attractive than cash loans. The inputs offered were not always those most likely to increase food consumption — the original intention of the loans — nor were they always the inputs that people wanted or knew how to use. The staff found these inputs, such as small animals and seeds, costly to obtain, transport, and store. Thus, it is more difficult to sustain an in-kind loan system than a cash credit system.

### Credit with Education

Having determined that the most effective way for Freedom from Hunger to address hunger-related issues is to focus on a cash credit system to promote food production and/or generation of income to buy food, we still recognize that this credit needs to be linked to an information network that promotes innovations for improved food production and income generation, as well as better nutrition and health.

Credit and education should be linked because of the reinforcing effects of the two interventions together. Education can promote more effective use of credit for food production and income generation, and more appropriate use of food and income to improve family nutrition and health. Credit can provide the vehicle for bringing the poorer people in the communities together to receive education. They will be motivated to come together to receive credit to promote their economic activities that will earn additional income to be applied toward the needs of their families. At the same time, these people can be exposed to new information at regular meetings that are a prerequisite for their access to credit. This linkage can attract even the overworked poor and provide them with education and the means to act on their newly acquired knowledge.

The seven countries covered in this Partnership Grant — **Ghana, Kenya, Mali, Sierra Leone, Thailand, Ecuador and Honduras** — represent the diversity of social, economic, and political conditions associated with chronic hunger. They also present a variety of community and institutional contexts for combating chronic hunger. Such diversity is essential to develop, test, and refine our strategy.

## II. PROJECT METHODOLOGY

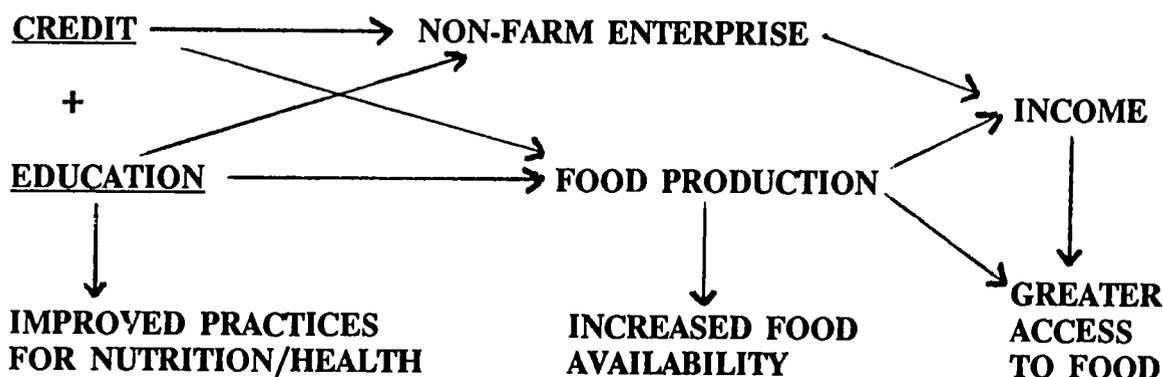
The goal and purpose of the activities supported by this Partnership Grant, as revised in our First Annual Report, are, respectively:

**"to promote sustainable action against chronic hunger (and associated nutrition and health problems)"**

and

**"to enhance leadership and self-help capacities of the hungry and the service capacities of the local and/or national organizations that support self-help efforts."**

The revised output objectives can be diagrammed as follows:



This diagram applies to all the programs in the seven countries covered by this Partnership Grant. However, the programs vary considerably in several features: the relative importance given to credit, education for improved food production, and education for improved nutrition and health practices; the extent of linkage between the credit and education; the kinds of credit and education provided; and the extent of involvement or partnership with one or more indigenous organizations in the planning, implementation, and evaluation of the program. The differences can be attributed to the stage of strategic thinking at Freedom from Hunger headquarters at the time the program was started (older vs. younger programs) and the mission and strategy of the indigenous partner organization(s).

Subsequent to the writing of the September 1987 proposal for this grant, and even since the First Annual Report, Freedom from Hunger has been specifying the desired features of the general program model. The goal of "sustainable action" will be pursued through a tight linkage of credit with education. The purpose of "enhancing ... capacities of the hungry" is achieved by promoting the creation of borrower-managed credit/education systems, or community banks, that are primarily joined by the poorest women of the target communities.

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The purpose of "enhancing ... service capacities" involves partnership with indigenous financial, community development, or health/nutrition promotion organizations. These partners wish to work with Freedom from Hunger to develop and then independently manage and sustain, with resources other than those of Freedom from Hunger, systems for promoting the creation of such community banks and empowering them with credit and training to become self-managed, self-sustained community organizations focused on combating chronic hunger among their members.

The credit delivery system requires that participants meet regularly as a community bank to obtain loans and pay them back. During these meetings the participants analyze their family situations to identify problems and consider solutions to hunger-related issues. Then well-targeted, simple messages reinforce the solutions and benefits for improving nutrition, health, food production, and income-generating activities determined in the decision-making process.

More than an injection of capital, the credit-with-education program sets in motion a chain of circumstances that fosters an attitude change from a self-defeating one of "I can't" to a capacitating one of "I can." This is accomplished by creating an expectation of change that is supported by a group of peers — the borrowers who attend regular weekly meetings of the community bank for loan payments and education — which widens the individuals' productive contacts and expands their operational knowledge base.

The participants first gain confidence through control of new financial resources and the decision-making that accompanies this responsibility. Soon they see the tangible results of the program in increased savings and incomes. These positive experiences create a receptive audience for new information that is injected into the system through the educational component.

The goal of the group-based education is to change behavior. The power of knowledge is often circumscribed by poverty, dimmed by lack of general education, frustrated by the unequal status of women, and limited by the availability of basic resources. The spread of knowledge is, nonetheless, a necessary precondition for change in behavior and can also help to create informed community demand for and participation in local development.

The community bank creates a forum for the spread of knowledge in a way likely to lead to behavior changes. The program staff will provide information to promote improved health and nutrition practices — including preparation and use of nutritious weaning foods, oral rehydration therapy for management of diarrhea episodes, immunization against vaccine-preventable diseases, and family planning — and to improve food production and consumption practices. Such education has been found to be an important supplement to income-generating programs to foster spending patterns and behavior practices which are

nutritionally beneficial. The information will be presented as examples in a problem-solving process that can be applied to other topics needing resolution.

This emerging model succeeds in pursuing the original output objectives of the grant proposal (see the original Logical Framework, Attachment B). "Operational systems" will be developed for community-based credit, agricultural education, and health- and water-related education, although with greater emphasis on credit and health education than was originally proposed. There will also be "training" and "institutional development" for systems management at the agency and community levels. "Program support" and "program evaluation" will be carried out by Freedom from Hunger more or less as anticipated by the proposal.

The major variances will occur at the individual program level. Given the important differences between the programs (see above) in accordance with their ages and their indigenous partner arrangements, it is not unexpected that some of the programs can converge on the desired model while others cannot. Freedom from Hunger is terminating its involvement earlier than originally proposed in those programs that cannot adapt. At the same time, we are bringing in new programs to replace the departing programs and designing them specifically to follow the new model. As described in our Interim Report (December 1989; see Attachment A), we are withdrawing early from programs in Ecuador, Kenya, and Sierra Leone. We have added a program in Mali and will soon add a new program in Ecuador. Freedom from Hunger has requested A.I.D. authorization to add programs still on the drawing board for Burkina Faso and Guinea. Once we know the disposition of these proposed new programs, all the changes can be reflected in a revised Logical Framework. Individual implementation plans for each program country have been updated and are found in Attachment C.

The current programs in Ghana, Honduras, Mali, and Thailand are moving successfully in the direction of the desired model.

The key inputs and target groups for these inputs remain the same as reported in the First Annual Report, except that women are given more prominence in the new model than before. The small loan sizes, short payback period and other features of the new credit system make it much more attractive to poorer women than to men, who are more involved in agricultural production requiring larger, longer-term loans. This differential is satisfactory, because the education is targeted primarily at women, as the primary caregivers for children in the family.

### III. MONITORING AND EVALUATION

Historically, Freedom from Hunger has made a major commitment to program evaluation as an integral part of program design and management. There are several points in the life of a program at which evaluations are scheduled:

- Design review is carried out by headquarters staff within approximately one year of program start-up.
- Interim evaluation is performed with external experts after two to three years of program implementation.
- Final evaluation is performed with external experts in the last year of major program operations.
- Sustainability assessment is carried out about three years after program termination to ascertain the lasting impact.

Each Freedom from Hunger program is initiated as a model from which others may learn and benefit. Systematic evaluation is considered vital to establishing which program elements work well. The information from evaluation is used to promote replication of successful models at the local, regional, or national level.

#### Evaluations Completed

The Lampang Program in Thailand reached the final evaluation stage in 1988 and has been phased over completely to the Thai Ministry of Public Health, as scheduled. The Santa Elena Program in Ecuador received what is in effect its final evaluation in late 1987 to early 1988, leading Freedom from Hunger to commence phaseover to a local community development organization, which will be completed by the end of June 1990.

The programs in Sierra Leone and Siaya District, Kenya received interim evaluations in 1985 and 1987, respectively. As explained in the "Interim Report, December 1989" (Attachment A), Freedom from Hunger in 1989 withdrew its support for these programs, and the one in Embu District, Kenya, earlier than scheduled, which did not allow for formal final evaluation. However, the principal collaborators in Sierra Leone and Kenya have prepared detailed proposals based on their accomplishments through 1989. These have been subjected to external scrutiny by potential funders. USAID/Kenya has already approved a three-year co-financing agreement with our former collaborator, Kenya Freedom from Hunger Council, to fund the Embu Program (the Siaya Program has been effectively terminated due to lack of donor response to proposals, reflecting the relative weakness of the program). Foster Parents Plan International is considering a similar multi-year funding

proposal from the Primary Health Care Program of Bombali District, Sierra Leone, our former collaborator.

Interim evaluations have also been completed for our programs in Honduras (late 1987 to early 1988) and in Korat Province, Thailand (early 1988). These led to extensive revisions in program design, along the lines of the model described above in Section II.

For our newest programs, Ghana and Mali, Freedom from Hunger staff carried out design reviews and management assessments in 1988 and 1989, respectively. The design review of the Mali program was a joint effort with our NGO collaborator, AMIPJ. The resulting report for Mali is available on request from Freedom from Hunger.

#### Evaluation for the Partnership Grant

It should be noted that these different stages of evaluation are program-specific. That is, they refer to stages in the life of the individual program, which differ in timing from program to program and do not correspond to the period of this Partnership Grant. "Midterm assessment" and "final evaluation" for A.I.D. refers specifically to the activities supported by this grant in the five-year period March 1, 1988 to February 28, 1993. These reports are to be carried out by external evaluators appointed by A.I.D. and are to cover headquarters as well as program-specific accomplishments and impacts in comparison with those anticipated in the grant proposal of September 1987 and subsequent revisions presented in the Annual Reports.

Freedom from Hunger plans to collaborate with the FVA/PVC office of A.I.D. during the third year of the grant (1990-91) to write terms of reference and recruit a team of consultants to carry out during 1991 the "midterm assessment," based on the first three years of the grant-supported activities and accomplishments. We expect the terms of reference to include:

- review of inputs, activities, and outputs at the level of headquarters and each of the individual country programs in relation to stated objectives; the emphasis will be on process and participation achievements rather than impacts, with field visits to Ghana, Mali, Thailand, and Honduras;
- assessment of compliance with the terms of the grant;
- development of recommendations to Freedom from Hunger and its in-country collaborators for program changes; and
- development of terms of reference for "final evaluation" of the grant activities, including both process and participation achievements and impacts on target problems.

The emphasis on assessment of the field programs in Ghana, Mali, Thailand and Honduras reflects several concessions to the reality of our programming transition (as explained in Attachment A). Only in these countries will there have been sufficient time and investment in planning, technical assistance, training, monitoring, and management to produce the processes and impacts desired by Freedom from Hunger and its collaborators. In other words, these are the programs most likely to reflect achievement of the grant's purpose, which is to enable Freedom from Hunger to develop and carry out a new strategy for building the self-help capacities of the hungry and the service capacities of indigenous organizations that support these self-help efforts. The other programs either have turned out to have a poor fit to the emerging strategy and are therefore phasing out early, or they are coming on-line too late to justify investment for extensive evaluation under this grant.

#### Approach to Impact Evaluation

The ultimate benefits to poor people anticipated from the emerging program model are increased food security (often measured as adequate food intake throughout the annual cycle) and improved nutritional status (measured usually by anthropometry, such as weight-for-age). The model asserts that increases in income and food production (stimulated by credit) and certain changes in behaviors/practices affecting health and nutrition (stimulated by education) will lead to the ultimate benefits. Unfortunately, this cause/effect relationship is difficult to prove even through a carefully controlled experimental design managed by professional researchers.

Freedom from Hunger does not possess this research orientation or capability but is willing to contract for it from academic institutions or independent researchers. Such an investment is unnecessary, however, if the literature from other experimental programs has already demonstrated the cause/effect relationship. The relationships between specific behavior changes and improved nutritional status are well established in the research literature. Freedom from Hunger commissioned Barbara Kennelly, an international nutrition graduate student at the University of California, Davis, to survey and analyze the relevant literature on the relationship between increased incomes and nutritional status of the poor. Her report, which is available on request from Freedom from Hunger, reveals some confusion in the literature. That is, the relationship exists in some cases but not others, due primarily to differences in the way income is earned, gender of the person controlling the income, and whether or not nutrition-related education was also involved. The evidence suggests that targeting women, encouraging activities that earn income in small, steady streams, and integrating nutrition education may influence the nutritional impact of income increases for the poor.

Ms. Kennelly's report has profoundly influenced the development of our new program model, to maximize the likelihood that income generation leads to improved nutritional

status. In addition, Freedom from Hunger is collaborating with Ms. Kennelly to formally test the causal relationship in the Ghana program. This program has developed the most comprehensive growth monitoring system of any of our programs, providing a splendid baseline and time series of nutritional status by individual, household, and community for ten communities. Ms. Kennelly spent July through November 1989 working with program staff to establish a corresponding baseline of economic status and food acquisition by household in four of the ten program communities, before introduction of any credit activities, which started in February 1990. We propose to provide credit to two of the communities, keeping the other two as control communities, for the next two years. At that time we will arrange for follow-up data collection to compare the credit-receiving communities with the controls in terms of nutritional status, economic status, and food acquisition strategy.

The program in Mali has also established a good baseline of nutritional status in a few communities, thanks to the collaboration of Fulbright Scholar Katherine Dettwyler from Texas A&M University, who worked in the program area in late 1989. Ongoing growth monitoring in both Honduras (joint Freedom from Hunger and Ministry of Public Health project) and Thailand (standard operation of the Ministry of Public Health) also provides baseline and time-series data on nutritional status in the program areas. There is, therefore, an opportunity to verify the Ghana results by less sophisticated controlled comparisons in these three countries.

If the causal relationship is clearly established between increased incomes and behavior changes on one hand and increased food security and nutritional status on the other (through the literature or our own direct experience in one or more programs), then it becomes unnecessary to demonstrate this relationship in similarly designed programs — as long as it can be demonstrated that the credit and education, as provided by our programs, reliably lead to increased incomes and appropriate behavior changes. This is still a difficult proposition, but Freedom from Hunger headquarters program staff are in the process of developing a data collection system to measure at least proxies of income and behavior.

In the long run, we hope to establish that achievement of certain process objectives for delivery of credit and education leads reliably to the intermediate impact objectives (increased incomes and behavior changes) for the majority of process beneficiaries. Once this relationship is established, we can evaluate programs simply in terms of their achievement of the easily measured or observed process objectives.

### Revised Implementation Plans

Revised Implementation Plans are provided in Attachment C for each of the programs supported by this Partnership Grant. In addition, Long-Term Project Planning Charts (comparable to the Logical Framework) have been developed for the programs in Ghana, Honduras, Mali, and Thailand as part of the standard planning process now established at

Freedom from Hunger. These charts are attached to the appropriate Implementation Plans in Attachment C.

The detailed charts provide the targets ("benefits to poor people" and "end of project status"), the critical indicators of success ("evidence of success"), and the benchmarks of project progress ("phases") for the programs in Ghana, Honduras, Mali, and Thailand, which as explained above, are the focal programs for evaluation. Such charts will also be developed for new programs as they are included in the grant.

### Monitoring Plan

The annual plans developed each year connect to the Long-Term Project Planning Charts by identifying the "phase" and the "objectives" of the phase on the chart which will be pursued during the calendar year. For each of the objectives, the annual plan specifies the activities that will be carried out in pursuit of the objective.

Monitoring is accomplished through the quarterly reports submitted by the field programs to Freedom from Hunger headquarters. These reports connect to the annual plan by reporting accomplishments and lessons learned in relation to each of the objectives identified in the plan. Tables, charts, and/or diagrams display relevant data collected for the quarter to provide "evidence of success" as specified in the Long-Term Project Planning Chart. The annual planning and quarterly reporting guidelines and formats are presented in Attachment D.

Headquarters staff have developed more detailed indicators and a format for reporting on the performance of the credit component of the new program model. This information is reported in relation to the appropriate objective in the quarterly report. Headquarters staff are also working on a similar set of indicators and reporting format for the performance of the education component.

#### **IV. REVIEW AND ANALYSIS OF PROJECT RESULTS BY COUNTRY**

##### **GHANA**

Freedom from Hunger is implementing two projects in Kintampo District of Brong-Ahafo Region: development of the community outreach capability of the Ministry of Health (including community-based growth monitoring and promotion and immunization) and a credit system linked to growth monitoring and promotion activities to assist participating families to increase their incomes and grow more food. Freedom from Hunger is working in close collaboration with the Kintampo District Health Management Team, which has provided most of the staff for the nutrition and health component of the program. The Kintampo Rural Bank has provided a technical advisor for the credit component.

DHMT/FFH staff have trained volunteers in 12 communities to conduct GMP activities and have trained health post personnel to carry out the intensive community mobilization, education, and follow-up strategy which the DHMT/FFH field team developed. The strategy laid out in the Ghana staff's long-term plan for the health and nutrition education project involves the eventual transfer of responsibility for activities to MOH and DHMT personnel throughout Brong-Ahafo Region. The credit system has been designed, the staff oriented and trained in credit activities, and six community banks started. Prospects for linkage to the local banking system are quite good.

##### **Specific outputs:**

- Reduced the baseline severe malnutrition rate from 8.1% to 0.9%. Approximately 65% of children weighed each month showed a weight gain.
- Completed immunization schedules for approximately 68% (3,629) of children under five, compared to 61% at the end of last year, and 11.1% at the time of the baseline survey.
- Offered on-the-job training to health clinic attendants, village health workers, and traditional birth attendants to provide and/or support basic health services.
- Designed a credit system linked to health and nutrition education activities to help participating families increase the availability and accessibility of food.
- Started six community banks which have provided loans to 183 women.

Summary of Accomplishments:

An effective health outreach system, including GMP sessions, has been designed and implemented in 12 communities, and a strategy has been developed to expand this system in a cost-effective manner throughout the region. Also, VHWs and TBAs in the program communities have been trained and are carrying out GMP activities.

A credit system, linked to the health and nutrition education activities, has been designed and has begun operating in a pilot village.

KENYA

Freedom from Hunger's objective in Kenya was to strengthen the capability of the Kenya Freedom from Hunger Council (KFFHC) to plan, coordinate, and extend food security and nutrition programs in Kenya. Both the Siaya District and Embu District programs have included credit to increase incomes and food production and activities to improve the community outreach capabilities of the Ministry of Health (particularly community-based growth monitoring and promotion). Activities have included growth monitoring, nutrition education, immunizations, training courses for community volunteers, seed loans, improved grain storage, and food production demonstrations.

In early 1987, FFH reached agreement with KFFHC to transfer all staff and assets of the programs, as well as responsibility for program management, to KFFHC. In January 1989, the two organizations signed a memorandum of understanding which continued FFH's financial and technical support for the Siaya and Embu programs through September 30, 1989. At that time, KFFHC became fully responsible for financing as well as managing the programs. KFFHC has signed a three-year co-financing agreement with USAID/Kenya to continue the Embu program, but has been unsuccessful in finding financial support for the Siaya program. The Siaya program was closed at the end of September 1989, but if funds become available a small core staff will be hired to revive those aspects of the program which have potential for sustainability.

Specific Outputs:

- Completed program institutionalization. Our principal in-country collaborator, KFFHC, took over management, financing, and technical direction of the program.
- KFFHC, in collaboration with government agencies, identified nine villages in Kathunguri for expansion.

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Summary of Accomplishments:

Freedom from Hunger has been successful in strengthening the management capability of KFFHC, which has assumed full responsibility for the financial, managerial, and technical aspects of the program. KFFHC is continuing to improve the community outreach capability (including community-based growth monitoring and promotion and the training of community volunteers) of the Ministry of Health in 12 communities in Embu District, and is collaborating with these communities and government agencies on seed loan, livestock raising, and community water projects. Currently, KFFHC is identifying villages in Kathunguri for expansion of the program.

MALI

The Freedom from Hunger program in Mali is testing a cash credit system that promotes income generation, food security, and nutrition and health education. The program is being implemented in Dogo Arrondissement by a Malian NGO, Association Malienne pour l'Insertion Professionnelle des Jeunes (AMIPJ). FFH provides financial, managerial, and technical assistance to improve the institutional capability of AMIPJ to function as an effective local development organization.

The credit system is operating successfully in 13 villages. The education component has been designed, and AMIPJ staff are being trained in the development and communication of educational messages. AMIPJ and its staff have made great strides in the past two years and demonstrate commitment, skill, and enthusiasm that greatly enhance prospects for their success as a nationwide Malian NGO and their capability to manage, sustain, and eventually expand the Dogo model program.

Specific Outputs:

- Provided loans in 13 villages to 856 borrowers for income-earning activities in order to increase access to food. Repayment was nearly 100%.
- All loans went to very poor people, with about 90% reaching the poorest of the poor.
- Participants used loans to market cereal, sheep, gasoline, kerosene, bicycle parts, soap, and cloth; and to make and sell bread, sugar, salt, oil, peanut and karité butter, and smoked fish.
- Participants used the money earned from income-generating activities to purchase food, medicine, clothing, soap, livestock, cooking utensils, and roofing materials; and to reinvest in rice and millet commerce.

- Participants responded positively to nutrition education messages and have begun to incorporate those lessons into their daily routines.

#### Summary of Accomplishments:

An effective credit system has been designed and implemented in 13 communities in Dogo Arrondissement. AMIPJ staff are providing credit management assistance, and are beginning to provide education for improved nutrition, health, and food security. AMIPJ's capacity to initiate and sustain community-level development has been greatly improved.

#### SIERRA LEONE

Freedom from Hunger has assisted a government organization, Bombali District Primary Health Care (PHC), to develop and expand its community-based activities for growth monitoring and health/nutrition promotion, as well as efforts to promote the production of groundnuts and rice and the use of weaning foods made with groundnuts by families with malnourished children.

The management of program activities was assumed by PHC of Bombali District in 1987. In Safroko Limba and two neighboring chiefdoms, PHC personnel are training and working with community volunteers to carry out growth monitoring and promotion, health and nutrition education, environmental sanitation, and revolving seed loan activities. In August 1989, FFH transferred all assets and complete managerial and financial responsibility for the program to PHC. Within the next three years, PHC plans to expand the community-based program into two additional chiefdoms.

#### Specific Outputs:

- Assessment revealed 40% fewer malnourished children in the original pilot chiefdom.
- Expanded program into the Paki Masabong Chiefdom, bringing the total population of the program area to 72,000.
- Completed program institutionalization. Transferred all program activities, including financing, to our in-country partner, PHC, and village organizations.

Summary of Accomplishments:

FFH assisted PHC in the development and expansion of a community-based program involving growth monitoring and promotion, health and nutrition education, and in-kind credit activities. PHC, which has assumed full responsibility for the program, is working with community volunteers to ensure the sustainability of benefits and is planning to expand the model into new chiefdoms.

THAILAND

This program promotes increased access to the appropriate quality and quantity of food for poor people, through income generation and nutrition-related education. By integrating agricultural and nutrition/health education messages within an innovative cash credit system linked to the Bangkok Bank, the program aims to assist the poorest members of the pilot communities in Chumpuang District to gain more income to buy food and at the same time to learn how to improve the nutrition and health of their families. The program is operated in collaboration with the Provincial Government of Nakhonratchasima. The plan is to test and demonstrate the effectiveness and efficiency of this model program for expansion throughout the province and for replication in other provinces of Thailand.

Though still in the initial pilot phase, the program has attracted great interest from collaborators and funders. Staff received training in Bangladesh from Grameen Bank and implemented credit activities in eight communities, and they are preparing to implement the nutrition-related education component within the context of the borrowers' groups in the eight communities. Plans for the coming year include expansion of the pilot phase to 12 communities.

Specific Outputs:

- Conducted a credit needs assessment and designed and implemented a small-scale credit project for poor people who would not otherwise have had access to affordable credit.
- Negotiated with the Bangkok Bank and Friends of Women's World Banking Thailand to make small loans available to poor women.
- Distributed loans for income-generation projects in 8 villages. Achieved 100% loan repayment.
- Women who obtained loans used them for managing retail stores, raising pigs and poultry, producing and selling noodles, and cultivating mulberry trees for raising silkworms and producing silk.

- Provided nutrition education to participants at borrower group meetings in order to promote spending on nutritionally beneficial items.

Summary of Accomplishments:

FFH's efforts in implementing small-scale credit programs in rural areas in Thailand have been successful in reaching the poorest of the poor women residents of these communities. These efforts have also provided a valuable learning experience resulting in modifications to the pilot model in the areas of the loan repayment schedule and selection of borrowers, in order to best serve our target population.

Staff are currently identifying specific health/nutrition problems of local importance to be targeted with the nutrition education component of the program and are receiving training necessary to implement this element of the program.

Collaboration with the Ministry of Interior, the Bangkok Bank, and Friends of Women's World Banking Thailand continues to be a vital component of the program. A program advisory board composed of representatives from these and other concerned agencies has been formed and has held its first meeting.

ECUADOR

Freedom from Hunger has been working to build the agricultural and health service infrastructure on the Santa Elena peninsula near Guayaquil. The emphasis has been on improving agricultural production and incomes in the face of increasing aridity. We have facilitated the entrance of several in-country service organizations into the area. Our current role is to build the institutional capability of a local community development organization, La Asociación de Pueblos Unidos de Manglaralto, APUDEM, to carry on in part of the program area in the agricultural services and credit activities started by our staff.

We transferred most of our program assets and seconded three staff members to APUDEM in July 1987. Our agreement to support APUDEM with staff salaries and other modest financing terminates at the end of June 1990. We are developing a plan for a new program to start in another part of Ecuador in 1991.

Specific Outputs:

- APUDEM, our in-country partner, effectively managed the revolving loan fund independently.

- Continued building the institutional capability of APUDEM to carry on the other nutritional and agricultural extension services started by our staff. (Activities will be sustained solely by APUDEM after June 1990.)

#### Summary of Accomplishments:

Agricultural extension activities are being continued by APUDEM membership, supported by training and supervision of Freedom from Hunger staff. APUDEM has hired a permanent office administrator, who will maintain office files, assist in information collection and analysis, and provide continuity to APUDEM's planning and management activities. Our staff is completing the training process for the APUDEM leadership and the office administrator in long-term planning, activity implementation, and project management preparatory to the completion of our collaborative agreement with them on June 30, 1990.

#### HONDURAS

Freedom from Hunger has been working to improve agricultural and health services in the Department of Olancho. After development of project interventions in nine pilot communities, our staff is assisting the Ministry of Public Health (MPH) to expand to all rural areas of Olancho a system of community involvement in local health clinic efforts to provide prenatal care, immunization, growth monitoring of children under five, and promotion of improved health, nutrition and sanitation practices. In addition, staff is further developing a technical assistance and credit system to support food production and income generation by peasant farmers with too little land to qualify for credit and extension from existing services.

FFH is now working in 39 communities, serving 14,000 people in the Department of Olancho. Active collaboration with MPH Health Center personnel in organizing and motivating communities to become actively involved in their own health care is proceeding as planned. Expansion plans call for project interventions to be implemented by 59 MPH Health Centers in 1262 communities by the end of 1995.

Food production/income generation activities are being implemented through identification of the poorest farmers to receive credit and technical assistance and through the organization of community banks to provide income generation opportunities through small loans for the poorest women.

Specific Outputs:

- Expanded program to 10 more communities, serving an additional 3,000 people.
- Achieved an 80% coverage rate for community-run growth monitoring and promotion sessions.
- Achieved a 100% increase from 1988 in the provision of prenatal health care.
- Offered instruction and loans for seed beds, construction of seed nurseries, transplantation, and control of diseases and insects during 1,774 technical assistance visits.
- 146 family, commercial, collective, and demonstration gardens produced a surplus of tomatoes, chili peppers, cabbage, onion, pumpkin, cucumbers, and beans, which were sold locally.

Summary of Accomplishments:

FFH's efforts have secured the active partnership of the MPH, a partnership which promises far-reaching results throughout the Department of Olancho. Impact of program interventions will reach over 200,000 inhabitants, where initially our pilot program efforts reached only 4,000.

Credit programs targeting the poorest of the poor, especially women, provide the means to permanently increase the access to food, the lack of which is the most common cause of malnutrition in the program area.

Through FOPRIDEH, the national association of NGOs, we have secured funding and support for our efforts to expand our activities both geographically and programmatically, throughout the region.

## **V. MANAGEMENT: REVIEW AND ANALYSIS OF HEADQUARTERS SUPPORT FUNCTIONS**

The description of headquarters support functions and structures which was provided in the First Annual Report remains substantially the same for this reporting period. Program staff at headquarters includes the Vice President for Programs (formerly the Director, International Program Operations), two Technical Advisors (for Income Generation and for Health/Nutrition Education), and two Operations Assistants (for Africa and for Latin America and Asia). The Vice President and two Technical Advisors all provide technical assistance and training for field program staff and collaborators in all countries, as well as management supervision for designated countries (the Vice President supervises Ecuador, Honduras, Kenya, and Sierra Leone, the Technical Advisor for Income Generation supervises Ghana and Mali, and the Technical Advisor for Health/Nutrition Education supervises Thailand — all three also supervise countries not included in the Partnership Grant) with the assistance of the regionally-oriented Operations Assistants.

The "Interim Report, December 1989" (Attachment A) described the reduction of headquarters program staff and the reasons, related to revenue shortfalls. Contrary to initial fears, we have discovered that the reorganized program staff is able to support the field programs more efficiently and effectively than before the reduction. The smaller staff requires much less time spent on internal communication and coordination and is able to provide for a more coherent flow of information and direction to and from the field staff. The latter improvement is critical for the programmatic assessments and adjustments required by our strategic revision.

The integrated planning, budgeting, and reporting process described in the First Annual Report has been fine-tuned but remains essentially the same. The process has been effective in assuring accountability and enhancing the communication between headquarters and field staff. It also appears to enhance the managerial and technical skills of Freedom from Hunger and collaborating organization staffs.

As part of the introduction of the new program model, headquarters staff are developing with field staff a detailed program design document for each of the programs in Ghana, Honduras, Mali, and Thailand. They are also developing a training and operations manual for field implementation of the new program model for credit with education.

We are focusing consultancies by outside experts on the development, implementation and evaluation of the credit and education components of our programs. The original proposal called for many more consultancies to provide technical input in many different areas, like fishing, livestock, agriculture, growth monitoring, and water quality. These technical areas have been de-emphasized in the emerging new program model, at least as direct interventions apart from development of basic messages consistent with current

promotion campaigns in the program countries. Therefore, the recruitment and management of consultants has been reduced correspondingly.

Freedom from Hunger has decided that in the next few years we will increase the number of countries in our program portfolio only in Africa, keeping to the current or a lower number of programs in each of the other regions. We are currently engaged in an African country selection process. In the first of two steps, we have chosen a short list of African countries based on objective information regarding the relative need and opportunity in these countries for a Freedom from Hunger program. Our 1990 budget includes funds for staff and consultants to undertake the second step, which is to investigate these short-listed countries in greater detail, including on-site investigation to assess the appropriateness of certain indigenous organizations as partners for Freedom from Hunger. We expect to choose two A.I.D.-eligible countries by mid-1990, most likely Burkina Faso and Guinea, near our current program countries — Ghana and Mali. We will do detailed planning in 1990 for program start-up in early 1991 in one of the two new countries. In the other country, planning will take place in 1991 for program start-up in early 1992. We anticipate that both countries will be added to our Partnership Grant.

## VI. FINANCIAL REPORT

Please refer to Attachments F & G for information that highlights the financial profile of the program activities covered by this Partnership Grant, as well as the financial profile of the organization. AID forms 1550-11 for each of the projects are located in Attachment E.

For the year ended December 31, 1989, the actual expenses chargeable to the Partnership Grant were over budget by \$115,136. Of this difference, \$37,000 is due to an increase in the overhead rate from 10% to 13.2% during 1989; the remainder reflects the Foundation's increased success in raising private funds, which allowed us to participate in two unplanned interim evaluations, and to otherwise increase the level of program expenditures. (Please refer to Attachments A ["Interim Report, December 1989"] and H [letter to Ann Thompson, 2/15/90] for further details on our expanded program activities during 1989 and their financial impact.) As a result of these increased expenditures, cumulative expenditures from March 1, 1988 through December 31, 1989 (\$1,200,323) are now in line with the budget of \$1,200,000 for that period. We expect to expend the grant during 1990-1993 based on the estimates included in Attachment H.

We draw from the grant letter of credit at a rate of approximately \$65,000 per month, or \$200,000 per quarter. Normally, there is a short lag period between incurring the expenses and the actual drawdown on the letter of credit. However, the cost/share agreement of 50% is consistently maintained. We do not anticipate the need to change either the cost-sharing rate or frequency of drawdowns within the grant period.

In 1989, the distribution of sources of funds was as follows: general public 44.9%, institutional funders 20.3%, the Agency for International Development 31.8%, and miscellaneous sources 3.0%. The distribution for the remainder of the Partnership Grant period should remain approximately the same. In 1990, we implemented an aggressive direct mail fund-raising campaign which focuses on our current program activities, and we have expanded our effort to secure private institutional funding. We anticipate that the returns from these new strategies will allow us to continue to support the increased level of program expenditures, and therefore meet the agreed cost/share for the duration of this grant.

## **VII. LESSONS LEARNED AND LONG-TERM PROJECT IMPLICATIONS**

**AND**

## **VIII. RECOMMENDATIONS**

The lessons learned in this reporting period and the recommendations to Freedom from Hunger and others can be found in Sections I (Background) and II (Methodology) as the rationale and description of the revised strategy and programmatic design we are developing.

In addition, our recent experience with indigenous partner organizations in Kenya and Sierra Leone is instructive. Once our limited-term, catalytic role was made clear by a "date certain" termination notice, both of these collaborators started to take seriously the roles we had expected them to play all along — to assure long-term funding and management of the new program approach Freedom from Hunger had helped them to develop. They were galvanized to action. In retrospect, we realize that we should have negotiated at the start a much clearer mutual understanding of our respective roles in the partnership. We also have learned to take action sooner, once we recognize that a collaborating, indigenous organization is unable or unwilling to be a true partner in the program.

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**IX. ATTACHMENTS**

**ATTACHMENT A:** Letter to Carolyn Eldridge dated February 9, 1990  
with Interim Report dated December 1989

**ATTACHMENT B:** Logical Framework

**ATTACHMENT C:** Implementation Plans

**ATTACHMENT D:** Annual Program Plan

**ATTACHMENT E:** Form 1550-11

**ATTACHMENT F:** Financial Profile of the Project

**ATTACHMENT G:** Financial Profile of Freedom from Hunger

**ATTACHMENT H:** Letter to Ann Thompson dated February 15, 1990



C. Eldridge  
February 6, 1990  
Page 2

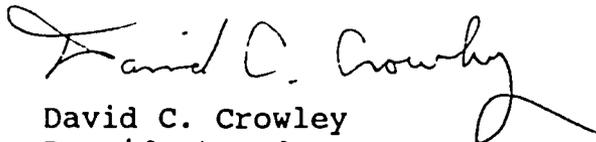
Attached to this letter is our revision of the budget for the remaining three years of the Partnership Grant (to February 28, 1993). The three-year projection is based on our plans to aggressively expand our current credit projects in Honduras, Mali, and Thailand and to start and rapidly expand credit projects in Ghana in 1990, in Ecuador and Burkina Faso in 1991, and in Guinea in 1992. The detailed projections of numbers of borrowers and loan amounts are shown for each country program in the attached tables. These tables reflect the approach to credit which we have developed in Mali and Thailand during the first two years of the Partnership Grant. Note that the borrowers are also beneficiaries of the health and nutrition interventions of each program.

I ask you to review our interim report and revised budget projection and advise us on the steps necessary to amend our grant to add the two additional African countries. We will also be submitting a letter to the PCV office prior to February 16 requesting our third year of funding for this grant, with a copy to you, using the Budget Format for Incremental Funding Request guidelines. We are prepared to re-submit the revised budget in any format you may require for an official amendment to the grant.

We are still in the process of identifying these two countries, a process that will not be completed until mid-1990. This uncertainty is the principal cause of our reluctance to discuss with you earlier our proposed swap of two new African countries for Sierra Leone, and for our delay in requesting an official amendment. We apologize for any confusion this may have caused.

Please advise us on your reactions to our report and proposals and on the next steps that you would like us to take. We would like to know as soon as possible whether you have the necessary information to obligate the total amount of \$3,750,000 for the remaining years of the grant.

Sincerely,



David C. Crowley  
President and CEO

enclosures

cc Ann Thompson  
Christopher Dunford  
Susan Moore



PARTNERSHIP GRANT  
ORT-01588-A-00-8147-00

INTERIM REPORT  
TO  
THE AGENCY FOR INTERNATIONAL DEVELOPMENT

DECEMBER 1989

Freedom from Hunger Foundation  
P.O. Box 2000  
Davis, California 95617

## INTRODUCTION

Since the end of the period (from March 1, 1988 to February 28, 1989) covered by the first annual report on our Partnership Grant from AID, events have occurred that have significant impact on the programs supported by the grant. In discussing these events during a recent visit to Freedom from Hunger headquarters, our Project Officer, Ann Thompson (FVA/PVC), pointed out that in such instances the Cooperative Agreement for our grant calls for an interim report in advance of the scheduled second annual report due in May 1990. The interim report is to describe any events that have created problems, delays, or adverse conditions and to state the actions we have taken --or that we contemplate taking-- and any assistance we might need from AID to resolve the situation (see page 6 of the Cooperative Agreement, Enclosure 1). This report provides the opportunity for us to highlight the changes that we feel have to be made in our overall program and that require formal amendment to the Cooperative Agreement.

There are two principal ongoing situations at Freedom from Hunger which are the subject of this report.

First, Freedom from Hunger is revising its strategy and programmatic design, involving a shift from delivering services for a few thousand poor to helping whole nations build systems that truly help the hungry help themselves. This strategic revision or building process started before our September 1987 proposal for the grant and was articulated as the purpose of the grant: to support the transition of Freedom from Hunger from welfare agency to development catalyst. Therefore, the proposal anticipated this transition, but it did not anticipate fully the programmatic implications of the transition in each of the countries where we are working.

Second, Freedom from Hunger's revenues have fallen short of programmed expenditures in the three years 1987, 1988, and 1989. As a result of prudent management in earlier years, we have had the luxury of falling back on substantial cash reserves to make up the deficit each year. However, these reserves are becoming progressively more limited. Prudent management now requires that annual expenditures be brought strictly in line with anticipated annual revenues. This means budget reductions in 1989 and 1990 (in contrast to steady growth in recent years), until our revenues grow again under our revised and re-invigorated private sector fund-raising plan. It is our private sector support which has declined recently, and due to this unanticipated constraint on our private funds, we are in the temporary position of not being able to spend the Partnership Grant funds at the annual rate anticipated in the Cooperative Agreement. However, our plans for the remaining three years of the grant (to February 28, 1993) allow Freedom from Hunger to spend more than originally anticipated in the final years of the grant, sufficient to expend all the funds obligated in the Cooperative Agreement for the total five years of the grant.

## EFFECT OF STRATEGIC REVISION ON PROGRAMMATIC PARTNERSHIPS

Freedom from Hunger proposed in the 1987 proposal to AID to start or consolidate the transition of its ongoing programs in six countries: Ghana, Kenya, Sierra Leone, Thailand, Ecuador, and Honduras. This was to be done by:

- a) assisting indigenous organizations to develop community-based service delivery systems and their own management capability to sustain them;
- b) demonstrating that these systems can be scaled up and sustained at large-area, operational levels by these indigenous organizations primarily with the resources that the agencies can realistically muster and manage; and
- c) strengthening indigenous organizational capacity to pursue broad, long-term dissemination of the demonstrated systems throughout the country.

The key to this approach is Freedom from Hunger's partnership with an indigenous organization or, if necessary, assistance in the creation of a new organization to become our indigenous partner. To be a successful partnership, from our point of view, the indigenous organizations must have a vision of nationwide --or at least larger-scale-- impact on the chronically hungry. They must have a determination to make the programmatic adjustments necessary to go beyond the small-area pilot phase to achieve widespread sustainable impact.

Freedom from Hunger had already developed working partnerships in each of the six countries before the recent advance of our strategic thinking at headquarters. To find and develop the kind of partners we now seek requires greater care to select partners with similar orientation to a common vision. Our original proposal to AID was too optimistic to expect that all pre-existing partners would meet our new criteria. In some countries, our partners are content to continue operating as welfare agencies with limited local impact. Their internal or external constraints limit their capacity to make the programmatic adjustments necessary to scale up to larger operating levels. Added to these problems is an attitude that assumes that Freedom from Hunger should be a passive financial benefactor, rather than an active partner in building their capacities to marshal local and national resources to support the self-help efforts of the poor.

In terms of achieving the objectives and activities in the current program areas, Freedom from Hunger has had considerable success with its indigenous partners in developing community-based service delivery systems (see the first annual report). Our partners in Ghana, Thailand, and Honduras have accepted the notion that this pilot effort is just the beginning for development of sustainable, replicable systems. They share and are, for the most part, committed to a larger vision. Our

partners in Kenya, Sierra Leone, and Ecuador do not or cannot share this vision.

The partner organization in Kenya is primarily limited by the its own management philosophy and goals. Switching to another partner within Kenya would not be politically feasible. Our partner in Sierra Leone is limited more by the external constraints of the deteriorating government and economy of the country. Its ability to maintain itself even at its current level is in question. Any other organization to which we might switch would be subject to the same external constraints, with no substantial relief in the country's foreseeable future. Freedom from Hunger has successfully introduced and nurtured within these two organizations new systems of community-based education and credit to alleviate chronic hunger, and both organizations have adopted and adapted these innovations as their own. We have shifted our sights in both countries to institutionalizing within these organizations the capability to carry on the work we helped them start within their limited target populations. However, we are anxious to "graduate" these programs from our financial assistance and start fresh with more carefully chosen partners in new countries. This change would take better advantage of the opportunity the Partnership Grant gives Freedom from Hunger to grow and develop as a development catalyst --which is the primary intent of the grant.

In Ecuador, the only organization with which we have developed a successful partnership is a very small community-based organization recently formed to serve some of the communities on the Santa Elena Peninsula, where we have had a program for many years. The geographic ambitions of this organization are narrowly constrained by its mission, so, as in Kenya and Sierra Leone, we have for the present limited our ambitions to institutionalizing the best elements of the program within this organization to continue service to many of the program communities. Unlike Kenya and Sierra Leone, we have the option in Ecuador to start fresh with a new organization as our partner in a new area of the country, which we plan to do in early 1991.

#### EFFECT OF THE SHORTFALL IN PRIVATE REVENUE

The need to reduce expenditures significantly in order to realign them with actual revenues became obvious in November 1988, as Freedom from Hunger prepared its plans and budgets for 1989. The combination of a general decline in private donations to international PVOs, an unsuccessful and costly attempt by Freedom from Hunger to acquire new donors through a TV campaign, and the simultaneous departures of Freedom from Hunger's CEO and chief fund-raiser in mid-1988 contributed to a major deficit for the 1988 fiscal year. The new CEO moved quickly to hire a new chief fund raiser and to make major reductions in the 1989 expenditure budget in order to reinvigorate the private fund-raising effort and in the meantime reduce the deficit drain on our cash reserves. These measures are expected to pay off in 1990 and beyond, allowing program expenditures to grow again in 1991, 1992, and 1993.

The major impact of the 1989 budget reduction was on the number of headquarters staff members for technical and management support of the field programs (see the first annual report). This staff had more than doubled in the previous four years. To accommodate the reduction, the CEO reorganized the technical and management support structure. Contrary to early fears that the remaining six staff members would be overwhelmed by their responsibilities and that support for field programs would suffer, we have discovered that the reorganized program staff is able to support the field programs more efficiently and effectively than before the reduction. The smaller staff requires much less time spent on internal communication and coordination and is able to provide for a more coherent flow of information and direction to and from the field staff. The latter improvement is critical for the programmatic assessments and adjustments required by our strategic revision.

As the 1989 revenue projections were refined, it became clear that reductions would have to extend beyond the program staff at headquarters to include reductions in field programs. We decided to do this selectively rather than negatively affect all programs. We focused on accelerating our financial withdrawal from the programs least consistent with our new strategic vision, for which additional investment was least likely to lead to scaling-up of program successes to affect large numbers of chronically hungry people. As explained in the previous section of this report, Kenya and Sierra Leone were the prime candidates for accelerated withdrawal. Down-scaling of program activities in Ecuador was already well under way in 1988, so there would have been little to be gained financially and much to lose programmatically from a precipitous withdrawal from the local partnership. However, we did decide to delay start-up of a new program in Ecuador.

Of the two programs in Africa, Kenya provided the much better opportunity for rapid withdrawal in 1989. All staff and assets of the program had been transferred to the partner agency at the beginning of 1988. Our primary input beyond financial support was focussed on improving the managerial and fund-raising capabilities of the partner. In our estimation, we had done by the end of 1988 most of what the partner was willing to let us do to build its capabilities. It was also clear that this partner was in the best position of all our partners to find other donors to replace our financial support.

In December 1988, after consulting with our FVA/PVC Project Officer (then Jake van der Vlugt), we gave notice of our intentions to our Kenyan partner. In early January, our CEO spent a week in Kenya to explain the decision to all concerned, including the USAID Mission in Nairobi. An agreement on the timetable and the terms of the withdrawal were negotiated with the partner agency at the time. This agreement was communicated by letter and in person to the concerned staff of USAID/Kenya and AID/Washington. The agreement included leaving our resident advisor to the partner agency in place until the end of July

1989. (He actually stayed on until the end of September.) The purpose was to assist the partner in applying directly for Kenya mission funds. This effort was successful in securing three years of mission support for activities in one of the two program areas, effective from September 1989 when our financial support was terminated.

For the first half of 1989, it seemed that the field impacts of our budget reduction would be confined to Kenya. We maintained the original timetable for phasing over the Sierra Leone program to our partner by the end of 1990. However, in June 1989 it became clear that revenues would not bounce back quickly, and in fact further budget cuts in field programs would be required for 1990. Having discovered through our experience in Kenya that responsible withdrawal requires a long lead time before substantial savings can be realized, we decided to act immediately to withdraw from Sierra Leone by the end of the year so that no further expenditure would be required there in 1990.

We gave immediate notice to our partner and our own staff in Sierra Leone. In our haste we neglected to consult with our FVA/PVC Project Officer. Our two main concerns were to reach a fair settlement with our Freedom from Hunger staff and to leave the partner agency in the best position possible to carry on the current work and find a substitute donor. In early August, our CEO and our Vice President for Programs spent five days in Sierra Leone to explain the decision and seek the advice of all concerned, including the USAID representative, who is based in Liberia but was visiting Sierra Leone at the time of our visit. We successfully negotiated a final settlement with staff and the partner agency, terminating our financial support at the end of September 1989. We were pleased to learn from the local representative of Foster Parents Plan International that he had agreed in principle to assume financial responsibility for the program, given a suitable proposal from the partner agency. We are assisting the partner in preparation of the proposal.

#### NEW PARTNERSHIPS IN NEW COUNTRIES

In the previous section on our current partnerships in the six countries covered by the Partnership Grant, we stated our desire to start fresh with more carefully chosen partners in new countries. We had expected to use the add-on capability of the grant to add new funds to cover these new country programs (see sections E.1 and E.3 of Enclosure 1 (Schedule) of the Cooperative Agreement). However, the accelerated termination of the programs in Kenya and Sierra Leone provides the opportunity to use the existing funds of the grant to finance new program start-ups in new countries, which will be more in line with the overall program of Freedom from Hunger and the purpose of the grant. We have already proposed to AID that our new program in Mali be added to the Partnership Grant to use funds that would have been used in Kenya for the remainder of the grant period. This proposal has been favorably received by both USAID/Mali and AID/Washington, and the appropriate amendment of the grant has been approved and enacted.

It was also stated earlier that funds that were anticipated for use in Ecuador will be used to start a new program there in 1991. This is in line with the implementation plan presented in the original September 1987 grant proposal, which calls for expansion to a new area of Ecuador in the last two or three years of the grant.

With the unspent funds originally allocated for the Sierra Leone program, we propose to start programs in two new African countries during the remainder of the grant period. These programs would have objectives similar to those in the Sierra Leone program, focusing on indigenous institutional development to create and support community-based education and credit systems to combat food insecurity and poor health and nutrition.

Freedom from Hunger has decided that in the next few years we will increase the number of countries in our program portfolio only in Africa, keeping to the current or a lower number of programs in each of the other regions. We are currently engaged in an African country selection process. In the first of two steps, we have chosen a short list of African countries based on objective information regarding the relative need and opportunity in these countries for a Freedom from Hunger program. Our 1990 budget includes funds for staff and consultants to undertake the second step, which is to investigate these short-listed countries in greater detail, including on-site investigation to assess the appropriateness of certain indigenous organizations as partners for Freedom from Hunger. We expect to choose two AID-eligible countries by mid-1990, most likely Burkina Faso and Guinea, near our current program countries --Ghana, Mali, and Togo. We will do detailed planning in 1990 for program start-up in early 1991 in one of the two new countries. In the other country, planning will take place in 1991 for program start-up in early 1992. We hope that both countries can be added to our Partnership Grant.

With these additions of three new country programs in Africa and one new program in Ecuador, Freedom from Hunger expects to be able to spend the full amount of the Cooperative Agreement by the end of the grant period, despite the slowdown in spending in the first two years of the grant. A detailed revision of the grant budget, which provides an expenditure projection for the remaining three years of the grant will be developed and submitted to AID/Washington by Freedom from Hunger no later than February 1990.

AID PARTNERSHIP GRANT PROJECTIONS

PROJECTIONS FOR THE NEXT THREE YEARS

	1990	1991	1992	JAN, FEB 1993	TOTAL
ECUADOR	10,286	165,867	210,325	78,568	465,046
HONDURAS	187,983	254,277	344,200	91,185	877,645
THAILAND	124,900	197,170	273,098	116,520	711,696
GHANA	122,021	180,676	320,762	93,224	716,683
MALI	137,974	229,626	310,196	97,892	775,688
BURKINA FASO	0	158,455	164,595	75,231	398,281
GUINEA	0	0	110,119	23,007	133,126
SUB TOTAL FIELD	585,064	1,186,079	1,733,295	575,627	4,080,065
US HQ DIRECT	512,545	563,800	620,179	113,927	1,810,451
TOTAL DIRECT COSTS	1,097,609	1,749,879	2,353,474	689,554	5,890,516
OVERHEAD @ 13.2% DIRECT	144,894	230,984	310,659	91,021	777,548
TOTAL PROGRAM COSTS	1,242,493	1,980,862	2,664,133	780,575	6,668,064
FEDERAL SHARE @ 50%	621,247	990,431	1,332,067	390,288	3,334,032
CURRENT AID PARTNERSHIP GRANT EXPENDITURES (estimated to December 31, 1989)					1,201,000
TOTAL AID PARTNERSHIP GRANT EXPENDITURES					4,535,032
TOTAL GRANT AVAILABLE					3,750,000
DIFFERENCE (OVER/ UNDER)					785,032

45

MALI

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7	CYCLE 8	CYCLE 9	CYCLE 10	CYCLE 11	CYCLE 12	CYCLE 13	CYCLE 14
LOAN AMOUNT	20	30	50	75	100	125	150	150	150	150	150	150	150	150

LOAN FUND PROJECTIONS

	1/90			1/91			1/92			1/93				
	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7	CYCLE 8	CYCLE 9	CYCLE 10	CYCLE 11	CYCLE 12	CYCLE 13	CYCLE 14
# OF NEW ASSOCIATIONS	10	3	4	8	10	10	15	15	15	15	15	15	15	15
TOTAL ASSOCIATIONS	10	13	17	25	35	45	60	75	90	105	120	135	150	165
NUMBER OF NEW BORROWERS	285	107	120	240	300	300	450	450	450	450	450	450	450	450
TOTAL BORROWERS	285	392	512	752	1,052	1,352	1,802	2,252	2,702	3,152	3,602	4,052	4,502	4,952

AMOUNT OF NEW LCANS

1ST CYCLE	\$3,232	\$4,075	\$8,550	\$14,250	\$21,375	\$28,500	\$35,625	\$42,750	\$42,750	\$42,750	\$42,750	\$42,750	\$42,750	\$42,750
2ND CYCLE		522	2,140	3,210	5,350	8,025	10,700	13,375	16,050	16,050	16,050	16,050	16,050	16,050
3RD CYCLE			2,400	3,600	6,000	9,000	12,000	15,000	18,000	18,000	18,000	18,000	18,000	18,000
4TH CYCLE				4,800	7,200	12,000	18,000	24,000	30,000	36,000	36,000	36,000	36,000	36,000
5TH CYCLE					6,000	9,000	15,000	22,500	30,000	37,500	45,000	45,000	45,000	45,000
6TH CYCLE						6,000	9,000	15,000	22,500	30,000	37,500	45,000	45,000	45,000
7TH CYCLE							9,000	13,500	22,500	33,750	45,000	56,250	67,500	67,500
8TH CYCLE								9,000	13,500	22,500	33,750	45,000	56,250	67,500
9TH CYCLE									9,000	13,500	22,500	33,750	45,000	56,250
10TH CYCLE										9,000	13,500	22,500	33,750	45,000
11TH CYCLE											9,000	13,500	22,500	33,750
12TH CYCLE												9,000	13,500	22,500
13TH CYCLE													9,000	13,500
14TH CYCLE														9,000

TOTAL LOANS	\$3,232	\$4,597	\$13,090	\$25,860	\$45,925	\$72,525	\$109,325	\$155,125	\$204,300	\$259,050	\$319,050	\$382,800	\$450,300	\$517,800
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LOAN BUDGET*	\$3,232	\$1,462	\$8,631	\$13,163	\$20,841	\$27,978	\$38,976	\$49,080	\$55,829	\$60,879	\$67,772	\$73,322	\$78,984	\$81,009	\$83,034
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1990: 61,000      1991: 141,884      1992: 201,972      1993: 243,027

HONDURAS

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7
LOAN AMOUNT	50	60	75	90	110	135	160

LOAN FUND PROJECTIONS

	1/91		1/92		1/93		
	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7
# OF NEW ASSOCIATIONS	4	16	20	20	20	20	0
TOTAL ASSOCIATIONS	4	20	40	60	80	100	100
NUMBER OF NEW BORROWERS	120	480	600	600	600	600	0
TOTAL BORROWERS	120	600	1,270	1,800	2,400	3,000	3,000
AMOUNT OF NEW LOANS							
1ST CYCLE	\$6,000	\$7,200	\$9,000	\$10,800	\$13,200	\$16,200	\$19,200
2ND CYCLE		24,000	28,800	36,000	43,200	52,800	64,800
3RD CYCLE			30,000	36,000	45,000	54,000	66,000
4TH CYCLE				30,000	36,000	45,000	54,000
5TH CYCLE					30,000	36,000	45,000
6TH CYCLE						30,000	36,000
7TH CYCLE							0
TOTAL LOANS	\$6,000	\$31,200	\$67,800	\$112,800	\$167,400	\$234,000	\$285,000
LOAN BUDGET:	\$6,000	\$25,380	\$37,536	\$47,034	\$57,984	\$71,622	\$88,020
		1991:	84,570	1992:	129,606	1993:	180,570

**THAILAND**

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7	CYCLE 8
LOAN AMOUNT	60	75	90	105	125	150	180	180

**LOAN FUND PROJECTIONS**

	1/90		1/91		1/92		1/93	
	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7	CYCLE 8
# OF NEW ASSOCIATIONS	3	7	10	20	20	20	20	20
TOTAL ASSOCIATIONS	3	10	20	40	60	80	100	120
NUMBER OF NEW BORROWERS	90	210	300	600	600	600	600	600
TOTAL BORROWERS	90	300	600	1,200	1,800	2,400	3,000	3,600
AMOUNT OF NEW LOANS								
1ST CYCLE	\$5,400	\$6,750	\$8,100	\$9,450	\$11,250	\$13,500	\$16,200	\$16,200
2ND CYCLE		12,600	15,750	18,900	22,050	26,250	31,500	37,800
3RD CYCLE			18,000	22,500	27,000	31,500	37,500	45,000
4TH CYCLE				36,000	45,000	54,000	63,000	75,000
5TH CYCLE					36,000	45,000	54,000	63,000
6TH CYCLE						36,000	45,000	54,000
7TH CYCLE							36,000	45,000
8TH CYCLE								36,000

TOTAL LOANS	\$5,400	\$19,350	\$41,850	\$66,850	\$141,300	\$206,250	\$283,200	\$372,000
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LOAN BUDGET:	\$5,400	\$14,112	\$23,081	\$45,256	\$57,056	\$69,189	\$83,138	\$97,296	\$110,160
	1990:	37,193	1991:	103,311	1992:	152,327	1993:	207,456	

ECUADOR

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5
LOAN AMOUNT	50	60	75	90	110

LOAN FUND PROJECTIONS

	1/92		1/93		
	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5
# OF NEW ASSOCIATIONS	4	16	20	20	20
TOTAL ASSOCIATIONS	4	20	40	60	80
NUMBER OF NEW BORROWERS	120	480	600	600	600
TOTAL BORROWERS	120	600	1,200	1,800	2,400
AMOUNT OF NEW LOANS					
1ST CYCLE	\$6,000	\$7,200	\$9,000	\$10,800	\$13,200
2ND CYCLE		24,000	28,800	36,000	43,200
3RD CYCLE			30,000	36,000	45,000
4TH CYCLE				30,000	36,000
5TH CYCLE					30,000

TOTAL LOANS	\$6,000	\$31,200	\$67,800	\$112,800	\$167,400
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LOAN BUDGET:	\$6,000	\$25,380	\$37,536	\$47,034	\$57,984	\$71,622
	1991:	31,380	1992:	84,570	1993:	129,606

## GHANA

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7	CYCLE 8
LOAN AMOUNT	50	60	75	90	110	135	165	165

## LOAN FUND PROJECTIONS

	1/91			1/92			1/93		
	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7	CYCLE 8	
# OF NEW ASSOCIATIONS	2	8	8	22	24	66	0	0	
TOTAL ASSOCIATIONS	2	10	18	40	64	130	130	130	
NUMBER OF NEW BORROWERS	60	240	240	660	720	1,980	0	0	
TOTAL BORROWERS	60	300	540	1,200	1,920	3,900	3,900	3,900	
AMOUNT OF NEW LOANS									
1ST CYCLE	\$3,000	\$3,600	\$4,500	\$5,400	\$6,600	\$8,100	\$9,900	\$9,900	
2ND CYCLE		12,000	14,400	18,000	21,600	26,400	32,400	39,600	
3RD CYCLE			12,000	14,400	18,000	21,600	26,400	32,400	
4TH CYCLE				33,000	39,600	49,500	59,400	72,600	
5TH CYCLE					36,000	43,200	54,000	64,800	
6TH CYCLE						99,000	118,800	143,500	
TOTAL LOANS	\$3,000	\$15,600	\$30,900	\$70,800	\$121,800	\$247,800	\$300,900	\$367,800	
LOAN BUDGET:	\$3,000	\$12,690	\$15,766	\$40,827	\$53,124	\$129,654	\$60,534	\$75,927	\$75,834
	1990:	28,458	1991:	93,951	1992:	190,183	1993:	154,761	

**BURKINA FASO**

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7
LOAN AMOUNT	20	30	50	75	100	125	150

**LOAN FUND PROJECTIONS**

	1/92			1/93			
	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4	CYCLE 5	CYCLE 6	CYCLE 7
# OF NEW ASSOCIATIONS	10	3	4	8	10	10	15
TOTAL ASSOCIATIONS	10	13	17	25	35	45	60
NUMBER OF NEW BORROWERS	300	90	120	240	300	300	450
TOTAL BORROWERS	300	390	510	750	1,050	1,350	1,800
AMOUNT OF NEW LOANS							
1ST CYCLE	\$6,000	\$9,000	\$15,000	\$22,500	\$30,000	\$37,500	\$45,000
2ND CYCLE		1,800	2,700	4,500	6,750	9,000	11,250
3RD CYCLE			2,400	3,600	6,000	9,000	12,000
4TH CYCLE				4,800	7,200	12,000	18,000
5TH CYCLE					6,000	9,000	15,000
6TH CYCLE						6,000	9,000
7TH CYCLE							9,000

TOTAL LOANS	\$6,000	\$10,800	\$20,100	\$35,400	\$55,950	\$82,500	\$119,250
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LOAN BUDGET	\$6,000	\$4,980	\$9,624	\$15,903	\$21,612	\$28,229	\$39,225	\$41,829
	1991: 10,980	1992: 47,139	1993: 109,281					

GUINEA

	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4
LOAN AMOUNT	20	30	50	75

LOAN FUND PROJECTIONS

	1/93			
	CYCLE 1	CYCLE 2	CYCLE 3	CYCLE 4
# OF NEW ASSOCIATIONS	10	3	4	8
TOTAL ASSOCIATIONS	10	13	17	25
NUMBER OF NEW BORROWERS	300	90	120	240
TOTAL BORROWERS	300	390	510	750

AMOUNT OF NEW LOANS

1ST CYCLE	\$6,000	\$9,000	\$15,000	\$22,500
2ND CYCLE		1,800	2,700	4,500
3RD CYCLE			2,400	3,600
4TH CYCLE				4,800

TOTAL LOANS	\$6,000	\$10,800	\$20,100	\$35,400
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LOAN BUDGET:	\$6,000	\$4,980	\$9,624	\$15,903	\$21,612
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1992: 10,980                      1993: 47,139

## LOGICAL FRAMEWORK

GOAL	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
To enable low-income people in rural areas of less developed countries to establish and maintain a level of health, nutrition and food security necessary to human dignity and self-sustaining productivity.	<ul style="list-style-type: none"> <li>-Significant decrease in infant mortality and incidence of malnutrition among vulnerable groups.</li> <li>-Significant increases in food production and income of the target population.</li> <li>-Local community groups and agencies providing regular health and economic resources to communities.</li> </ul>	<ul style="list-style-type: none"> <li>-Baseline studies</li> <li>Government records</li> <li>Evaluation studies</li> <li>-Government statistics</li> <li>Evaluation studies</li> <li>-Agency reports</li> <li>Site visits</li> </ul>	<ul style="list-style-type: none"> <li>-Economic and political stability</li> <li>-Communities and agencies willing to participate in and sustain nutrition-related activities.</li> <li>-Ecological conditions do not change significantly; no natural catastrophe.</li> </ul>
PURPOSE	END OF PROJECT STATUS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
To develop local institutional capabilities in eight countries to manage and sustain the critical support systems essential to overcoming malnutrition; to develop operational systems within these institutions that will reinforce service delivery, training, and technical capacity at the agency and community levels to sustain self-managed action by the poor to satisfy their basic needs for health, nutrition and food security.	<ul style="list-style-type: none"> <li>-All 8 programs have expanded and/or replicated pilot activities to surrounding areas or new sites.</li> <li>-MFH has phased over direct service delivery activities to local governments, NGOs or community groups.</li> <li>-Local organizations have assumed increasing support for management and finance of program activities.</li> <li>-Costs per beneficiary have been significantly reduced.</li> <li>-Community people engaged in planning and managing health, water, agriculture, and economic activities in target areas.</li> <li>-Percent of village and population targets reached.</li> <li>-Coverage of population attained in program area.</li> </ul>	<ul style="list-style-type: none"> <li>-Site visits</li> <li>-Government/agency reports</li> <li>-Agreements</li> <li>-Financial records</li> <li>-Evaluation studies</li> </ul>	<ul style="list-style-type: none"> <li>-Local agencies sign agreements.</li> <li>-Local agencies willing and able to maintain and/or increase resources for program support.</li> <li>-Local agencies maintain commitment to nutrition improvement goals.</li> <li>-Communities' willingness and ability to participate in health, agriculture and economic activities.</li> </ul>
OUTPUTS	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>1. HEALTH AND WATER IMPROVEMENT</u></p> <p><u>Institutional Development</u></p> <p>Local agencies (indigenous NGOs and/or government ministries) assume management, training and financial support for maternal/child health and water/sanitation service activities in initial target area and expansion/replication programs initiated before 1990.</p> <p>Community groups provide local personnel and management for service activities.</p>	<ul style="list-style-type: none"> <li>-Level and percent of program resources efficiently managed by local organizations.</li> <li>-Level and percent of resources raised by local organizations for program activities.</li> <li>-Percent of village targets reached.</li> <li>-Coverage of villages attained.</li> <li>-User satisfaction with services provided.</li> <li>-Recurrent costs of services provided.</li> <li>-Degree of consistency between identified needs, selection criteria and projects implemented.</li> <li>-Percent of local assessments, plans, systems and activities designed and implemented.</li> </ul>	<ul style="list-style-type: none"> <li>-Financial records</li> <li>-Agency records and reports</li> <li>-Program reports</li> <li>-Field interviews</li> </ul>	<ul style="list-style-type: none"> <li>-Local agencies cooperate.</li> <li>-Motivation of local groups possible without direct material incentives.</li> </ul>

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<p><u>Operational Systems Development</u></p> <p>MCH programs (e.g., GMP, EPI, and ORT) established/strengthened in target areas.</p>	<ul style="list-style-type: none"> <li>-Percent of centers, protocols, committees, programs attained.</li> <li>-Degree of consistency between system needs and technical appropriateness of protocols.</li> <li>-Coverage attained with functioning centers and programs for GMP, EPI and ORT.</li> <li>-Percent of centers and programs with indigenous management and resources.</li> </ul>	<ul style="list-style-type: none"> <li>-Program records and reports</li> <li>-Health Clinic records</li> <li>-Village registers</li> <li>-Community Nutrition Surveillance System (growth records and summary reports)</li> <li>-Immunization records</li> <li>-KAP surveys</li> <li>-Site visits</li> <li>-Rapid Sample Surveys</li> </ul>	<ul style="list-style-type: none"> <li>-Mothers implement advice and training.</li> <li>-Availability of materials (vaccines and supplies, sugar, and salt for home solution) on timely basis.</li> </ul>
<p>Water and sanitation programs established/strengthened in target areas.</p>	<ul style="list-style-type: none"> <li>-Numbers and percentage increase in target populations reached with access to clean water.</li> <li>-Numbers of clean water and other sanitation projects completed by target populations reached.</li> </ul>	<ul style="list-style-type: none"> <li>-Site visits</li> <li>-Health clinic morbidity records</li> </ul>	
<p><u>Training</u></p> <p>Training systems developed.</p> <p>Training for collaborating agency staff and community members (leaders, health volunteers, traditional birth attendants, etc.) to manage support operational systems, birth attendants, etc.).</p>	<ul style="list-style-type: none"> <li>-Percent of assessments, plans, curricula, etc., developed and implemented.</li> <li>-Degree of consistency between training needs and training plans.</li> <li>-Percent of training targets reached.</li> <li>-Proportion of eligible trainees attained.</li> <li>-Degree of knowledge and skills retained.</li> </ul>	<ul style="list-style-type: none"> <li>-Training curricula</li> <li>-Performance evaluation</li> <li>-Supervision reports</li> <li>-Field trips/site visits</li> </ul>	<ul style="list-style-type: none"> <li>-Majority of people trained remain active in agencies and communities.</li> </ul>
<p><u>2. AGRICULTURE AND ECONOMIC DEVELOPMENT</u></p>			
<p><u>Institutional Development</u></p> <p>Local agencies (indigenous NGOs, and banks of government ministries) assume management, training, and financial support for activities initiated before 1990.</p> <p>Community groups and/or cooperatives provide personnel and management for local agricultural extension and local credit delivery and collection.</p> <p>Community, family and individual small enterprises established.</p>	<ul style="list-style-type: none"> <li>-Degree of consistency between identified needs, selection criteria and projects implemented.</li> <li>-Percent of local assessments, plans, systems and activities designed and implemented.</li> <li>-Level and percent of program resources efficiently managed by local organizations.</li> <li>-Level and percent of resources raised by local organizations for program activities.</li> <li>Percent of village targets reached.</li> <li>-Coverage of villages attained.</li> <li>-User satisfaction with services provided.</li> <li>-Recurrent costs of services provided.</li> <li>-Management and financial support for agricultural and credit services assumed by local agencies.</li> <li>-Cooperatives, community groups, leaders, contact farmers provide regular services to small farmers.</li> <li>-Credit funds all financially solvent.</li> <li>-Numbers of loans provided.</li> <li>-Numbers of community, family and individual small enterprises operating and profitable.</li> </ul>	<ul style="list-style-type: none"> <li>-Financial reports</li> <li>-Agency records and reports</li> <li>-Rapid sample surveys</li> <li>-Agency reports</li> <li>-Evaluations</li> <li>-Balance sheets</li> <li>-Repayment records</li> <li>-Group interviews</li> </ul>	<ul style="list-style-type: none"> <li>-Local agencies cooperate.</li> <li>-Motivation of local groups possibly without direct material incentives.</li> </ul>
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Operational Systems Development

Agricultural production and storage programs established and functioning in target areas.

Credit systems established and functioning in target areas.

- Percent of systems and protocols attained.
- Degree of consistency between needs, constraints, systems and technical appropriateness of protocols.
- Coverage attained with functioning credit systems.
- Turnover, repayment and capitalization rates.
- Percent of systems with effective indigenous management.
- Numbers of farmers reached by agricultural extension services.
- Numbers of small farmers using new improved agricultural techniques.

- Program records
- Site visits
- Rapid sample survey
- Financial and program records
- Annual reports
- Audits

- Materials (seeds, fertilizer, pesticide) available on a timely basis.
- Communities choose and support viable economic activities.

Training

Training and technical assistance outreach systems developed.

Training for collaborating agency staff and community members (leaders, village development committees, cooperatives, contact farmers, guarantee groups, etc.).

- Percent of assessments, plans, curricula, etc., developed and implemented.
- Degree of consistency between training needs and training plans.
- Percent of training targets reached.
- Proportion of eligible trainees attained.
- Degree of knowledge and skills retained.

- Training curricula
- Performance evaluations
- Supervisor reports
- Field trips/site visits

- Majority of people trained remain active in agencies and communities.

3. PROGRAM SUPPORT

MFH headquarters planning and management systems strengthened through the development of selected manuals and guidelines and the provision of staff training and technical assistance, which give emphasis to sustained nutritional improvements.

- Revise, document and operationalize systems for planning and budgeting, management information, accounting, program evaluation, training and staff development, technical assistance and information services
- Prepare, test and operationalize 16 technical guidelines and accompanying training guides.
- Develop and execute annual staff training and development plan(s).
- Organize and conduct 3 international staff meetings, 6 regional meetings, and 15 technical workshops.
- Central staff participation in at least 20 professional meetings.

- Quarterly HQ unit reports
- Operational manuals
- Technical guideline series
- Training manuals and plans
- Training and technical assistance tracking systems

- Funds for hiring consultants, travel, and printing and available as needed.
- Training and staff development coordinator is hired on schedule.
- Manuals and guidelines are completed without major delays.
- HQ staffing levels keep pace with work load demands of total MFH program (e.g., expansion of non-MG programs).

In each of 8 countries, an existing or new indigenous NGO shares, and gradually assumes MFH's role as nutrition-focused, self-help development catalyst and advocate.

- Indigenous NGOs, with compatible goals and potential, are identified or formed, and formal agreements are negotiated in all countries.
- Organizational development assessments are completed and OD strategies, training and technical assistance plans are defined and implemented.
- Management, technical and fund raising capabilities are adequate.
- Responsibilities for field program management are accepted and executed as planned.

- Quarterly program reports
- Formal agreements
- Special reports
- Evaluative studies
- Field observations

- Compatible NGOs exist, or can be formed, and are interested in the proposed strategy and roles.
- Political, social and economic conditions in-country are favorable to the information and operations of indigenous NGOs.
- Indigenous NGOs will allow sufficient access and scrutiny into their operations by MFH to effectively monitor, evaluate and influence their performance.

<p>MFM increasingly assumes role of financial and technical consultant to the indigenous NGOs.</p>	<p>-Direct management and supervisory functions of MFM decrease.</p> <p>-Decrease in proportion of MFM financial support to field programs.</p> <p>-Gradual but marked shift in MFM training, technical and evaluation assistance from field/community level focus to indigenous NGO focus.</p> <p>-Inter-program network among indigenous NGOs and MFM HQ to facilitate and enhance communication and mutual support is established and functioning.</p>	<p>-Special assessments</p> <p>-Quarterly HQ unit reports</p>	<p>-Potential resources are available within the country or from outside sources to assure reasonable probability of financial stability to the NGO.</p> <p>-Interest exists among the NGOs to form and support a network.</p>
<p><b>4. PROGRAM EVALUATION</b></p> <p>Formal evaluations are completed for 12 programs in 8 countries.</p> <p>Special studies covering selected issues and sites are completed as planned on an annual basis.</p>	<p>-Scheduled evaluations are designed, conducted and documented according to established protocols as follows:</p> <ul style="list-style-type: none"> <li>• 2 design reviews,</li> <li>• 14 interim evaluations,</li> <li>• 4 final evaluations,</li> <li>• 2 sustainability assessments.</li> </ul> <p>-Nine operation research or evaluative studies are designed and initiated; at least 7 of these are completed and published.</p> <p>-Two special assessments involving 3-4 countries each, are designed, conducted and documented.</p> <p>-Ten special assessments involving one program or HQ support function are designed, conducted and documented.</p>	<p>-Quarterly HQ unit reports</p> <p>-Special protocols and reports</p> <p>-Quarterly HQ unit reports</p> <p>-Special research protocols and reports</p>	<p>-In-country conditions (political, climatic, social, etc.) permit evaluations and studies as planned.</p> <p>-Country programs are implemented without major interruptions or constraints.</p> <p>-Funds for hiring consultants, travel and printing are available as needed.</p> <p>-Consultants are identified and available as needed.</p> <p>-Program data for evaluation purposes is identified, collected, and compiled as required.</p> <p>-Collaborating parties willingly participate in the evaluation process.</p>

INPUTS	INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS																																																												
<p>Funds For:</p> <p>Personnel</p> <p>Headquarters</p> <p>Kenya Regional Office</p> <p>Field Staff</p> <p>Consultants</p> <p>Travel and Per Diem</p> <p>Materials/Equipment</p> <p>Project Funds</p> <p>Other costs (office, telephone, etc.)</p> <p>Local agency collaboration</p> <p>Community participation</p>	<p><u>Projected Budget (000s) (Lower Level)</u></p> <table border="1"> <thead> <tr> <th></th> <th>1988</th> <th>1989</th> <th>1990</th> <th>1991</th> <th>1992</th> </tr> </thead> <tbody> <tr> <td>AID/</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>MG</td> <td>\$ 900</td> <td>900</td> <td>850</td> <td>800</td> <td>800</td> </tr> <tr> <td>MFM</td> <td>1,470</td> <td>1,489</td> <td>1,759</td> <td>1,971</td> <td>2,104</td> </tr> <tr> <td>TOTAL</td> <td>\$2,370</td> <td>2,389</td> <td>2,609</td> <td>2,771</td> <td>2,904</td> </tr> </tbody> </table> <p>Five-Year Total:</p> <p>AID \$ 4,250</p> <p>MFM 8,794</p> <p>GRAND TOTAL \$13,044</p> <p><u>Projected Budget (Higher Level)</u></p> <table border="1"> <thead> <tr> <th></th> <th>1988</th> <th>1989</th> <th>1990</th> <th>1991</th> <th>1992</th> </tr> </thead> <tbody> <tr> <td>AID/</td> <td></td> <td></td> <td></td> <td></td> <td></td> </tr> <tr> <td>MG</td> <td>\$1,000</td> <td>1,000</td> <td>950</td> <td>900</td> <td>900</td> </tr> <tr> <td>MFM</td> <td>1,589</td> <td>1,600</td> <td>1,900</td> <td>2,115</td> <td>2,218</td> </tr> <tr> <td>TOTAL</td> <td>\$2,589</td> <td>2,600</td> <td>2,850</td> <td>3,015</td> <td>3,118</td> </tr> </tbody> </table> <p>Five-Year Total:</p> <p>AID \$ 4,750</p> <p>MFM 9,421</p> <p>GRAND TOTAL \$14,171</p>		1988	1989	1990	1991	1992	AID/						MG	\$ 900	900	850	800	800	MFM	1,470	1,489	1,759	1,971	2,104	TOTAL	\$2,370	2,389	2,609	2,771	2,904		1988	1989	1990	1991	1992	AID/						MG	\$1,000	1,000	950	900	900	MFM	1,589	1,600	1,900	2,115	2,218	TOTAL	\$2,589	2,600	2,850	3,015	3,118	<p>-Financial reports</p> <p>-Program reports</p> <p>-Annual audits</p> <p>-Personnel appraisals</p> <p>-Procurement records</p>	<p>-Timely transfer of funds.</p> <p>-Qualified personnel available.</p> <p>-Adequate coordination of personnel and activities are maintained.</p> <p>-Budget is adequate to support all activities and contingencies.</p> <p>-No major shift in inflation or other economic indicators.</p> <p>-Local agencies will be willing to collaborate with MFM.</p> <p>-People in target communities will participate actively in program.</p> <p>-Fundraising is not negatively affected by new tax laws and/or economic depression.</p>
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**USAID 2ND ANNUAL REPORT  
REVISED IMPLEMENTATION PLANS - AFRICA, ASIA AND LATIN AMERICA**

**IMPLEMENTATION PLAN**

**AFRICA**

**Ghana**

**Activities**

**I. Strengthen the community outreach capability of the Ministry of Health.**

**Current Status:** The interministerial DHMT, seconded to FFH by GOG, has trained VHWs and TBAs to carry out GMP activities in 12 communities and is training health post personnel to expand the project.

- 1988 - Design health outreach system
  - Train staff to train VHWs and TBAs in 12 communities
  - Establish community-level GMP sessions in 12 pilot communities
  
- 1989 - Support/train VHWs and TBAs in initial 12 communities
  - Orient/train/supervise staff of one health post
  - Develop health-related educational messages and methods for their delivery by health post staff and community volunteers
  
- 1990 - Provide technical support to VHWs and TBAs in pilot communities and to the health post staff
  - Assess system performance and document the pilot phase activities
  - Catalyze the building, staffing, equipping, and maintenance of three health posts
  - Expand the program to additional communities
  
- 1991 - Continue to provide technical support to VHWs and TBAs in the pilot communities
  - Orient/train the staff of the 3 new health posts
  - Health post staffs expand the program to additional communities
  - Supervise health post staffs
  - Final development and documentation of methods and materials for community-based GMP, immunizations, and delivery of health/nutrition education messages
  
- 1992 - Continue to expand to new communities
  - Supervise and evaluate the staffs of health posts
  - Develop and document methods and materials for training staffs of health posts, for use by DHMTs in other districts

**II. Establish a credit system to assist participating families to increase their incomes and grow more food.**

**Current Status:** 6 community banks operating; 183 village women are participating.

1989 - Design credit system, linked to health and nutrition education activities

1990 - Orient/train staff and pilot community in operation of credit system

- Register/train community banks
- Begin community banks in pilot community; monitor activities of community banks
- Discuss potential for linkage with Kintampo Rural Bank
- Assess performance of pilot community banks and make adjustments
- Expand credit model into one additional community
- Design and begin delivery of educational messages in credit management, nutrition, health, and food production at weekly meetings of community banks
- Recruit and train community promoters to provide assistance and education to community bank members

1991 - Continue to train/monitor/provide technical assistance and education to community banks

- Expand system to at least 5 new communities
- Begin administration of loan funds through Kintampo Rural Bank

1992 - Continue expansion within Kintampo District

- Document systems and procedures for community bank management and promoter training
- Assist Kintampo Bank to develop and implement their community promoter training and management system

PROGRAM COUNTRY/STATE: GHANA/BRONG-AHAFO REGION

NAME OF PROJECT:

HEALTH AND NUTRITION EDUCATION PROJECT

DATE PREPARED: 1ST NOVEMBER 1989

REFERENCE DOCUMENT: 1989 LONG-TERM PROJECT PLAN

TIME: 1987 - 1995

FIRST PHASE	FIRST PHASE (Contd.)	SECOND PHASE	THIRD PHASE	END OF PROJECT STATUS	BENEFITS TO POOR PEOPLE
Duration: 1987 - 1990	Duration: 1987 - 1990	Duration: 1991 - 1992	Duration: 1993 - 1995	Target Date: 1995	
<p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>- GM/EPI monthly sessions</li> <li>- Ceremonies for community achievements</li> <li>- Development of messages and methods for their delivery by health post staff and community volunteers.</li> <li>+ Good infant feeding practices</li> <li>+ Weaning Foods</li> <li>+ Backyard garden</li> <li>+ Immunization</li> <li>+ Environmental sanitation</li> <li>+ Family Planning</li> <li>+ Diarrhoeal diseases, etc.</li> <li>+ Water sanitation</li> <li>- Train field staff/DHMT/Prog. Committee.</li> <li>- Train volunteers/communities</li> <li>- Catalyze building, staffing equipping and maintaining 3 health posts.</li> <li>- Orient/train/supervise health post staff at New Longoro by Kintampo field team</li> <li>- Document activities of First Phase</li> </ul> <p><b>EVIDENCE OF SUCCESS:</b></p> <ul style="list-style-type: none"> <li>- Program Committee meeting regularly - acts as clearing house for program activities</li> <li>- Monthly sessions for GMP/EPI (operated by field team) in communities (in collaboration with community volunteers).</li> <li>- More trained volunteers remain on the program.</li> <li>- Volunteers performing as they were trained.</li> </ul>	<ul style="list-style-type: none"> <li>- 80% of registered children (0 to 5 years) in original 12 villages participating in growth monitoring sessions at least 7 times per year.</li> <li>- 80% of 0 to 2 years old registered children in original 12 communities completely immunized against 6 killer diseases.</li> <li>- Baseline capture target population and register is updated monthly.</li> <li>- Communities and government agencies provide inputs as negotiated by field team and communities.</li> <li>- Phase I activities documented for training and replication purposes.</li> <li>- Educational messages developed and tested; delivered by volunteers as intended.</li> <li>- Increasing knowledge, attitude, and practice response to messages among people hearing the messages. (can expect 80% of those hearing to know the message, levels of attitude and practice change expected to vary depending on the problem addressed).</li> <li>- Severe malnutrition (&lt;60% W/A) reduced significantly in the pilot communities.</li> <li>- New Longoro health post staff select communities, train volunteers and assist them to mobilize, hold GMP sessions do follow-up home visits, etc.</li> </ul>	<p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>- Orientation/training of health staff in the 3 newly built health posts.</li> <li>- Supervision of health posts staff in 3 new health posts.</li> <li>- Evaluation of how well health posts staff have done.</li> <li>- Final development and documentation of methods and materials for community-based GMP, EPI, and delivery of health/nutrition education messages.</li> <li>- Development and documentation of methods and materials for training health posts staffs, for use by DHMTs in other districts.</li> </ul> <p><b>EVIDENCE OF SUCCESS:</b></p> <ul style="list-style-type: none"> <li>- Verify that 3 health posts are built, staffed, equipped and maintained.</li> <li>- Health Posts staff oriented and trained and can demonstrate performance comparable to field team's performance in Phase I.</li> <li>- Health Posts staff perform as the field team in Phase I (subject to indicators 2 - 8 and 12 at Phase I).</li> <li>- Field team providing monthly supervision to Health Posts staff</li> </ul>	<p><b>OBJECTIVES:</b></p> <ul style="list-style-type: none"> <li>- Orient/train DHMTs</li> <li>- Supervision of DHMTs staff</li> <li>- Evaluation</li> <li>- Final development and documentation of methods and materials for training health post staffs, for use by DHMTs in other districts.</li> </ul> <p><b>EVIDENCE OF SUCCESS:</b></p> <ul style="list-style-type: none"> <li>- Orientation and training of DHMTs in remaining 12 districts of the region.</li> <li>- Field team assists and supervises DHMTs staff.</li> <li>- DHMTs operate as the Field Team did in Phase II, and Health Post staff in each district successfully play the role that field team played in Phase I. (subject to indicators 2 - 8 and 12 of Phase I and 1 - 3 of Phase II)</li> </ul>	<p>13 DHMTs of Brong-Ahafo Region are supervising Health Posts staff to work with larger communities to conduct GMP and EPI activities.</p> <p>Phase III activities continue to achieve benefits without the assistance of the Kintampo Field Team.</p>	<p>Ultimate Target: Brong-Ahafo Region</p> <ul style="list-style-type: none"> <li>- Protection of children (0 to 2 years) against the 6 killer diseases (TB, diphtheria, tetanus, whooping cough, polio, measles.</li> <li>- Protection of mothers and new-borns against tetanus.</li> <li>- Families prevent growth faltering of children 0 to 5 years old.</li> </ul> <p><b>Target Area</b></p> <p>All 13 Districts in Brong-Ahafo Region.</p> <p><b>Estimated Number of Potential Beneficiaries in the Target Area:</b></p> <p>(i) Children (0 - 5 years) = 195,000.</p> <p>(ii) Pregnant women, lactating mothers and women of child bearing age (12-45 year) = 286,000. TOTAL = 481,000.</p>

Nankoro Duration: 1990	to all Program Communities Duration: 1990-1992	to New Communities in Kintampo Duration: 1992-1994	Other Rural Bank Areas in Brong-Ahafo Dist. Duration: 1994-1995	PROJECT STATUS Target Date: 1995	POOR PEOPLE
<b>OBJECTIVES:</b> <ul style="list-style-type: none"> <li>•Orientation/training of program staff and pilot community</li> <li>•Revision credit design document</li> <li>•Hiring and training of credit staff</li> <li>•Registration, training, inauguration of 6 CCCs</li> <li>•Design and implement education messages for CCCs in credit management and nutrition-related education</li> <li>•Monitor CCC performance</li> <li>•Prepare credit training manual</li> <li>•Complete assessment of characteristics of participants and non-participants</li> <li>•Provide regular briefing for Central Bank, USAID and MOH</li> <li>•Assess potential and negotiate agreement with Kintampo Rural Bank for financial administration of credit project</li> <li>•Assess first cycle, re-design system as needed and plan expansion to one new community</li> <li>•Revise methods and materials for training, monitoring and supervision of CCCs</li> </ul>	<b>OBJECTIVES:</b> <ul style="list-style-type: none"> <li>•Recruit and train community promoters</li> <li>•Orientation, registration, training and inauguration of new CCCs in pilot and one new community</li> <li>•Initiate administration of loan funds through Kintampo Rural Bank</li> <li>•Monitor and report on progress to HQ and collaborators</li> <li>•Document credit &amp; health nutrition &amp; food production messages &amp; methods for delivery</li> <li>•Evaluate progress of CCCs at end of 2nd cycle and plan for expansion to new program communities</li> <li>•Hire and train new CCC promoters</li> <li>•Expand progressively to 10 additional program communities</li> <li>•Interim evaluation of the project and revision as needed of project design</li> <li>•Dissemination of results to central and rural banks, collaborators, and funders</li> </ul>	<b>OBJECTIVES:</b> <ul style="list-style-type: none"> <li>•Identify new communities in collaboration with Kintampo Rural Bank</li> <li>•Document systems and procedures for CCC management and promoter training</li> <li>•Hire and train new promoters</li> <li>•Orient and train CCCs in 18 new communities in Kintampo District</li> <li>•FFH/DHMT assists Kintampo bank to develop and implement their system for recruiting, training and supervising, evaluating, &amp; compensating community promoters</li> <li>•Plan and implement refresher workshop for CCC promoters</li> <li>•FFH/DHMT assists Kintampo bank to identify their own sources of credit funds</li> <li>•Meetings with other rural banks, collaborators and funders to discuss project progress</li> <li>•Update documentation of educational messages</li> </ul>	<b>OBJECTIVES:</b> <ul style="list-style-type: none"> <li>•Kintampo Bank hosts leaders of other Ghanaian Rural Banks for a workshop to view successful project and negotiates agreement with Kintampo bank and FFH for assistance to establish project in other areas of Brong-Ahafo and Ghana</li> <li>•Training sponsored by FFH/DHMT to launch project with new rural banks</li> <li>•FFH/DHMT assists other banks to increase number of CCCs primarily through joint efforts to secure additional capital for loans</li> </ul>	<ul style="list-style-type: none"> <li>•Older CCCs have accrued sufficient funds to "graduate" — provide loans independent of the bank (and/or leverage additional funds from the bank)</li> <li>•Ghanaian bank(s) finance and manage the credit project effectively and efficiently without FFH assistance throughout Brong-Ahafo and other regions of Ghana</li> <li>•CCCs are well-managed and paying back loans at a rate of at least 97% and accumulating savings and other CCC funds at a rate leading to "graduation" within a 5-year period</li> <li>•CCC members have increased practices for nutrition, health, and food production and have contributed to the development of social norms that include these practices</li> </ul>	<ul style="list-style-type: none"> <li>•Increased incomes for food production and purchase of food and other items essential for good nutrition and health</li> <li>•Improved child growth</li> <li>•Reduced illness from diarrhea and vaccine-preventable diseases</li> </ul>

<u>EVIDENCE OF SUCCESS:</u>	<u>EVIDENCE OF SUCCESS:</u>	<u>EVIDENCE OF SUCCESS:</u>			<u>Target Area</u>
<ul style="list-style-type: none"> <li>•Training for staff and pilot community complete</li> <li>•Credit design revised and approved</li> <li>•Credit staff hired, trained, and performing well</li> <li>•6 new CCCs functioning well and repaying loans</li> <li>•Credit training manual completed and in use</li> <li>•Assessment of participant characteristics completed and appropriate action taken as needed</li> <li>•Central Bank, USAID and MOH informed about project</li> <li>•Agreement signed with Kintampo Rural Bank to manage loan funds</li> <li>•Credit system assessed and redesigned as necessary for Phase II</li> <li>•Participation in GMP/immunization has increased significantly</li> <li>•Methods &amp; materials for training, monitoring, and supervising CCCs are revised and in effect</li> </ul>	<ul style="list-style-type: none"> <li>•Community promoters hired</li> <li>•New CCCs operating well in pilot plus one new community</li> <li>•Loan funds effectively administered through Kintampo Rural Bank</li> <li>•Progress reports accurately completed and received regularly by FFH and collaborators</li> <li>•Educational messages and delivery methods documented</li> <li>•CCCs have repayment rates of at least 97% and demonstrating good management capability</li> <li>•New CCC promoters hired, trained, &amp; active in starting &amp; supervising CCCs</li> <li>•New CCCs are functioning well in all original project communities</li> <li>•CCC promoters receive refresher training</li> <li>•Evaluation demonstrates: <ul style="list-style-type: none"> <li>•good payback, savings, mobilization, and effective management by CCCs and Kintampo bank, and</li> <li>•increased participation in GMP and immunizations</li> <li>•Participants have increased incomes and savings</li> <li>•Borrower-members of CCCs receive &amp; understand credit management &amp; health nutrition &amp; food production information delivered at weekly meetings of CCCs. At least 50% adopt some or all of recommended practices</li> <li>•Credit system is operationally efficient and profitable</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>•New communities are requesting participation in the project</li> <li>•CCCs oriented, trained, and operating in new project communities</li> <li>•Systems and procedures for CCC management &amp; training documented</li> <li>•New promoters hired, trained, and operating effectively</li> <li>•Kintampo Bank is effectively implementing community promoter system</li> <li>•CCC promoters receive refresher training</li> <li>•Kintampo Bank begins financing loans and administration of the loan funds from its own source of funds</li> <li>•Other rural banks and collaborators interested in project</li> <li>•Initial CCCs have accumulated funds sufficient to meet credit needs of borrowers and/or to finance community projects</li> <li>•Documentation of educational messages updated</li> </ul>			<p><b>Target Area</b></p> <p>Brong-Ahafo Region</p> <p><b>Estimated Number of Potential Beneficiaries in the Target Area:</b></p> <p>481,000 (children &lt;5) (pregnant &amp; lactating women)</p>

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## Kenya

### Activities

#### **I. Improve the community outreach capabilities of the Ministry of Health and other government agencies in Siaya and Embu Districts**

**Current Status:** MOH and other agencies have collaborated with KFFHC on community-based GMP, credit, food production, and water source activities in Siaya and Embu Districts. Activities in Embu are ongoing.

- 1988 - Design systems and protocols and train VHWs, TBAs, and other community volunteers in 2 sub-locations in Siaya and 2 sub-locations in Embu
- 1989 - Continue support to community volunteers in Siaya and Embu Districts
  - In collaboration with the Ministry of Health and other government agencies, plan expansion into a third sub-location in Embu
- 1990 - Expand system to additional sub-location in Embu and train additional community volunteers in GMP and other community-based activities
  - Continue program activities in Siaya if funding is available
- 1991 - Continue to support the community volunteers in the three sub-locations in Embu District
  - Plan for further expansion of the system
- 1992 - Expand the program to serve at least half the population of a division

#### **II. Strengthen capacity of KFFHC to plan, coordinate, and extend food security and nutrition programs in Kenya**

**Current Status:** KFFHC has assumed full responsibility for the Embu program and has received a 3 year funding commitment from USAID/Kenya. KFFHC was unsuccessful in obtaining funding for the Siaya program.

- 1988 - Develop fund-raising strategy and begin training
  - KFFHC names coordinator to manage program
- 1989 - Provide technical assistance to KFFHC to support the program activities and in fund-raising techniques
- 1990 - KFFHC is responsible for 100% of fund raising

-92

## Mali

### Activities

#### **I. Develop the capacity of AMIPJ to initiate and sustain community-level development**

**Current Status:** AMIPJ, formed in 1985, is now an effective and respected local development agency.

- 1988 - Train AMIPJ staff in non-formal education and community development to carry out a rapid rural appraisal and a credit assessment in Dogo Arrondissement
  - Hold strategic planning workshop and establish management systems
- 1989 - Assist in the development of AMIPJ fund-raising strategy
  - Train AMIPJ staff to manage credit activities
- 1990 - Continue to assist AMIPJ in the implementation and expansion of credit activities
  - Train AMIPJ staff in the development and delivery of educational messages
- 1991 - Continue to assist AMIPJ with fund-raising activities
  - Monitor AMIPJ staff's management assistance to loan associations and their facilitation of education at loan association meetings

#### **II. Establish a credit system, linked to education, to promote income generation, food security, and nutrition and health education.**

**Current Status:** Credit system operating successfully in 13 villages; development and delivery of educational messages being refined.

- 1988 - Design credit system and grant initial loans in 4 communities
- 1989 - Expand credit activities to 6 additional communities
  - Provide management assistance to loan associations
  - Collect nutrition data to design educational messages to be delivered to borrowers during regular loan association meetings
  - Evaluate credit activities and, on the basis of results, revise the system
  - Make contact with financial institutions to investigate the possibilities for linkage
- 1990 - Expand the credit model to 8 new villages
  - 91 - Further research and development of educational messages in health, nutrition, food production, and credit management; messages regularly presented at loan meetings
  - Recruit and train community promoters to provide management assistance and education

- Continue contacts with financial institutions
  - Expansion plans developed and approved
- 1992
- Expand progressively to new program communities throughout Dogo
  - Continue providing educational messages
  - Host visits by representatives of financial institutions to view successful credit project

LONG-TERM PROJECT PLANNING CHART

PROGRAM COUNTRY/STATE: Mali NAME OF PROJECT: \_\_\_\_\_  
 DATE PREPARED: April 1992 GENERAL OBJECTIVE: \_\_\_\_\_

Phase I - Pilot Phase 1988-1989	Phase II - Expansion of the program to additional communities in Dogo Arrondissement - 1990	Phase III - Expansion throughout Dogo Arrondissement - 1991-93	Phase IV - Capacity building of Partner and Dissemination to other Arrondissements in Bougouni and other regions of Mali - 1994	END OF PROJECT STATUS	BENEFITS TO POOR PEOPLE
<p><b>OBJECTIVES:</b></p> <ol style="list-style-type: none"> <li>1. Complete rapid rural appraisal and credit assessment and design project.</li> <li>2. Hold strategic planning and management training workshop for MIEN staff.</li> <li>3. Develop credit system and grant first loans.</li> <li>4. Organize and train borrowers in pilot communities in loan activity analysis, application and approval.</li> <li>5. Complete an evaluation of MIEN program in July 1989.</li> <li>6. Revise credit system based on results of the evaluation, organizing borrowers into loan associations, establishing fixed loan cycles and a schedule of regular weekly meetings for borrowers to manage the disbursement and payback of loans and accumulation of savings.</li> <li>7. Maintain regular contacts with the Bank of Africa, BNDA, and USAID and other donor &amp; financial institutions, to keep them informed about project progress.</li> </ol>	<p><b>OBJECTIVES:</b></p> <ol style="list-style-type: none"> <li>1. Identify 8 new communities in Dogo Arrondissement.</li> <li>2. Orient, train, register and inaugurate new loan associations in each community adapting training materials provided by FFH.</li> <li>3. Develop improved project loan fund monitoring systems, including community-based accounting procedures.</li> <li>4. Integrate communication component of MIEN program into the weekly meetings of the loan associations to introduce educational messages on credit management, nutrition, health, and food production.*</li> <li>5. Implement survey of characteristics of participants and non-participants and implement plan to increase number of poor women participating in the project if needed.</li> <li>6. Reassess performance of credit project in late 1990 and develop expansion plan to extend project to all of Dogo Arrondissement.</li> <li>7. Maintain contacts with prospective project funders and partner organizations, such as USAID and the banks.</li> </ol> <p>*See Long-Term Plan for Communication Component to be developed in mid-1990.</p>	<p><b>OBJECTIVES:</b></p> <ol style="list-style-type: none"> <li>1. Recruit and train community promoters to orient, register, train, inaugurate loan associations, and assume direct responsibility for monitoring loan association performance and facilitating the communication component of the weekly meetings. (Promoters will work on a piece work or commission basis and be paid with the interest charged on the loans.)</li> <li>2. Expand progressively to new program communities throughout Dogo using tested and documented systems for orientation, registration, training, and inauguration of loan associations.</li> <li>3. Host visits by representatives of financial institutions (such as the Bank of Africa or BNDA) to view successful credit project to identify a partner willing to administer the project.</li> </ol>	<p><b>OBJECTIVES:</b></p> <ol style="list-style-type: none"> <li>1. Finalize agreement with new partner financial institution and assist them to expand into new geographical areas primarily through joint efforts to secure additional capital for loans.</li> <li>2. Assist partner to develop and implement systems for recruiting, training, supervising, evaluating and compensating community promoters.</li> <li>3. Complete final evaluation of project.</li> </ol>	<ol style="list-style-type: none"> <li>1. A Malian financial institution with or without the assistance of AMIPJ is promoting and financing the small-scale credit system developed by FFH and AMIPJ (or some derivative of the system) in Mali independent of FFH.</li> <li>2. Expanding access by the financial institution to local or international capital, which is used to make loans to continually increasing numbers of loan associations.</li> <li>3. Initial loan associations have accrued sufficient funds to provide loans to their members independent of the bank and/or to leverage additional funds from the bank.</li> <li>4. Loan associations are well-managed by the members, paying back loans at a rate of at least 97%, and accumulating savings and funds at a rate leading to independence within a 3-year period.</li> </ol>	<ol style="list-style-type: none"> <li>1. Sufficient income to poor people, especially women, to gain access to enough food to meet the nutritional requirements of their families.</li> <li>2. Positive experiences in managing credit, accumulating savings, generating income, and participating in communal effort that leads to a sense of empowerment ("I can") and responsiveness to personal and social initiatives.</li> </ol> <p><b>Target Area:</b></p> <p>Dogo Arrondissement          Bougouni Cercle          Sikasso Region</p> <p><b>Estimated Number of Potential Beneficiaries in the Target Area:</b></p> <p>26,000 inhabitants -          Dogo Arrondissement          (1986 revised census)</p>
<p><b>EVIDENCE OF SUCCESS:</b></p> <ol style="list-style-type: none"> <li>1. Credit system is operating well in 6 communities with a payback rate of at least 97%.</li> <li>2. Participants are increasing incomes and savings.</li> <li>3. Revised credit system increases the operational efficiency of the credit system and borrowers begin to take more responsibility for managing the loan and savings funds.</li> <li>4. Bank of Africa, BNDA, or other financial institutions, are interested in potentially financing and administering the credit system in the future. USAID supportive of project efforts.</li> </ol>	<p><b>EVIDENCE OF SUCCESS:</b></p> <ol style="list-style-type: none"> <li>1. Credit system functioning well with 97% payback in 14 communities.</li> <li>2. Monitoring system improved and staff and communities using information to make plans responsive to needs for good management of credit system.</li> <li>3. Communication component integrated into credit project and credit management topics have increased active participation of borrowers in management of the credit system and their accumulated funds with minimal assistance from program staff.</li> <li>4. Survey completed and actions taken to increase number of poor women in credit system.</li> <li>5. Expansion plan developed and approved by AMIPJ and FFH.</li> <li>6. Borrower incomes and savings continue to increase.</li> <li>7. Good prospects developing for identification of a partner organization to administer the loan fund.</li> </ol>	<p><b>EVIDENCE OF SUCCESS:</b></p> <ol style="list-style-type: none"> <li>1. Community promoters are trained and active in starting and supervising loan associations.</li> <li>2. Loan associations are widespread in Dogo Arrondissement and functioning well (97% payback, increased incomes and savings for 80% of the borrowers).</li> <li>3. Initial communities are accumulating funds at a rate leading to potential establishment of independent loan funds or ability to leverage funds from a financial institution.</li> <li>4. Project is operating efficiently with AMIPJ covering costs through interest payments and a financial institution has indicated serious interest in taking over project financing and management.</li> </ol>			

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## Sierra Leone

### Activities

- I. Assist PHC to develop and expand its community-based activities (GMP, immunizations, health/nutrition promotion), and promote production of rice and groundnuts with revolving seed loans.**

**Current Status:** PHC's community-based program is operating successfully in 3 chiefdoms.

- 1988 - Establish systems and protocols for training
- Train Ministry of Health personnel in Safroko Limba chiefdom
  - Train VHWs and TBAs in Safroko Limba in GMP activities
  - Develop credit strategy
  - Establish locally managed credit mechanism with the Ministry of Agriculture for technical assistance to loan recipients
  - Field test credit system
- 1989 - Train and monitor MOH personnel
- Continue to train and supervise CHWs and TBAs
  - Assess credit activities
  - Expand community-based health/nutrition and credit system to 2 new chiefdoms
- 1990 - Continue to train and monitor MOH personnel
- 92 - Expand program activities to 2 additional chiefdoms

### **II. Develop fund-raising capability within PHC**

**Current Status:** PHC Director is fully responsible for raising funds for the program.

- 1988 - Provide training and develop strategy with PHC Director for expansion of fund raising
- 1989 - Provide PHC Director with training and assist in proposal development
- 1990 - PHC responsible for funding 100% of program expenditures
- 92

## **ASIA**

### **Thailand (Korat)**

#### **Activities**

**Transfer agriculture and nutrition activity responsibilities to MOA and MOH.**

**Establish community banks in 36 villages, to be managed by locally elected officers. Members of these banks will be the poorest community women. Agriculture and nutrition/health education messages will be incorporated into the structure of the village banking system. The program will be implemented in collaboration with the Provincial Government of Nakhonratchasima (Korat).**

**Current Status:** Agriculture and nutrition activities have been transferred to MOA and MOH. Community banks have been established in 8 villages. Staff have begun to develop agricultural and nutrition/health messages and incorporate them into the regular meetings of community bank members.

- 1988 - Conduct interim evaluation of program activities in Korat to determine their effectiveness and determine need for modification of program approach
  - Provide refresher courses in health and agriculture to RTG workers in 54 communities
  - Continue to provide assistance to government workers as they implement program activities in 54 villages
- 1989 - Utilizing recommendations of interim evaluation, accelerate transfer of program activities and responsibilities to RTG field workers by end of year
  - Work with FFH field staff to develop a credit design for implementation of community banking system
  - Start community banks in 4 communities. Begin collection of data to formulate educational message
  - Establish working agreement with Friends of Women's World Banking Thailand through Bangkok Bank to guarantee 75% of loan amounts
- 1990 - Establish community banks in 12 communities; maintain pay-back rate of 97%; borrower groups meet regularly
  - Health/nutrition and agricultural educational messages are developed which address specific local problems in culturally relevant and accessible manner; these messages are presented in participatory fashion to bank members at regular meeting
  - Review progress of community banks and make necessary adjustments to improve delivery of credit to poorest women in program area

- 1991 - Continue expansion of community banks to 24 villages (12 additional this year)
  - Continue provision of targeted, appropriate health/nutrition and agricultural educational messages through mechanism of community bank meetings
  
- 1992 - 12 new community banks are started, bringing total to 36; 97% pay-back rate is maintained
  - Community banks are accumulating savings and management expertise, with assistance of FFH field staff, that will permit eventual phaseover to locally owned and operated credit institution

LONG-TERM PROJECT PLANNING CHART

PROGRAM COUNTRY/STATE: Thailand NAME OF PROJECT: Promoting Nutrition through Income Generation  
 DATE PREPARED: November 1989 REFERENCE DOCUMENT: Thailand Design Document

Phase I Duration: 1990	Phase II: Duration: 1991	Phase III Duration: 1992	Phase IV: Duration: 1993-94	END-OF-PROJECT STATUS Target Date: 1994	BENEFITS TO POOR PEOPLE
<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Training of program staff</li> <li>• Establish 12 community banks to manage loans to poor families</li> <li>• Develop training curriculum, messages and delivery techniques for community banks</li> <li>• Meet with MOI to provide information on project and discuss the integration of the project design into their system</li> <li>• Assess first cycle, adjust system as needed, and plan expansion</li> </ul> <p><b>EVIDENCE OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>• Staff training completed</li> <li>• 12 community banks functioning well</li> <li>• Borrower groups have regular payback of at least 97%, meet and contribute savings regularly</li> <li>• Training curriculum developed and appropriate messages being delivered regularly to community banks</li> <li>• MOI meet and design plan for integration of project design into their system</li> </ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Establish 12 additional community banks</li> <li>• Community Development (CD) workers receive orientation and training on how to establish community banks and deliver credit, health and nutrition education to bank members</li> <li>• Monitor and report on progress to HQ and collaborators</li> <li>• Evaluate progress and plan for expansion</li> </ul> <p><b>EVIDENCE OF SUCCESS:</b></p> <ul style="list-style-type: none"> <li>• 12 additional community banks established and functioning well</li> <li>• Orientation and training of CD workers successfully implemented</li> <li>• Progress reports accurately completed and received regularly</li> <li>• community banks have repayment rate of at least 97% and demonstrating good management capability</li> <li>• Educational messages delivered regularly and understood by bank members</li> </ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Establish 12 additional community banks</li> <li>• Assist MOI to develop and implement its system for training, supervising, and evaluating CD workers</li> <li>• Interim evaluation of project and adjustments as needed</li> <li>• Dissemination of results to banks and collaborators</li> <li>• Reduce or eliminate FFH guarantee funds</li> </ul> <p><b>EVIDENCE OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>• 12 additional community banks functioning well</li> <li>• MOI is effectively implementing CD worker system</li> <li>• Evaluation demonstrates:                             <ul style="list-style-type: none"> <li>• good payback, savings mobilization, and effective management by bank members and CD workers</li> <li>• participants have increased incomes and savings,</li> <li>• bank members receive and understand credit management, health, nutrition, and food production information regularly. At least 50% adopt some of all of recommended practices.</li> <li>• credit system is operating efficiently and profitably</li> </ul> </li> <li>• Meeting with Advisory Committee and others to discuss project progress completed</li> <li>• Bangkok Bank begins financing loans from its own source of funds</li> </ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"> <li>• Establish 24 additional community banks</li> <li>• MOI and BB meet and negotiate to establish project in other areas of Thailand</li> <li>• Complete documentation of credit-with-education system</li> </ul> <p><b>EVIDENCE OF SUCCESS</b></p> <ul style="list-style-type: none"> <li>• 60 community banks are supervised by CD workers to:                             <ul style="list-style-type: none"> <li>• maintain payback rate of at least 97%</li> <li>• meet regularly and contribute savings</li> <li>• adopt the recommended practices</li> </ul> </li> <li>• Plan for expansion with MOI and BB have been developed</li> <li>• All documentation of training and implementation completed</li> </ul>	<ul style="list-style-type: none"> <li>• Community banks established and managing loans to 60 villages in Chumphong District</li> <li>• Borrower groups are established and have a regular payback rate of at least 97%</li> <li>• Community bank members meet regularly with CD workers to receive information on nutrition, health, income generation, and credit management</li> <li>• Bangkok Bank finances, administers, monitors and supervises credit system for poor families</li> <li>• CD, MOI incorporates the promotion of the credit with education model into their policy, and plans to expand throughout the country</li> <li>• Community bank's savings replace FFH as loan guarantee</li> </ul>	<ul style="list-style-type: none"> <li>• Increased income to poor families</li> <li>• Increased access to food among poor families</li> <li>• Improved knowledge, attitudes, and practices for better nutrition, health, and income generation among poor families</li> </ul> <p>TARGET AREA</p> <p>60 Communities in Chumphong District</p> <p>ESTIMATED NUMBER OF POTENTIAL BENEFICIARIES IN THE TARGET AREA:</p> <p>900 persons in 1800 families</p>

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## **Thailand (Lampang)**

### **Activities**

**Conduct final evaluation of Lampang sub-program and support RTG management and expansion of sub-program activities.**

**Current Status:** MFM/RTG completed 5-year program in 2 districts based on inter-ministry coordination and community participation in decision-making to promote improvement in food security and nutrition with focus on malnourished pre-school children. Activities included child survival interventions, nutrition education, sanitation improvement, food production projects, and credit mechanisms to support self-help.

- 1988 - Final evaluation of 5-year program; document lessons learned for RTG's use in Lampang and other areas
  - Develop mechanism to transfer program activities to RTG field workers with Ministries of Health and Agriculture
- 1989 - Finalize transfer of program responsibility, management and activity implementation for MOH and MOA

## LATIN AMERICA

### Ecuador

#### Activities

**Strengthen capacities of an indigenous organization. Transfer FFH's revolving loan fund in Santa Elena to a local organization. Transfer program management responsibilities to local indigenous organization in Santa Elena.**

**Conduct study and preparations for implementation of new program, promoting nutrition/health education through small-scale credit in a new area of the country.**

**Current Status:** Santa Elena program management responsibilities have been transferred to APUDEM. Study and preparations for design of new program currently underway.

- 1988 - Explore alternatives for strengthening a catalytic Ecuadorian organization to take on FFH's role in the Santa Elena Peninsula
  - Identification of indigenous organization - APUDEM; negotiation of agreement to transfer program responsibility to APUDEM through a 2-year collaborative agreement; 3 FFH staff are seconded to APUDEM to accomplish transfer
  - Transfer management of revolving loan fund to APUDEM
- 1989 - FFH staff work with APUDEM leadership in development of administration and planning systems and in supervision of agricultural and nutrition-related activities
  - FFH staff assist in management of revolving loan fund, in collection of outstanding debts, disbursement of new loans and record keeping
- 1990 - FFH terminates collaborative agreement with APUDEM; agreement ends June 30, along with FFH staff involvement
  - Preliminary studies and preparations begin for implementation of new program in Ecuador; indigenous organization or credit institution is selected as collaborator
- 1991 - Site and personnel are selected for implementation of new credit and nutrition education program
  - With collaborating agency, FFH designs and tests a new system of credit delivery to low-income householders, especially women
  - Health/nutrition and agricultural educational messages developed which address specific local problems in culturally relevant and accessible manner

- 1992 - Health/nutrition and agricultural educational messages presented in participatory fashion to bank members at regular meetings
- Review progress of community banks and make necessary adjustments to improve delivery of accessible credit to poorest women in program area
  - Expand credit activities to new communities

## Honduras (Food and Economic Security)

### Activities

**Form, develop and train indigenous organizations, agricultural committees, leaders and community banks to support food production and income generation by peasant farmers with too little land to qualify for credit and extension from existing services.**

**Current Status:** Low-input technical packages to support food production under development. Community bank has been initiated to test new system of credit delivery for low-income women.

- 1988 - Provide training to cooperative members and local committees in management and enterprise development
  - Provide technical assistance and agricultural credit to poor farmers in program area
- 1989 - Provide technical support and training for the formation of 5 agricultural committees and 26 agricultural leaders
  - Provide technical extension services to poor farmers in the area in the development of vegetable, fruit, basic grain and livestock projects
  - Provide credit to poor farmers for agricultural production and marketing
- 1990 - Transition to new approaches for extension of diversified, low input (alternative) agriculture for food production and for providing credit for income generation by poorer households
  - Design and pilot test a new system of credit delivery to low-income householders, especially women
  - Develop a system for collaboration between the five agricultural committees, 26 agricultural leaders and the agriculture cooperative in the program area
- 1991 - Revise and expand credit system to low-income householders and to new communities outside of the 26 currently participating in various aspects of this project
  - Training on low-input techniques and crop varieties expanded, using the services of the 26 agricultural leaders trained in these techniques, who will in turn train 127 poor farmers in these same communities
  - Agricultural credit provided to the 169 farmers trained in low-input agricultural techniques, specifically for the implementation of these techniques
  - Finish training of cooperative leadership and conduct an evaluation in order to advise cooperative membership on how to improve performance

- 1992 - Continuation and expansion of community bank credit system; banks are functioning in 10 communities
- Credit provided to 169 farmers in 26 communities for low-input agricultural endeavors, 80% of whom are experiencing increased production with decreased purchase of external inputs
  - The cooperative, agricultural committees and agricultural leaders work together to support and disseminate the recommended new practices and to coordinate in solving problems of acquiring inputs and marketing production

LONG-TERM PROJECT PLANNING CHART

PROGRAM COUNTRY/STATE: Honduras NAME OF PROJECT: Food and Economic Security Project  
 DATE PREPARED: March 1992 GENERAL OBJECTIVE: Honduras Desires Document

Phase I - Transition to new approaches for extension of diversified, low-input (alternative) agriculture for food production and for providing credit for income generation by poorer households. Duration: 1990-1992	Phase II - Consolidation of the new credit system with the promotion of the new agricultural practices and expansion of the consolidated system within the Ministry of Public Health Region 7, Area I (in coordination with the Maternal and Child Health Project). Duration: 1992-1994	Phase III - Capacity building for a Honduran bank or NGO to sustain and replicate the "credit with education" system, developed in Phase II, throughout the Department of Olancho and other parts of Honduras. Duration: 1994-1996 or later	END OF PROJECT STATUS Target Date:	BENEFITS TO POOR PEOPLE
<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>Design, pilot test, revise, and expand a new system of credit delivery to low-income households, especially women. Borrowers form solidarity groups that organize themselves as community banks that meet weekly to manage the disbursement and payback of loans as well as accumulation and investment of savings. FFH loans its own funds directly to each community bank, which in turn disburses the FFH loan as smaller loans to its borrower-members. The pilot testing will not be restricted to the 26 communities referred to below; in fact, it may be desirable to avoid operations in communities where the current revolving loan fund operates.</li> <li>Introduce low-input techniques and crop varieties to increase production and profitability of basic grains and vegetables. Husbandry techniques for chickens and pigs (primarily for disease control) may also be introduced. New techniques and varieties will be introduced first to 42 farmers (agricultural leaders with limited resources) in 26 communities. On the basis of experience with the 42 leaders, the same new practices will be introduced, with the assistance of the leaders, to an additional 127 poor farmers in the same 26 communities.</li> <li>Continue the current revolving loan fund (lo-kind credit) for 169 poor farmers. In 1990, the loans will be given to the 42 agricultural leaders involved in objective 2 to support their use of the recommended new techniques and varieties, as well as to the additional 127 poor farmers in the same 26 communities to pursue crop and livestock activities of their choice with minimal</li> </ol>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>Introduce the low-input agricultural techniques developed in Phase I to the borrower-members of existing and future community banks (credit system) through presentations and other forms of communication at the weekly meetings of the community banks.</li> <li>Promote improved health and nutrition practices, in coordination with the Maternal and Child Health Project, at the weekly meetings of the existing and future community banks.</li> <li>Increase the number of community banks especially within the Ministry of Public Health Region 7, Area I, in coordination with the Maternal and Child Health Project.</li> <li>Train community credit promoters to orient, register, train, deliver agricultural and health/nutrition messages, and supervise community banks on a piece work or commission basis (to be paid from service charge on loans).</li> <li>Link the community banks to the existing formal financial system. In one scenario, a bank, instead of FFH, would make the cash loans to the community banks at the prevailing bank interest rate plus a service charge for paying community credit promoters. Alternatively, a Honduran NGO working in some aspect of community development would adopt this approach to small-scale credit for poverty/hunger alleviation. In the case, the NGO would make the loans to the community banks,</li> </ol>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>Assist the partner bank or NGO (partnership developed in Phase II) to develop and implement their system for recruiting, training, supervising, evaluating, and compensating community credit promoters.</li> <li>Assist the partner to increase the number of community banks, primarily through joint efforts to secure additional capital for loans to newly formed community banks.</li> <li>Assist the partner to further develop the educational component of the "credit with education" system, including development of new messages for promotion of agricultural innovations and improved health/nutrition practices and community participation in the services of the Ministry of Public Health.</li> </ol>	<p><b>End of Project Status</b></p> <ol style="list-style-type: none"> <li>A Honduran bank or NGO is promoting small-scale credit for income generation and food production by the poorest members of the rural population of Honduras, using the "credit with education" system developed initially by FFH (or some derivative of that system), including formation of borrower-managed community banks and promotion through these groups of appropriate agricultural and health/nutrition practices for increased food production and better maternal and child health and nutrition.</li> <li>Expanding access by the bank or NGO to local or international capital, which is used to make loans to continually increasing numbers of community banks.</li> </ol>	<ol style="list-style-type: none"> <li>Positive experiences in managing credit, accumulating savings, generating income, and participating in communal effort that lead to a sense of empowerment ("I can") and responsiveness to personal and social innovation.</li> <li>Sufficient income and/or food production to gain year-round access to sufficient food to meet the nutritional requirements of all family/household members.</li> <li>Behavior changes leading to smaller family size and better health and nutritional status of all family members, but especially for pregnant/lactating women and small children and infants.</li> </ol> <p>Phase I Department of Olancho - Sector 3 of Area 1 of Health Region 7 (pop. est. = )</p> <p>Phase II Department of Olancho - all sectors of Area 1 of Health Region 7 (pop. est. = )</p> <p>Phase III Department of Olancho and other parts of Honduras</p>
<p>technical assistance by the FFH staff. In 1991-92, the loans will be given to all 169 farmers only for the specific purpose of supporting their use of the recommended new techniques and varieties. 1992 will be the final year for this linked credit system.</p> <ol style="list-style-type: none"> <li>Develop a system for collaboration and mutual effort of five local agricultural committees, one cooperative and the agricultural leaders in the same 26 communities. This objective should be achieved by the end of 1990.</li> <li>Enhance the functioning of the cooperative and advise its leadership on ways to improve performance. This objective should be completed by the end of 1991, after which no further inputs will be made to the cooperative, although some of its members may be participating in objective 2.</li> <li>Terminate staff support for all other agricultural activities not described in Phase I by the end of 1990.</li> </ol> <p><b>Evidence of Success:</b></p> <ol style="list-style-type: none"> <li>The new credit system is operating and functioning well (e.g., at least 97% payback) in at least ten communities.</li> <li>Participants in the new credit system have increased income and savings.</li> <li>At least 80% of the 169 farmers are using the recommended new agricultural practices and are obtaining increased production of basic grains, vegetables, and/or small livestock with reduced use of purchased inputs.</li> <li>The cooperative, agricultural committees and agricultural leaders work together to support and disseminate the recommended new practices and to coordinate in solving problems in acquiring inputs and marketing production.</li> </ol>	<p>using grants or concessional loans from bilateral or multilateral funding agencies. The NGO would charge an interest rate that would cover the cost of the money used by the NGO and part or all of its own operating costs, including payments to community credit promoters.</p> <p><b>Evidence of Success:</b></p> <ol style="list-style-type: none"> <li>The credit system functions well (e.g., 97% payback) in at least 100 community banks.</li> <li>At least 80% of borrower-members of the community banks report significantly increased income and savings.</li> <li>Borrower-members of the community banks receive and understand the agricultural and health/nutrition information delivered at weekly meetings of the community banks. At least 50% of them adopt some or all of the recommended agricultural and health/nutrition practices.</li> <li>Community credit promoters are trained and active in starting and supervising community banks.</li> <li>A Honduran bank or NGO is making the loans to the community banks from its own source of funds.</li> </ol>			

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## Honduras (Maternal/Child Health)

### Activities

**Develop and perfect maternal/child health project interventions to develop community/Health Center abilities to provide GMP and prenatal care in a 9-community pilot area.**

**With MOH collaboration, train MOH personnel to take over responsibility for these functions and assist MOH to expand these activities throughout the four Sectors of MOH Region Seven in the Department of Olancho.**

**Current Status:** Nutritional Vigilance and Community Health Activities currently carried out in 39 communities. Training of health personnel in Sector 3 progressing as planned.

- 1988 - FFH develops methodology for GMP for children under 5 years, and for prenatal care in 7 Health Centers of Sector 3, and in the development of Community Nutritional Vigilance Committees which will carry out this activity in the 42 villages in this Sector by the end of 1990
  - Educational models are developed to train Health Center personnel as well as community committee members in the provision of these services; training is conducted
  - Program activities expand to 30 communities
- 1989 - Expand Nutritional Vigilance and Community Health activities to 6 new communities; provide training to new volunteers and health personnel, following educational model
  - Maintain participation of 168 community volunteers, members of 17 community health committees, 15 workshop groups and 86 volunteers in charge of GMP in 42 communities in preventative measures in health & nutrition
- 1990 - Expand Nutritional Vigilance and Community Health activities to 42 communities; provide training to new volunteers and health personnel, following educational model
  - Complete training of Health Center Personnel in Sector 3, with active participation of MOH supervisory personnel, preparatory to expansion phase of project

- 1991 - FFH assists MPH in expansion of the GMP and prenatal care model to 22 Health Centers in all Area I of Region 7
- FFH assists MPH in expansion of community-based health care activities to 400 communities which comprise Area I of Region 7
  - FFH trains MPH supervisory personnel and orients them through occasional meetings and visits; FFH trains nursing auxiliaries of the Health Centers to work with community members to organize community-based services
- 1992 - Expansion and training efforts to all 22 Health Centers and 400 communities in Area 1 of Region 7 of the Department of Olancho completed; expansion efforts will reach over 100,000

PROGRAM COUNTRY/STATE: Honduras NAME OF PROJECT: Maternal and Child Health Project

DATE PREPARED: March 1992 GENERAL OBJECTIVE: Strengthen the capacity of the health delivery systems, both institutional and community-based, which will result in the reduction of instances of mortality and morbidity in the target population.

Phase I - 1985-1990 - develop model and documentation in Sector 3 of Area 1, in 7 Health Centers and 42 communities.	Phase II - 1991-1992 - Expansion to all of Area 1 - 22 Health Centers, 553 Communities and 101,233 inhabitants.	Phase III - 1994-1995 - Expansion to all Areas of Region 7, (under supervision and personal control of the regional personnel) - 64 Health Centers, 1903 Communities and 368,770 inhabitants	End of Project Status - 1995	Benefit to the Poor
<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>FFH will develop the methodology for GMP for children under 5 years, &amp; for prenatal care, in 7 Health Centers of Sector 3, and in the Community Nutritional Vigilance of the populations in this sector (42 populations).</li> <li>FFH will develop documentation on the manner in which both GMP &amp; prenatal services are rendered, to provide educational models to train the persons responsible for providing the service, both in the Health Centers &amp; in the participating communities.</li> <li>The MPH institutional personnel of these Health Centers &amp; the community volunteers within the area of influence of these centers will be trained to carry out the services of GMP &amp; prenatal care by FFH staff, with the assistance &amp; direct supervision of the Supervisor for Region 7, and in coordination with the FFH management.</li> <li>Maintain the participation of 168 community volunteers, members of 17 health committees, 15 workshop groups, &amp; 86 volunteers in charge of GMP in 42 communities, in preventative measures in health &amp; nutrition, which will contribute to the improvement and/or maintenance of the health of children under 5 years, in permanent coordination with the Health Center &amp; the Economic &amp; Food Security Project, under the direct supervision of FFH.</li> <li>Improve housing &amp; hygiene conditions through a loan project (INVA) and the active participation of the workshop groups who will manage campaigns in direct coordination with FFH. FFH support of INVA loans &amp; workshop groups will terminate at the end of Phase I.</li> </ol>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li> <ol style="list-style-type: none"> <li>FFH will assist MPH to expand the application of the GMP and prenatal care model (at the clinics), developed and proven in Phase I, to the 22 Health Centers in all Sectors of Area 1.</li> <li>FFH will assist MPH to expand the GMP model to 400 communities, through community nutritional vigilance, throughout Area 1.</li> </ol> </li> <li>Health Committees will organize themselves in 400 communities of Area 1 to carry out preventative activities aimed at improving the nutrition and health of their communities, including community nutritional vigilance activities, organized in coordination with MPH, and actions to promote community and home hygiene.</li> </ol> <p>FFH will train the MPH supervisory personnel and orient them through occasional meetings and visits to observe, but will not give direct or permanent follow-up, leaving this responsibility to the MPH. FFH will train the Nursing Auxiliaries of the Health Centers to work with community members to organize, train and coordinate Health Committees.</p> <ol style="list-style-type: none"> <li>The MPH supervisory personnel of Region 7 responsible for directing the health programs in Area 1 will direct the orientation, supervision and evaluation of the GMP model conducted by the nursing auxiliaries of the Health Centers.</li> </ol> <p>To carry out these actions the supervisors and auxiliary personnel will utilize educational models developed in Phase I to continue on their own the training of auxiliary personnel and volunteers responsible for GMP.</p>	<p><b>Objectives:</b></p> <ol style="list-style-type: none"> <li>The Health Center personnel and the Health Committee volunteers of Region 7, Areas 2, 3 and 4 will conduct GMP clinic activities and GMP through community nutritional vigilance, and will maintain coverage rates, through training, supervision, and assistance by the Regional, Area and Sector personnel of MPH.</li> <li>The nursing auxiliary personnel of Areas 2, 3 and 4 will help organize the local Health Committees through joint identification and analysis of community problems and development of preventative actions, especially community nutritional vigilance, following the model developed in Area 1.</li> <li>FFH will coordinate, at the Regional level, the orientation and training activities of MPH personnel in these Areas and will participate in their supervision in collaboration with the supervisory personnel of the Region 7 of MPH.</li> </ol> <p><b>Notes:</b></p> <p>Region 7 consist of 4 areas:</p> <ul style="list-style-type: none"> <li>Area 1 has 22 Health Centers and 553 communities.</li> <li>Area 2 has 16 Health Centers and 404 communities.</li> <li>Area 3 has 10 Health Centers and 561 communities.</li> <li>Area 4 has 16 Health Centers and 385 communities.</li> </ul> <p>59 Health Centers serving 1262 communities is the equivalent of 70% of the total of 1903 communities.</p>	<p>A system of preventative health promotion in the communities of Region 7, comprising 2 principal elements:</p> <ol style="list-style-type: none"> <li>The GMP of children under 5 years carried out in two ways:             <ol style="list-style-type: none"> <li>GMP and prenatal care in 59 Health Centers, carried out by the nursing auxiliary.</li> <li>GMP in 1262 communities, carried out by the volunteers of the community Health Committees with the support of the nursing auxiliary from the Health Centers.</li> </ol> </li> <li>Functioning Health Committees in 1262 communities, formed by the health volunteers of these communities who act as liaison between the community and the Health Center, and also motivate the community to take advantage of activities sponsored by Health Centers.</li> </ol>	<ul style="list-style-type: none"> <li>Improved health practices</li> <li>Improved nutritional status</li> <li>Improved hygiene conditions</li> <li>Decreased mortality and morbidity</li> </ul> <p>Areas that will have the advantage of improvement:</p> <p>64 Health Centers:          Area 1 - 22          Area 2 - 16          Area 3 - 10          Area 4 - 16</p> <p>1,903 Communities:          Area 1 - 553          Area 2 - 404          Area 3 - 561          Area 4 - 385</p> <p>368,770 inhabitants</p>

**Evidence of Success**

- The model of GMP and prenatal care is successfully implemented in the 7 Health Centers of Sector 3, Area 1, under the supervision of FFH. It is successfully implemented if:
  - Has a coverage equal to or greater than 80%.
  - 80% of the supervisory visits carried out observe good organization of the activity and 80% compliance with the procedures.
  - Registration of women in prenatal care is being handled in an orderly and efficient manner by the nursing auxiliary in sector 3 of Area 1.
- The model for community management of the GMP activities (community nutritional vigilance) is being carried out effectively in 30 communities of the sector (using the same indicators outlined above for the Health Centers).
- 15 health committees are capable of carrying out a community health study, an activity plan, and of executing and evaluating these activities with the help of health personnel.
- 14 workshop groups are consolidated. 80% of the mothers who make up these groups give a good example of hygienic home maintenance.

**Notes:**

Area 1 of the 7th Health Region is comprised of 4 sectors:

- Sector 1 - 5 Health Centers
- Sector 2 - 6 Health Centers
- Sector 3 - 7 Health Centers (this is the sector in which the ANP was initiated, and where we are working up to the present date)
- Sector 4 - 4 Health Centers

We estimate that 400 communities will actually be covered, figuring that on 72% of the possible 553 communities will be reached, since some are extremely small (outposts), and others completely inaccessible.

**Evidence of Success**

- The nursing supervisor and nursing auxiliary carry out supervision of 22 Health Centers to maintain coverage rates and the efficiency of activities of GMP and prenatal care, the same as FFH did in the previous phase.
- 400 health committees will be organized by MPH to maintain community registers of vital statistics, plan and carry out health-related activities, which will contribute to the reduction of malnutrition in their communities.
- Maintain coverage of 80% in the GMP activities carried out in Sectors 1, 2 and 4 of Area 1.
- 20% of the children diagnosed as suffering from malnutrition or with little weight gain will recuperate because of these interventions.

**Evidence of Success**

59 Health Centers and 1262 communities are successfully using the model developed by FFH in independent fashion.

BEST AVAILABLE COPY

**FREEDOM FROM HUNGER FOUNDATION:**  
**ANNUAL PROGRAM PLAN**

**YEAR:** \_\_\_\_\_ **PROGRAM COUNTRY/STATE:** \_\_\_\_\_

**PROJECT NAME:** \_\_\_\_\_

Number of Communities/Units this year: \_\_\_\_\_  
Number of Direct Beneficiaries this year: \_\_\_\_\_

**PROJECT NAME:** \_\_\_\_\_

Number of Communities/Units this year: \_\_\_\_\_  
Number of Direct Beneficiaries this year: \_\_\_\_\_

**PROJECT NAME:** \_\_\_\_\_

Number of Communities/Units this year: \_\_\_\_\_  
Number of Direct Beneficiaries this year: \_\_\_\_\_

Attach latest Long-Term Project Planning Chart for each project.

**SUMMARY OF CHANGES AND REASONS FOR CHANGES IN THE LONG-TERM  
PROJECT PLANNING CHARTS SINCE LAST YEAR:**

**BRIEFLY DESCRIBE PARTNER/COLLABORATOR ROLE(S) THIS YEAR:**

**BRIEFLY DESCRIBE COMMUNITY ROLE(S) THIS YEAR:**

## ANNUAL PROGRAM PLAN

**OBJECTIVES FOR THIS YEAR:** For each project, indicate the **project name** and state the **phase(s)** of the attached Long-Term Project Planning Chart which will be active this year. **For each active phase, list the objectives**, as they are stated on the Planning Chart, which will be pursued this year. Below the project-specific objectives, list any general program objectives that relate to more than one project (e.g., administrative, fund-raising, or partnership development objectives). An additional page of objectives may be attached to this form. For each of the objectives listed below, fill out and attach a separate **DESCRIPTION OF OBJECTIVE AND CORRESPONDING ACTIVITIES** sheet.



**INSTRUCTIONS FOR COMPLETING THE  
DESCRIPTON OF OBJECTIVE AND CORRESPONDING ACTIVITIES**

After stating the objective as it appears on the Annual Program Plan, list the planned activities. "Activities" are specific actions that must be completed in order to reach an objective.

For each activity listed, indicate the person or persons responsible for the activity. For example, if the Program Director is responsible for developing a needs assessment questionnaire, then write "Program Director" in the "person(s) responsible" column. Should more than one person be responsible for an activity, list all the titles of the individuals; for example, "2 community development workers and 2 nutritionists".

In the last column, check the appropriate sub-column representing the quarters(s) of the year in which this activity is to take place. First quarter is January 1 through March 31; second quarter is April 1 through June 30; third quarter is July 1 through September 30; fourth quarter is October 1 through December 31. If the activity takes place on a monthly basis, check all four sub-columns.

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**FREEDOM FROM HUNGER FOUNDATION**

**QUARTERLY PROGRAM REPORT:**

**ACCOMPLISHMENTS AND LESSONS LEARNED**

The purpose of the Quarterly Program Report is not only to summarize the accomplishments of a three-month period but also to analyze and reflect upon the activities of the quarter, to articulate lessons learned from the activities, and to adjust, if necessary, the Annual Program Plan as it relates to the following quarter(s). This report is an internal document for communication by the field staff to the headquarters staff, so the dialogue should be free and open.

Quarterly Program Reports are the most regular medium for field-headquarters interaction and joint learning. Preparation of the report in-country/state also provides a regular opportunity to assemble the key local actors in the program to review the previous quarter and establish or confirm planned activities for the next quarter. An interactive group process allows field staff and collaborators of Freedom from Hunger (FFH) to exchange views on their accomplishments and lessons learned. In this way, the Quarterly Program Report is intended to facilitate the learning process within the program and within Freedom from Hunger.

The objectives listed in the Annual Program Plan provide the structure of the Quarterly Program Report. Guidance is given here as a sample format to be followed when preparing the report. This is not a worksheet, only a guideline for formatting the report.

- A. **COVER SHEET:** A sample cover sheet is attached. It provides basic information about the program that orients the reader who may never have read about the program before. The cover sheet may be photocopied for use on a series of Quarterly Program Reports, leaving blanks to fill in the appropriate dates and numbers.
- B. **ACCOMPLISHMENTS AND LESSONS LEARNED - BY OBJECTIVE:**  
For each objective listed in the Annual Program Plan and actively pursued during the quarter, the following information should be provided:

1. **OBJECTIVE:** \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

2. LIST AND DESCRIBE, AS APPROPRIATE, THE ACTIVITIES, EVENTS, AND DATA OF THIS QUARTER WHICH ARE RELEVANT TO THE ACHIEVEMENT OF THIS OBJECTIVE. (Tables, charts, and/or diagrams to display relevant data collected for the quarter).
3. WHAT HAS BEEN LEARNED FROM THE EXPERIENCES OF THIS QUARTER RELATED TO THIS OBJECTIVE? (An open discussion of both positive and negative aspects of the quarter; a reflection on breakthroughs and constraints; identification of lessons specific to the program or perhaps of generic value to all Freedom from Hunger programs).
4. HOW DO THE ACCOMPLISHMENTS AND LESSONS LEARNED IN THIS QUARTER AFFECT THE ANNUAL PROGRAM PLAN AS IT RELATES TO THIS OBJECTIVE DURING THE NEXT QUARTER? (A revised DESCRIPTION OF OBJECTIVE AND CORRESPONDING ACTIVITIES sheet, should be attached to Appendix II, if there are important changes from the sheet in the original Annual Program Plan).

The above format should be repeated for each objective pursued during the quarter.

- C. ADDITIONAL, IMPORTANT OCCURRENCES DURING THIS QUARTER THAT HAD IMPACTS ON ACHIEVEMENT OF THE PLANNED OBJECTIVES: (This should be discussed, if applicable.)
- D. UNANTICIPATED EVENTS, ACTIVITIES OR ACCOMPLISHMENTS UNRELATED TO THE STATED OBJECTIVES FOR THE QUARTER: (This should be discussed, if applicable.)
- E. SUGGESTIONS, RECOMMENDATIONS AND/OR REQUESTS TO HEADQUARTERS:

#### APPENDIX I: FUND-RAISING INFORMATION

Human Interest Stories: One story should be provided for each quarter from the program. The story may be about an individual, family or community.

#### For individual or family stories....

- An individual or family success story should be described; e.g., a person successfully taking part in a project activity.
- A story about how this person or family has been successful in using new information, techniques or loans from your program should be told.

- These should be included: the name of the person (for families, the family name and the personal names of the parent(s) of each child, the ages of the children, and other persons living in the same household) and the name of the community where he/she lives (describe the house and the surroundings).
- The ways in which this activity improved his/her life, and the lives of family members, should be described in terms of access and availability of food, income, health, and hope for the future.
- The ways the money received from Davis was converted into benefits for this individual or family (e.g., to pay staff who provided training to local volunteers who trained the head of the family), should be told.
- If possible, an actual quote from the principal persons in the story should be included. They should be asked how they feel about the success of the activity and what it has done for themselves and their family.

For community group stories...

- One community group should be selected, such as a group of mothers or a village committee which has organized itself to carry out a successful or potentially successful community activity.
- The names of several of the group members who are key players in the activity should be given. Also, the number of people participating in the activity should be included, as well as the village/community name and the approximate population of the community. (A brief description of the community and its surroundings is always helpful.)
- The number of people benefiting from the group's activity should be provided, with ways that it has improved their lives in terms of food access and availability, income, health and hope for the future.
- The ways in which the money from Davis was used to make the community activity possible should be given.
- Direct quotes from the group members are helpful: how they think the project has brought benefits to their community.

**APPENDIX II:** Any revised DESCRIPTION OF OBJECTIVE AND CORRESPONDING ACTIVITIES sheets should be included.

**APPENDIX III:** Updated Monthly Cash Needs report should be included.

**(SAMPLE COVER SHEET)****QUARTERLY REPORT**

**PROGRAM:** Mississippi Partners for Improved Nutrition and Health (PINAH)

**REPORT PERIOD:** January 1 through March 31, 1990

**PERSON REPORTING:** Robert Lingafelter

**DATE:** April 30, 1990

**PROJECTS:** Community Health Advisors Network  
Leflore County EFNEP Program

**PROGRAM TARGET AREA:** Humphreys and Leflore Counties

**# OF BENEFICIARIES:** 14,500

**COLLABORATING AGENCIES:** Mississippi Cooperative Extension Service  
Mississippi State Department of Health

**# FFH-SUPPORTED STAFF:** 3

**# VEHICLES:** 1

**1990 PROGRAM BUDGET:** \$144,788

**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 FREEDOM FROM HUNGER FOUNDATION		Grant/Contract Number ORT-01588-A-00-8147-00
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989	AID Project Officer's Name Ann Thompson

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	182	1991	246
1989	193	1992	252
1990	216		
LOP			1089

**Activity Description**

Freedom from Hunger Foundation provides management, technical, resource development, research and evaluation services to support its field programs and collaborating community and local organizations in nine countries, including the seven funded through this partnership grant. Personnel consist of 19 Headquarter and 91 staff members working with the field programs in the U.S. and worldwide (37 of the field staff are provided to us through our collaborators).

**Status**

- 1) A strategic plan has been completed and put into operation;
- 2) a standardized planning, budgeting, accounting and reporting system has been created and implemented in all programs;
- 3) technical guidelines for credit implementation have been refined and implemented in five field programs;
- 4) nutrition-education guidelines are being developed;
- 5) great strides have been made to improve the quality and quantity of information exchange between Headquarters and field;
- 6) evaluations of programs in Mali, Honduras, and Bolivia have been completed.

**COUNTRY INFORMATION (SECONDARY)**

Country HEADQUARTERS PROGRAM SUPPORT & EVALUATION	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988	1989		
AID \$	91	78		
PVO \$	58	151		
INKIND				
LOCAL				
TOTAL	149	229		

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

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

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

**PROJECT INFORMATION (PRIMARY)**

Name of Organization FREEDOM FROM HUNGER FOUNDATION		Grant/Contract Number ORT-01588-A-00-8147-00
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989	AID Project Officer's Name Ann Thompson

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	57	1991	63
1989	58	1992	61
1990	52		
LOP			291

**Activity Description**

Freedom from Hunger is implementing two projects in Kintampo District of Brong-Ahafo Region: development of the community outreach capability of the Ministry of Health (including community-based growth monitoring and promotion and immunization) and a credit system linked to growth monitoring and promotional activities to assist participating families to increase their incomes and grow more food. Freedom from Hunger is working in close collaboration with the Kintampo District Health Management Team, which has provided most of the staff for the nutrition and health component of the program. The Kintampo Rural Bank has provided a technical advisor for the credit component.

**Status**

DHMT/FFH staff have trained volunteers in 12 communities to conduct GMP activities and have trained health post personnel to carry out the intensive community mobilization, education, and follow-up strategy which the DHMT/FFH field team developed. The strategy laid out in the Ghana staff's long-term plan for the health and nutrition education project involves the eventual transfer of responsibility for activities to MOH and DHMT personnel throughout Brong-Ahafo Region. The credit system has been designed, the staff has been oriented and trained in credit activities, and six community banks have been started. Prospects for linkage to the local banking system are quite good.

**COUNTRY INFORMATION (SECONDARY)**

Country GHANA	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988	1989		
AID \$	0	0		
PVO \$	95	114		
INKIND		3		
LOCAL		6		
TOTAL	95	123		

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

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Expiration Date: 03/31/89

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

**PROJECT INFORMATION (PRIMARY)**

Name of Organization FREEDOM FROM HUNGER FOUNDATION		Grant/Contract Number ORT-01588-A-00-8147-00
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989	AID Project Officer's Name Ann Thompson

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	134		
1989	51		
1990			
LOP			185

**Activity Description**

Freedom from Hunger's objective in Kenya was to strengthen the capability of the Kenya Freedom from Hunger Council (KFFHC) to plan, coordinate, and extend food security and nutrition programs in Kenya. Both the Siaya District and Embu District programs have included credit to increase incomes and food production and activities to improve the community outreach capabilities of the Ministry of Health (particularly community-based growth monitoring and promotion). Activities have included growth monitoring, nutrition education, immunizations, training courses for community volunteers, seed loans, improved grain storage, and food production demonstrations.

**Status**

In early 1987, FFH reached agreement with KFFHC to transfer all staff and assets of the programs, as well as responsibility for program management, to KFFHC. In January 1989, the two organizations signed a memorandum of understanding which continued FFH's financial and technical support for the Siaya and Embu programs through September 30, 1989. At that time, KFFHC became fully responsible for financing as well as managing the programs. KFFHC has signed a three-year co-financing agreement with USAID/Kenya to continue the Embu program, but has been unsuccessful in finding financial support for the Siaya program. The Siaya program was closed at the end of September 1989, but if funds become available, a small core staff will be hired to revive those aspects of the program which have potential for sustainability.

**COUNTRY INFORMATION (SECONDARY)**

Country KENYA	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988	1989		
AID \$	181	73		
PVO \$	92	20		
INKIND		24		
LOCAL	4	4		
TOTAL	277	121		

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

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Expiration Date: 03/31/89

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

**PROJECT INFORMATION (PRIMARY)**

Name of Organization FREEDOM FROM HUNGER FOUNDATION		Grant/Contract Number ORT-01588-A-00-8147-00
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989	AID Project Officer's Name Ann Thompson

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1989	89	1992	155
1990	139		
1991	142		525

LOP

**Activity Description**

The Freedom from Hunger Foundation program in Mali is testing a cash credit system that promotes income generation, food security, and nutrition and health education. The program is being implemented in Dogo Arrondissement by a Malian NGO, Association Malienne pour l'Insertion Professionnelle des Jeunes (AMIPJ). FFH provides financial, managerial, and technical assistance to improve the institutional capability of AMIPJ to function as an effective local development organization.

**Status**

The credit system is operating successfully in ten villages. The education component has been designed, and AMIPJ staff are being trained in the development and communication of educational messages. AMIPJ and its staff have made great strides in the past two years and demonstrate commitment, skill, and enthusiasm that greatly enhance prospects for their success as a nationwide Malian NGO and their capability to manage, sustain, and eventually expand the Dogo model program.

**COUNTRY INFORMATION (SECONDARY)**

Country  MALI	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1989			
AID \$	89			
PVO \$	76			
INKIND	1			
LOCAL				
TOTAL	166			

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

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

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

**PROJECT INFORMATION (PRIMARY)**

Name of Organization FREEDOM FROM HUNGER FOUNDATION		Grant/Contract Number ORT-01588-A-00-8147-00	
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989	AID Project Officer's Name Ann Thompson	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	97	1991	73
1989	75	1992	65
1990	69		
LOP			379

**Activity Description**

Freedom from Hunger has assisted a government organization, Bombali District Primary Health Care (PHC), to develop and expand its community-based activities for growth monitoring and health/nutrition promotion, as well as their efforts to promote the production of groundnuts and rice and the use of weaning foods made with groundnuts by families with malnourished children.

**Status**

The management of program activities was assumed by PHC of Bombali District in 1987. In Safroko Limba and two neighboring chiefdoms, PHC personnel are training and working with community volunteers to carry out growth monitoring and promotion, health and nutrition education, environmental sanitation, and revolving seed loan activities. In August 1989, FFH transferred all assets and complete managerial and financial responsibility for the program to PHC. Within the next three years, PHC plans to expand the community-based program into two additional chiefdoms.

**COUNTRY INFORMATION (SECONDARY)**

Country SIERRA LEONE	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988	1989			
AID \$	29	70			
PVO \$	25	15			
INKIND					
LOCAL	29	2			
TOTAL	83	87			

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

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

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

**PROJECT INFORMATION (PRIMARY)**

Name of Organization FREEDOM FROM HUNGER FOUNDATION		Grant/Contract Number ORT-01588-A-00-8147-00	
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989	AID Project Officer's Name Ann Thompson	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	110	1991	90
1989	112	1992	96
1990	106		
LOP			514

**Activity Description**

This program promotes increased access to the appropriate quality and quantity of food for poor people, through income generation and nutrition-related education. By integrating agricultural and nutrition/health education messages within an innovative cash credit system linked to Bangkok Bank, the program aims to assist the poorest members of the pilot communities in Chumpuang District to gain more income to buy food and at the same time to learn how to improve the nutrition and health of their families. The program is operated in collaboration with the Provincial Government of Nakhonratchasima. The plan is to test and demonstrate the effectiveness and efficiency of this model program for expansion throughout the province and for replication in other provinces of Thailand.

**Status**

Though still in the initial pilot phase, the program has attracted great interest from collaborators and funders. Staff received training in Bangladesh, from Grameen Bank, has implemented credit activities in eight communities, and is preparing to implement the nutrition-related education component within the context the borrower groups in the eight communities. Plans for the coming year include expansion of the pilot phase to 12 communities.

**COUNTRY INFORMATION (SECONDARY)**

Country THAILAND	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988	1989		
AID \$	155	106		
PVO \$	129	63		
INKIND				
LOCAL	2	7		
TOTAL	286	176		

132

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

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

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

**PROJECT INFORMATION (PRIMARY)**

Name of Organization FREEDOM FROM HUNGER FOUNDATION	Grant/Contract Number ORT-01588-A-00-8147-00
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989
AID Project Officer's Name Ann Thompson	

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	75	1991	69
1989	87	1992	60
1990	81		
LOP			372

**Activity Description**

Freedom from Hunger has been working to build the agricultural and health service infrastructure on the Santa Elena peninsula near Guayaquil. The emphasis has been on improving agricultural production and incomes in the face of increasing aridity. We have facilitated the entrance of several in-country service organizations into the area. Our current role is to build the institutional capability of a local community development organization, La Asociacion de Pueblos Unidos de Manglaralto, APUDEM, to carry on in part of the program area in the agricultural services and credit activities started by our staff.

**Status**

We transferred most of our program assets and three seconded staff members to APUDEM in July 1987. Our agreement to support APUDEM with staff salaries and other modest financing terminates at the end of June 1990. We are developing a plan for a new program to start in another part of Ecuador in 1991.

**COUNTRY INFORMATION (SECONDARY)**

Country ECUADOR	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988	1989		
AID \$	43	11		
PVO \$	41	15		
INKIND				
LOCAL	2			
TOTAL	86	26		

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**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 FREEDOM FROM HUNGER FOUNDATION		Grant/Contract Number ORT-01588-A-00-8147-00
Start Date (MM/DD/YY) January 1, 1989	End Date (MM/DD/YY) December 31, 1989	AID Project Officer's Name Ann Thompson

**AID OBLIGATION BY AID-FY (\$000)**

FY	AMOUNT	FY	AMOUNT
1988	95	1991	67
1989	85	1992	61
1990	87		
LOP			395

**Activity Description**

Freedom from Hunger has been working to improve agricultural and health services in the Department of Olancho. After development of project interventions in nine pilot communities, our staff is assisting the Ministry of Public Health (MPH) to expand to all rural areas of Olancho a system of community involvement in local health clinic efforts to provide prenatal care, immunization, growth monitoring of children under five, and promotion of improved health, nutrition and sanitation practices. In addition, staff is further developing a technical assistance and credit system to support food production and income generation by peasant farmers with too little land to qualify for credit and extension from existing services.

**Status**

FFH is now working in 39 communities, serving 14,000 people in the Department of Olancho. Active collaboration with MPH Health Center personnel in organizing and motivating communities to become actively involved in their own health care is proceeding as planned. Expansion plans call for project interventions to be implemented by 59 MPH Health Centers in 1262 communities by the end of 1995.

Food production/income generation activities are being implemented through the identification of the poorest farmers to receive credit and technical assistance, and through the organization of community banks to provide income generation opportunities through small loans for the poorest women.

**COUNTRY INFORMATION (SECONDARY)**

Country HONDURAS	Location in Country (Region, District, Village)
PVO Representative's Name	Local Counterpart/Host Country Agency

**COUNTRY FUNDING INFORMATION (\$000)**

YEAR	1988	1989			
AID \$	150	138			
PVO \$	116	69			
INKIND					
LOCAL	41	32			
TOTAL	307	239			

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FINANCIAL PROFILE OF THE PROJECT

A. BUDGETED VERSUS ACTUAL EXPENDITURES

Project Elements	1988				1989				TOTAL			
	AID		FFH		AID		FFH		AID		FFH	
	Budget	Expend	Budget	Expend	Budget	Expend	Budget	Expend	Budget	Expend	Budget	Expend
Program Costs	646,000	575,187	413,000	507,498	409,000	473,636	309,000	385,655	1,055,000	1,048,823	722,000	893,153
Procurement	0	0	234,000	72,201	0	0	100,000	82,654	0	0	334,000	154,855
Evaluation	36,000	0	35,000	0	0	13,500	0	13,455	36,000	13,500	35,000	13,455
Overhead	68,000	60,000	68,000	55,488	41,000	78,000	41,000	83,372	109,000	138,000	109,000	138,860
	750,000	635,187	750,000	635,187	450,000	565,136	450,000	565,136	1,200,000	1,200,323	1,200,000	1,200,323

B. SOURCES OF PROJECT FUNDS FOR THE PVO

	1988	1989	TOTAL
A.I.D. Partnership Grant	\$635,187	\$565,136	\$1,200,323
Private: Cash	447,486	473,675	921,161
In-kind Contributions	0	27,915	27,915
Other A.I.D. Grants/Contracts (Matching & CS)	125,201	0	125,201
Other U.S. Government (e.g. Peace Corps)	0	0	0
Other: PACT	62,500	63,546	126,046
TOTAL	\$1,270,374	\$1,130,272	\$2,400,646

C. SCHEDULE OF OTHER SOURCES OF FUNDS

	Grant No.	Years Funded	Amount
OTHER A.I.D. GRANTS			
Matching Grant	PDC0261-A005071	1985/1988	\$2,840,000
OTHER:PACT			
Ghana	209	1988	\$40,000
Thailand (Korat)	197	1988/1989	30,000
Mali	192	1989	56,046

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ATTACHMENT G

FINANCIAL PROFILE OF FREEDOM FROM HUNGER

A. Program Expenditures:	1988	1989	TOTAL
-----	----	----	-----
Bolivia	\$331,523	\$340,078	\$671,601
Honduras	316,522	238,900	555,422
Thailand	312,954	175,427	488,381
Kenya	291,312	121,259	412,571
Mississippi	238,488	196,120	434,608
Mali	233,314	166,492	399,806
Arizona	212,243	102,998	315,241
Nepal	224,892	134,617	359,509
Togo	131,964	287,593	419,557
Ghana	104,091	122,798	226,889
Ecuador	99,559	26,271	125,830
Sierra Leone	90,337	87,186	177,523
Antigua	17,725	0	17,725
Program Development	2,014	5,432	7,446
Overhead	387,980	253,815	641,795
	-----	-----	-----
<b>TOTAL WORLDWIDE PROGRAM</b>	<b>\$2,994,918</b>	<b>\$2,258,986</b>	<b>\$5,253,904</b>
	=====	=====	=====
<b>B. Sources of Funds</b>			
-----			
A.I.D. Partnership Grant	\$635,187	\$565,136	\$1,200,323
Private: Cash	1,945,309	1,325,040	3,270,349
In-kind Contributions	0	28,355	28,355
Other Aid Grants	277,538	276,909	554,447
Other: PACT	136,884	63,546	200,430
	-----	-----	-----
<b>TOTAL</b>	<b>\$2,994,918</b>	<b>\$2,258,986</b>	<b>\$5,253,904</b>
	=====	=====	=====



February 15, 1990

## Freedom from Hunger Foundation

Self-Help for a  
Hungry World

Formerly Meals for Millions  
Freedom from Hunger  
Founded in 1946

David C. Crowley  
President and CEO

John B. Ford, III  
Honorary Trustee

Robert A. Rogers  
Honorary Trustee

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### Executive Committee

International Headquarters

1644 De Anza Court

P.O. Box 290

San Jose, CA 95117

(415) 758-6200

Telex: 75330 freefromhunger

Fax: 415-758-6211

Ms. Ann Thompson  
Agency for International Development  
Private and Voluntary Cooperation  
Food for Peace and Voluntary Assistance  
Room 310, SA-8  
Washington, D.C. 20523-0808

Dear Ms. Thompson:

Freedom from Hunger hereby requests \$621,000 as its third year funding under Agreement No. OTR-0518-A-00-8147 to develop local institutional capacities in less-developed countries to manage and sustain the critical support systems essential to overcoming malnutrition; and to develop operational systems within these institutions that will reinforce service delivery, training, and technical capacity at the agency and community levels to sustain self-managed action by the poor to satisfy their needs for food security, nutrition, and health.

The information below summarizes our pipeline analysis, the proposed budget for the year, a revised budget for the grant, our indirect-cost rate and cost-share status and identifies and addresses any changes we have made in the budget line items. Detailed back-up information is attached to this letter as indicated below:

1. Pipeline Analysis of AID funds - As of September 30, 1989, Freedom from Hunger has expended \$1,051,233 out of the \$1,421,930 obligated as of June 14, 1989. We anticipate expenditures of \$370,697 by February 28, 1990.

The pipeline analysis is included in Attachment 1, columns 1, 2 and 3. It shows the actual expenditures to date as of September 30, 1989; the projected expenditures against remaining obligated funds as of February 28, 1990; and the total of the two. Attachment 2 is the most current copy of our quarterly Financial Status Report to AID, Form 269, covering the period July 1, 1989 to September 30, 1989.

2. Budget - The estimated budget for the new program year being requested by this letter and for the remaining life of the Agreement is included in Attachment 1, columns 4 and 5.

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AID,

At this time, we are requesting the following changes to the budget line items for the total grant:

BUDGET LINE ITEM	CURRENT BUDGET AGREEMENT		PROPOSED BUDGET AGREEMENT		CHANGE	
	AID	FFH	AID	FFH	AID	FFH
	(in 000)s					
Program Costs	3,181,000	1,966,000	3,213,000	2,312,000	32	346
Procurement	-0-	1,216,000	-0-	900,000	-0-	(316)
Evaluation	228,000	227,000	100,000	100,000	(128)	(127)
Overhead	<u>341,000</u>	<u>341,000</u>	<u>437,000</u>	<u>438,000</u>	<u>96</u>	<u>97</u>
Total	3,750,000	3,750,000	3,750,000	3,750,000	-0-	-0-

These adjustments reflect the following changes in our program costs:

As our program strategy moves toward the implementation of small scale credit and away from more direct agricultural and nutritional interventions, the need to procure many large-scale items has been reduced. With our current budget restrictions, the Foundation would rather use our match for program costs and delay or reduce capital purchases. In addition, the focusing of our current and future programs on income generation reduces the need for a large number of consultancies in many different areas (i.e., fishing, livestock, agriculture, growth monitoring and water quality). Instead, we are focusing our consultancies on the development, implementation and evaluation of the credit and education components of our programs.

Although all of our programs will be continually assessed and evaluated by our staff and selected outside consultants, the number of overall outside evaluations will be much less than the original Partnership Grant proposal. It will take time to implement the small-scale credit scheme in all of the programs; and the outside evaluation of these programs during the changeover would be premature. However, all programs will undergo an outside evaluation prior to the end of the grant.

In our original grant proposal, our indirect cost rate was estimated at 10 percent. It has since risen to 13.2 percent. We do not anticipate either large increases or decreases in this rate during the remaining period of the grant. The change in overhead costs in the revised budget reflects the 13.2 percent indirect-cost rate.

In the letter which we sent to Carolyn Eldridge and copied to you on February 9, 1990 we presented an estimated budget for our Partnership Grant well over the \$7,500,000 presented in this

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AID,

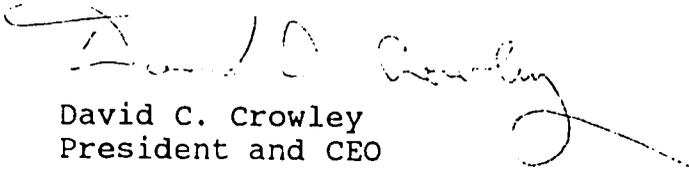
pipeline analysis. Although there is the potential for the Foundation to expend funds well beyond the \$7,500,000 shown in the pipeline analysis budget, this presentation conforms to the AID-required 1-to-1 match by private contributions and allows our organization some flexibility if private revenues do not rise at the expected pace.

3. Indirect Cost Rate - The Negotiated Indirect Cost Rate we are presently using is 13.2 percent of direct costs. A copy of the latest Negotiated Indirect Cost Rate Agreement issued to Freedom from Hunger is included as attachment 3.

4. Cost-Sharing - As of September 30, 1989, Freedom from Hunger has expended \$1,051,232 of the \$3,750,000 agreed to as the Freedom from Hunger's cost-sharing portion of this Agreement. We anticipate the remainder to be expended as follows: \$370,698 by February 28, 1990, the projected date by which current AID obligated funds will be expended; the entire remainder of \$2,328,070 by February 28, 1993, the final date of this Agreement.

Any questions on the above should be directed to Ms. Susan Moore, Controller at (916) 758-6200.

Sincerely,

  
David C. Crowley  
President and CEO

DCC:sm:jsb

Attachments:

1. Pipeline
2. SF 269
3. Indirect Cost Rate Agreement
4. Form 1550-11 Abbreviated

cc: Susan Moore, Controller  
Christopher Dunford, Vice President for Programs  
Ms. Carolyn Eldridge, AID, Grant Officer

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041

Attachment Budget Format for Incremental Funding Request  
(Rounded to the Nearest Dollar)

PIPELINE ANALYSIS									
Functional Budget Line Items	Actual Expenditures To Date			Projected Expenditures Against Remaining Obligated Funds			Total Expenditures of Obligated Funds ( Col 1 + Col 2 )		
	3/1/88 to 9/30/89			10/1/89 to 2/28/90			3/1/88 to 2/28/90		
	AID	FFH	TOTAL	AID	FFH	TOTAL	AID	FFH	TOTAL
Program Costs	928,733	798,527	1,727,260	314,197	213,746	527,943	1,242,930	1,012,273	2,255,203
Procurement	0	130,042	130,042	0	100,000	100,000	0	230,042	230,042
Evaluation	0	0	0	13,500	13,500	27,000	13,500	13,500	27,000
Indirect Costs	122,500	122,663	245,163	43,000	43,452	86,452	165,500	166,115	331,615
<b>TOTAL</b>	<b>1,051,233</b>	<b>1,051,232</b>	<b>2,102,465</b>	<b>370,697</b>	<b>370,698</b>	<b>741,395</b>	<b>1,421,930</b>	<b>1,421,930</b>	<b>2,843,860</b>

PROPOSED BUDGET									
Functional Budget Line Items	Next Year's Funding Estimate			Remaining Years Funding Estimate			Total Budget Agreement ( Col 3+4+5 )		
	AID	FFH	TOTAL	AID	FFH	TOTAL	AID	FFH	TOTAL
	Program Costs	535,600	435,573	971,173	1,434,470	864,596	2,299,066	3,213,000	2,312,442
Procurement	0	100,000	100,000	0	569,958	569,958	0	900,000	900,000
Evaluation	13,000	13,000	26,000	73,500	73,500	147,000	100,000	100,000	200,000
Indirect Costs	72,400	72,427	144,827	199,100	199,016	398,116	437,000	437,558	874,558
<b>TOTAL</b>	<b>621,000</b>	<b>621,000</b>	<b>1,242,000</b>	<b>1,707,070</b>	<b>1,707,070</b>	<b>3,414,140</b>	<b>3,750,000</b>	<b>3,750,000</b>	<b>7,500,000</b>

# FINANCIAL STATUS REPORT

(Follow instructions on the back)

2. RECIPIENT ORGANIZATION (Name and complete address, including ZIP code)

Freedom From Hunger  
P.O. Box 2000  
Davis, CA 95617

1. FEDERAL AGENCY AND ORGANIZATIONAL ELEMENT TO WHICH REPORT IS SUBMITTED

AID/M/FM/PAFD

2. FEDERAL GRANT OR OTHER IDENTIFYING NUMBER  
OTR-0158-A-00-8147-00

OMB Approved  
No. 80-RO180

PAGE OF  
1 1  
PAGES

4. EMPLOYER IDENTIFICATION NUMBER  
95-1647835

5. RECIPIENT ACCOUNT NUMBER OR IDENTIFYING NUMBER  
LC#72001508

6. FINAL REPORT  
 YES  NO

7. BASIS  
 CASH  ACCRUAL

8. PROJECT/GRANT PERIOD (See instructions)

FROM (Month, day, year)  
3/1/88

TO (Month, day, year)  
2/28/93

9. PERIOD COVERED BY THIS REPORT

FROM (Month, day, year)  
7/1/89

TO (Month, day, year)  
9/30/89

## STATUS OF FUNDS

PROGRAMS/FUNCTIONS/ACTIVITIES ▶	(a) Program Activities	(b) Procurement	(c) Evaluations	(d) Overhead	(e)	(f)	TOTAL (g)
a. Net outlays previously reported	\$ 1,526,433	\$ 117,299	\$ -0-	\$ 164,373	\$	\$	\$ 1,808,105
b. Total outlays this report period	200,827	12,743	-0-	80,790			294,360
c. Less: Program income credits							
d. Net outlays this report period (Line b minus line c)	200,827	12,743	-0-	80,790			
e. Net outlays to date (Line a plus line d)	1,727,260	130,042	-0-	245,163			2,102,465
f. Less: Non-Federal share of outlays	798,527	130,042	-0-	122,663			1,051,232
g. Total Federal share of outlays (Line e minus line f)	928,733	-0-	-0-	122,500			1,051,233
h. Total unliquidated obligations							
i. Less: Non-Federal share of unliquidated obligations shown on line h							
j. Federal share of unliquidated obligations							
k. Total Federal share of outlays and unliquidated obligations	928,733	-0-	-0-	122,500			1,051,233
l. Total cumulative amount of Federal funds authorized	3,181,000	-0-	228,000	341,000			3,750,000
m. Unobligated balance of Federal funds	2,252,267	-0-	228,000	218,500			2,698,767

11. INDIRECT EXPENSE

a. TYPE OF RATE (Place "X" in appropriate box)  PROVISIONAL  PREDETERMINED  FINAL  FIXED

b. RATE 13.2%

c. BASE 1,857,302

d. TOTAL AMOUNT 245,163

e. FEDERAL SHARE 122,500

13. CERTIFICATION  
I certify to the best of my knowledge and belief that this report is correct and complete and that all outlays and unliquidated obligations are for the purposes set forth in the award documents.

SIGNATURE OF AUTHORIZED CERTIFYING OFFICIAL

*Susan Moore*

TYPED OR PRINTED NAME AND TITLE  
Susan Moore, Controller

DATE REPORT SUBMITTED  
10/18/89

TELEPHONE (Area code, number and extension)  
(916)758-6200

12. REMARKS: Attach any explanations deemed necessary or information required by Federal sponsoring agency in compliance with governing legislation.

98-101  
PARTNERSHIP

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

NEGOTIATED INDIRECT COST RATE AGREEMENT

Date August 28, 1989

SUBJECT: Indirect Cost Rates for Use in Cost Reimbursement Type Agreements With the Agency for International Development (AID)

REFERENCE: A.I.D. Regional Inspector General for Audit/Washington  
Audit Report LTR No. 89-63 dated July 31, 1989

CONTRACTOR: Freedom from Hunger Foundation  
or 1644 DA Vinci Court

GRANTEE: P.O. Box 2000  
Davis, CA 95617

PART I - NEGOTIATED INDIRECT COST RATES (%)

Type	Effective Period		Indirect Cost Rate
	From	Through	
Final	1-1-88	12-31-88	13.2
Provisional	1-1-89	until amended	13.2

Base of Application

Adjusted Direct Costs

Acceptance of the rate(s) agreed to herein is predicated upon the conditions: (1) that no costs other than those incurred by the grantee/contractor were included in its indirect cost rate proposal and that such costs are legal obligations of the grantee/contractor; (2) that the same costs that have been treated as indirect costs have not been claimed as direct costs; (3) that similar types of costs have been accorded consistent treatment; and (4) that the information provided by the grantee/contractor which was used as the basis for acceptance of the rate(s) agreed to herein is not subsequently found to be materially incomplete or inaccurate.

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PART II - ITEMS NORMALLY TREATED AS DIRECT COSTS

PART III - SPECIAL TERMS AND CONDITIONS

Pursuant to 742.770 of the Agency for International Development Acquisition Regulations (AIDAR), the negotiated indirect rates set forth in Part I of this Agreement are incorporated into AID Agreements shown below. This Agreement shall not have any monetary ceiling, obligation, or specific cost allowance or disallowance provided for in the Contracts or Grants listed or any other Agreement between the parties.

<u>Contract/Grant Number</u>	<u>Amendment Number</u>	<u>Project Number</u>
PDC-G261-A-00-5071-00		938-0261
OTR-0528-A-00-7214-00		938-0528
OTR-0158-A-00-8147-00		938-0158

ACCEPTED: Freedom from Hunger Foundation

BY David C. Crowley

David C. Crowley

Printed or Typed Name

President & CEO

Title

September 8, 1989

Date

DISTRIBUTION:

OP/OS	OP/W	OP/W	OTHER	
OS/ANE	W/HP	W/CO	X RIG/A/W	X FVA/PVC
OS/LAC	W/PA	X W/MS	PS/SUP	
OS/APR	U/O		X DDV/DV/DADN	

James J. Deery

James J. Deery

CONTRACTING OFFICER

Overhead and Special Costs Branch

Procurement Support Division

Office of Procurement

Agency for International Development

reh

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Attachment      Format

COUNTRY INFORMATION FOR  
A.I.D.-SUPPORTED PVO PROJECTS

Organization: FREEDOM FROM HUNGER FOUNDATION  
 Project/Grant No.: OTR-0158-A-00-8147  
 Grant Dates: March 1, 1989 - February 28, 1993  
 Funding Mechanism: Partnership Grant  
 (i.e., MG, OPG, Contract, CA, Etc.)

\*COUNTRY NAME OR HEADQUARTERS: ECUADOR

Project Purpose:

To build institutional capability of local organization (APUDEM) to continue the nutrition and agricultural activities started by Freedom from Hunger Foundation.

Project Implementation:

Start Date: 1968      Estimated Completion Date: 1990  
 Status: APUDEM assumes funding and management responsibilities for Freedom from Hunger program activities in July 1990.

Project Funding:

Year 1989	Year 1990
AID\$ <u>0</u>	AID\$ <u>5</u>
PVOS\$ <u>14</u>	PVOS\$ <u>5</u>
OTHER <u>          </u>	OTHER <u>          </u>
INKIND <u>          </u>	INKIND <u>          </u>
LOCAL <u>          </u>	LOCAL <u>          </u>
TOTAL <u>14</u>	TOTAL <u>10</u>

Location in Country: Manglaralto Province, Santa Elena Peninsula.

IVO Representative in Country: (if any) or Program Manager for Headquarters:

Christopher Dunford  
 Vice President for Programs  
 P.O. Box 2000  
 Davis, CA 95617      Telephone: (916) 758-6200

Local Counterpart/Host Country Agency: (If no PVO representative)

Monica Escobar, MFM Representative  
 APUDEM (Asociacion de Pueblos Unidos de Manglaralto)  
 Casilla 5402  
 Guayaquil, ECUADOR

Attachment      Format

COUNTRY INFORMATION FOR  
A.I.D.-SUPPORTED PVO PROJECTS

Organization: Freedom from Hunger Foundation  
 Project/Grant No.: OTR-0158-A-00-8147  
 Grant Dates: March 1, 1989 - February 28, 1990  
 Funding Mechanism: Partnership Grant  
 (i.e., MG, OPG, Contract, CA, Etc.)

\*COUNTRY NAME OR HEADQUARTERS: Sierra Leone

Project Purpose:

To assist the Bombali District Primary Health Care to develop and expand its community-based activities for growth monitoring and health/nutrition promotion, and increase production of ground-nuts and rice in program area for use in weaning foods.

Project Implementation:

Start Date: 1982                      Estimated Completion Date: 1989  
 Status:

Program management and funding responsibilities have been transferred to the Bombali District Primary Health Care Unit, effective September 1989.

Project Funding:

Year 1989	Year 1990
AIDS <u>40</u>	AID\$ <u>          </u>
PVOS <u>15</u>	PVOS\$ <u>          </u>
OTHER <u>          </u>	OTHER <u>          </u>
INKIND <u>          </u>	INKIND <u>          </u>
LOCAL <u>          </u>	LOCAL <u>          </u>
TOTAL <u>55</u>	TOTAL <u>0</u>

Location in Country: Bombali District

IVO Representative in Country: (if any) or Program Manager for Headquarters:

Local Counterpart/Host Country Agency: (If no PVO representative)

Dr. Edie Musa, Programme Manager  
 Bombali District  
 Primary Health Care  
 P.O. Box 85  
 Makeni, Sierra Leone

Attachment      Format

COUNTRY INFORMATION FOR  
A.I.D.-SUPPORTED PVO PROJECTS

Organization: Freedom from Hunger Foundation  
 Project/Grant No.: OTR-0158-A-00-8147  
 Grant Dates: March 1, 1989 - February 28, 1990  
 Funding Mechanism: Partnership Grant  
 (i.e., MG, OPG, Contract, CA, Etc.)

\*COUNTRY NAME OR HEADQUARTERS: Kenya

Project Purpose:

To strengthen the capability of the Kenya Freedom from Hunger Council (KFFHC) to plan, coordinate and extend food security and nutrition programs in Kenya.

Project Implementation:

Start Date: 1983                      Estimated Completion Date: 1989

Status:

In September 1989, KFFHC became fully responsible for financing as well as managing its programs. Funding secured through in-country AID sources for Siaya program.

Project Funding:

Year 1989	Year 1990
AID\$ <u>49</u>	AID\$ <u>          </u>
PVOS <u>36</u>	PVOS <u>          </u>
OTHER <u>          </u>	OTHER <u>          </u>
INKIND <u>13</u>	INKIND <u>          </u>
LOCAL <u>          </u>	LOCAL <u>          </u>
TOTAL <u>98</u>	TOTAL <u>0</u>

Location in Country: Siaya District

IVO Representative in Country: (if any) or Program Manager for Headquarters:

Local Counterpart/Host Country Agency: (If no PVO representative)

Moses Mbugua, General Secretary  
 Kenya Freedom from Hunger Council  
 P.O. Box 39762  
 Nairobi, Kenya  
 43366 (telephone)

Attachment      Format

COUNTRY INFORMATION FOR  
A.I.D.-SUPPORTED PVO PROJECTS

Organization: Freedom from Hunger Foundation  
 Project/Grant No.: OTR-0158-A-00-8147  
 Grant Dates: March 1, 1989- February 28, 1993  
 Funding Mechanism: Partnership Grant  
 (i.e., MG, OPG, Contract, CA, Etc.)

\*COUNTRY NAME OR HEADQUARTERS: Mali

Project Purpose: Improve the institutional capability of AMIPJ/GJ to function as an effective local development organization and implement a credit system to help participating families increase their incomes, grow more food and improve their nutrition through health and nutrition education.

Project Implementation:

Start Date: 1986      Estimated Completion Date: To be determined  
 Status: Credit component functioning with 399 borrowers in six villages. AMIPJ/GJ administering loan program, improving management and planning capabilities. Health/nutrition component being readied for implementation.

Project Funding:

Year 1989	Year 1990
AID\$ <u>42</u>	AID\$ <u>69</u>
PVOS <u>23</u>	PVOS <u>69</u>
OTHER _____	OTHER _____
INKIND _____	INKIND _____
LOCAL _____	LOCAL _____
TOTAL <u>65</u>	TOTAL <u>138</u>

Location in Country: Dogo Arrondissement in the Bougouni Cercle of the Sikasso Region, about 200 kilometers southeast of Bamako in Mali.

I/O Representative in Country: (if any) or Program Manager for Headquarters:

Local Counterpart/Host Country Agency: (If no PVO representative)

Benjamin Fomba  
 Permanent Secretary, Association Malienne pour l'Insertion  
 Professionnelle des Jeunes //Groupe Jeunes  
 B.P. 3179  
 Bamako, Mali      Telephone: 32-36-87

Attachment      Format

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\*COUNTRY NAME OR HEADQUARTERS: Ghana

Project Purpose: To develop community outreach capability of the Ministry of Health in the Kintampo District (to improve health delivery services) and implement a credit system to help participating families expand their income. Increase access to food and improve nutrition.

Project Implementation:

Start Date: 1986-credit 1989      Estimated Completion Date: To be determined

Status: Health outreach system functioning in 12 villages. Credit system design being implemented several communities in program area.

Project Funding:

Year 1989	Year 1990
AID\$ <u>0</u>	AID\$ <u>61</u>
PVOS\$ <u>77</u>	PVOS\$ <u>61</u>
OTHER _____	OTHER _____
INKIND _____	INKIND _____
LOCAL _____	LOCAL _____
TOTAL <u>77</u>	TOTAL <u>122</u>

Location in Country: Brong Ahafo Region, Kintampo District

IVO Representative in Country: (if any) or Program Manager for Headquarters:

Dr. Ebenezer Comney  
 Meals for Millions  
 P.O. Box 6333  
 Accra, Ghana

Phone: 774-828

Local Counterpart/Host Country Agency: (If no PVO representative)

Attachment : Format

COUNTRY INFORMATION FOR  
A.I.D.-SUPPORTED PVO PROJECTS

Organization: FREEDOM FROM HUNGER FOUNDATION  
 Project/Grant No.: OTR-0158-A-00-8147  
 Grant Dates: March 1, 1989 - February 28, 1993  
 Funding Mechanism: Partnership Grant  
 (i.e., MG, OPG, Contract, CA, Etc.)

\*COUNTRY NAME OR HEADQUARTERS: HONDURAS

Project Purpose:

To improve health and nutrition of rural poor by expansion of outreach and effectiveness of current health services provided by Ministry of Health, and by implementation of a credit system to help participants increase incomes and grow more food.

Project Implementation:

Start Date: 1978 (Health & Nutrition) Estimated Completion Date: 1995 (Health & Nutrition)  
 Status: 1990 (Credit) Credit - To be determined

Health component expands to 42 communities in 1990, with expansion to 210 communities by the end of 1994. Credit implemented in several communities in 1990.

Project Funding:

Year <u>1989</u>	Year <u>1990</u>
AID\$ <u>104</u>	AID\$ <u>95</u>
PVO\$ <u>106</u>	PVO\$ <u>95</u>
OTHER _____	OTHER _____
INKIND _____	INKIND _____
LOCAL _____	LOCAL _____
TOTAL <u>210</u>	TOTAL <u>190</u>

Location in Country: Department of Olancho

I VO Representative in Country: (if any) or Program Manager for Headquarters:

Zoila Alvarez, Program Director  
 Meals for Millions/FFH  
 Apartado 1693  
 Tegucigalpa, HONDURAS Telephone: 37-3004

Local Counterpart/Host Country Agency: (If no PVO representative)

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A.I.D.-SUPPORTED PVO PROJECTS

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\*COUNTRY NAME OR HEADQUARTERS: THAILAND

Project Purpose:

To increase access to appropriate quality and quantity of food for poor of Korat province through the implementation of an income generation project with nutrition education.

Project Implementation:

Start Date: 1985                      Estimated Completion Date: To be determined.

Status:

Project refocused in 1989 to concentrate on small income generation activities with specific, targeted health and nutrition messages. Currently in six (6) villages -- expand to 120 by 1994.

Project Funding:

<u>Year 1989</u>	<u>Year 1990</u>
AID\$ <u>43</u>	AID\$ <u>62.5</u>
PVO\$ <u>56</u>	PVO\$ <u>62.5</u>
OTHER _____	OTHER _____
INKIND _____	INKIND _____
LOCAL _____	LOCAL _____
TOTAL <u>99</u>	TOTAL <u>125</u>

Location in Country:      Korat Province

IWO Representative in Country: (if any) or Program Manager for Headquarters:

Chatree Watetip, FFH Representative  
 P.O. Box 331  
 Rajademnern Post Office  
 Bangkok 10200, THAILAND      Telephone: 424-49661

Local Counterpart/Host Country Agency: (If no PVO representative)

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A.I.D.-SUPPORTED PVO PROJECTS

Organization: Freedom from Hunger Foundation  
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\*COUNTRY NAME OR HEADQUARTERS: Headquarters

Project Purpose:

To provide adequate and timely management, technical input, staff and resource development, and research and evaluation services to support field programs and collaborating community and local organizations in six countries.

Project Implementation:

Start Date: 3/1/89                      Estimated Completion Date: 2/28/93

Status:

Headquarters' operational strategies are established; staffing is complete; several management systems are being updated and improved.

Project Funding:

	<u>Year 1989</u>		<u>Year 1990</u>
AID\$	<u>528</u>	AID\$	<u>329</u>
PVOS	<u>466</u>	PVOS	<u>329</u>
OTHER	<u>          </u>	OTHER	<u>          </u>
INKIND	<u>          </u>	INKIND	<u>          </u>
LOCAL	<u>          </u>	LOCAL	<u>          </u>
TOTAL	<u>994</u>	TOTAL	<u>658</u>

Location in Country:

Davis, California

I/O Representative in Country: (if any) or Program Manager for Headquarters:

Dr. Christopher Dunford  
 Freedom from Hunger Foundation  
 P.O. Box 2000  
 Davis, CA 95617      Telephone: (916) 758-6200

Local Counterpart/Host Country Agency: (If no PVO representative)