

9260055

APU - APR-828

ISN = 38202



MANAGEMENT TECHNIQUES
for
STRATEGIC PLANNING

Executive Management Seminar
Bridgetown, Barbados

August 6-29, 1980

Seminar Completion Report
Submitted to:

Mr. Lou Faoro
Project Manager
Office of Rural Development and Development Assistance
Agency for International Development
U.S. International Development Cooperation Agency
Washington, D.C. 20523

Submitted by:

Practical Concepts Incorporated (PCI)
1730 Rhode Island Avenue
Washington, D.C. 20036

Draft Submission
September 12, 1980

Final Submission
October 3, 1980

Training Team

Lawrence S. Cooley
David Read Barker
Bruce B. Cohen
Neil B Fraser
Clement D. M. Duncan

PCI Team Leader/Trainer
PCI Trainer
PCI Trainer
GMDTC Trainer
GMDTC Trainer

CONTENTS

| | <u>Page</u> |
|---|-------------|
| I. EXECUTIVE SUMMARY | |
| A. Introduction | I-1 |
| B. Participants | I-2 |
| C. Seminar Results | I-3 |
| II. CARICOM EMS APPROACH | |
| A. Seminar Method | II-1 |
| B. Assessment of Seminar Results | II-3 |
| C. Follow-Up | II-6 |
| D. Replication | II-7 |
| APPENDIX A: Participants | |
| APPENDIX B: Daily Agendas | |
| APPENDIX C: Planning and Management Tools and Related Workshop Products | |

FIGURES/TABLES/EXHIBITS

| | <u>Page</u> |
|--|-------------|
| Table 1: Management Tools and Related Workshop Products..... | II-2 |
| List of Participants | A-1 |
| Daily Agendas | B-1 |
| Problem Tree: Regional Food & Nutrition Strategy | C-2 |
| Purposes of Having a Regional Strategy | C-3 |
| Regional Food & Nutrition Strategy Document (10 Logframes) | C-5 |
| Organizational Responsibility Charts | C-37 |
| Organizational Plan | C-51 |
| Drafting Questionnaire | C-55 |
| Communication Support Plan | C-62 |

EXECUTIVE SUMMARY

SECTION I

A. INTRODUCTION

An Executive Management Seminar (EMS) and Strategy Workshop, co-sponsored by the CARICOM (Caribbean Community) Secretariat and U.S. Agency for International Development (Office of International Training) was held at the Caribee Hotel in Bridgetown, Barbados, August 6-29, 1980. The seminar and workshop was chaired by Hayden Blades, Chief of the Agricultural Development Section of the CARICOM Secretariat. It was conducted by Practical Concepts Incorporated (PCI) under terms of contract AID/SOD/it-C-0006 with the Agency for International Development. The seminar was presented by trainers from PCI and from the Guyana Management Development and Training Center, Georgetown, Guyana, under subcontract to PCI.^{1/}

The primary objective of the seminar and workshop was to draft a ten-year Regional Food and Nutrition Strategy for the 12 member states of CARICOM^{2/} using state-of-the-art strategic planning methods. The secondary objective of the seminar was to teach strategic management principles and techniques to managers of the CARICOM Secretariat and other Caribbean regional organizations.

These objectives resulted in an Executive Management Seminar which differed in several important respects from previous seminars in this series. First, from the outset the seminar had a specific single focus, the drafting of the Regional Food and Nutrition Strategy. Typical Training of

^{1/} From PCI: Lawrence Cooley (Team Leader), David Read Barker, and Bruce Cohen; From GMDTC: Neil Fraser and Clement Duncan

^{2/} The CARICOM member states are Jamaica, Trinidad and Tobago, Guyana, Barbados, Grenada, Antigua, Belize, St. Vincent, St. Lucia, Dominica, St. Kitts/Nevis, and Montserrat

Trainers in Management (TTM) and Executive Management Seminars engage participants from several organizations with diverse management requirements which result in diverse applications of the tools to their own organizations. In this seminar the "back home" project, the strategy, was identical for all participants and was the focus of every plenary and workshop session.

Second, this seminar differed from previous Executive Management Seminars in that all but two of the 23 participants represented international (Caribbean regional) organizations, rather than ministries of a single nation. Third, this seminar differed in the ambitious scale of its objectives--the formulation of a decade-long, intersectoral, 12 nation strategy. Finally, this was the first Executive Management Seminar conducted by PCI which subcontracted with a local management consulting organization to provide management trainers as full members of the team.

B. PARTICIPANTS

A total of 23 individuals participated in the seminar and workshop. Of these, 12 participants attended both the seminar presentations of strategy and the intensive strategy drafting workshop (during the final week). The remaining 11 individuals participated only in the strategy drafting workshop. All participants in the seminar were selected by the members of the Intersectoral Committee of the CARICOM Secretariat.

Seven full-time participants were Section Chiefs or senior advisors in the CARICOM Secretariat. The other five full-time participants were senior managers or educators from the Caribbean Food and Nutrition Institute (CFNI), the University of the West Indies (UWI), and the Ministry of Health, Government of Barbados.

The 11 participants who attended only the strategy drafting workshop came from all of the above organizations and also from the Caribbean Food Cor-

poration (CFC), Caribbean Agricultural Research and Development Institute (CARDI), the International Planned Parenthood Federation (IPPF), and the Caribbean Agriculture and Rural Development Training Service (CARDATS).

The names, titles, and organizational affiliations of the 23 participants are listed in Appendix A. This list also indicates the duration of their attendance.

C. SEMINAR RESULTS

The Executive Management Seminar began on August 6 and ended on August 29. It lasted 18 working days. In addition, two sessions, each of four hours, were held during weekends (Sunday, August 10 and Saturday, August 23). Evening sessions, each of two hours, were held on August 18 and 25.

A detailed schedule of the seminar is contained in Appendix B.

The seminar produced two types of results. The first result, both immediate and tangible, was the production of a 115-page first draft of the Regional Food and Nutrition Strategy. This draft had been subjected to systematic critique and thorough editing and was ready for retyping at the conclusion of the seminar.

The strategy document utilizes the Logical Framework to summarize the goal of the strategy (improved health) the purpose of the strategy (reduction of the incidence of malnutrition), and nine outputs required to achieve this purpose. Each of the nine strategy-level outputs are further developed in separate Logical Frameworks: increased production and availability of food, increased food reserves, increased consumption by "at risk" groups, more relevant and effective education, increased educational and technical support, public participation, and efficient and effective management of the strategy.

In addition to the strategy-level and nine program-level LogFrames, the strategy document contains organizational responsibility charts for each program area, an organizational plan for CARICOM management of the strategy, a schedule of activities for the first three years, and a preliminary plan for monitoring and reporting all food and nutrition projects and programs within the 12-nation region. The emphasis throughout was on clarifying the objectives of the strategy, relating plans to one another, and to results, and ensuring the "implementability" of the strategy.

Selected examples of the components of the first draft of the strategy document are shown in Appendix C.

The second type of result of this seminar and workshop is less tangible but no less clear. Through the production of the strategy document, the 12 participants who attended all or nearly all of the sessions indicated their "hands on" mastery of nine key management tools which were presented:

- Problem Tree analysis
- Logical Framework
- Feasibility analysis
- Organizational Plans
- Organizational Responsibility Charts
- Bar Charts
- Monitoring & Reporting Plans
- Evaluation approaches
- Strategy Critique

In addition, participants discussed Matrix Management and formulated plans to develop a matrix within the CARICOM Secretariat to coordinate the strategy. The final management tool presented, Performance Networks, did not result in a tangible workshop product because the seminar was tightly focused on strategy formulation rather than project implementation.

The cumulative impact of the future use of these management skills will hopefully be even more significant than the short-term impact of their use in developing the Regional Food and Nutrition Strategy.

We hypothesize that the unusually large output from the seminar may be attributed to: (1) the strong single-task focus of the groups, and (2) to the general suitability of the strategic planning tools. These hypotheses should be tested through a replication of this type of seminar in a different continent.

SECTION II

A. SEMINAR METHOD

The Executive Management Seminar has previously been used to raise key management issues for examination by top level management staff, followed by development of individual plans and next steps for introducing management improvement efforts into their own organizations or programs/projects. This Executive Management Seminar differed from previous seminars in that it was presented specifically to facilitate the drafting of a ten-year Regional Food and Nutrition Strategy for the 12 member states of CARICOM. Typical Training of Trainers in Management Seminars and Executive Management Seminars present management tools to participants from several organizations to strengthen their capacity to design, implement and evaluate a wide range of projects. In the CARICOM seminar, the Regional Food and Nutrition Strategy was the sole order of business from the outset.

Given the strong "product orientation" of the seminar, the management tools that were used were selected for their direct relevance to the formulation and management of the strategy and were immediately applied to this task. This approach required particular care in the timing and emphasis of the management tools that were presented. In comparison to previous Executive Management Seminars, this one placed relatively heavy emphasis on program and project design and organizational planning tools and relatively lighter emphasis on implementation and evaluation tools.

Table 1, page II-2, summarizes the 11 management tools and their related workshop products. Appendix C describes in greater detail the presentation of these tools and contains examples of the products included in the first draft of the strategy document.

TABLE 1

Management Tools and Related Workshop Products

| Management Tool | Dates, August | Workshop Product |
|---|------------------|--|
| 1. Problem Trees | 7, 8, 10, 11, 28 | First draft and three revisions of a problem tree analysis identifying 38 leading food and nutrition problems. |
| 2. Logical Framework | 8-22, 29 | First draft and four revisions of a strategy Logframe and nine program Logframes. |
| 3. Feasibility Analysis | 18 | Preliminary selection of projects within eight technical program areas. |
| 4. Organizational Responsibility Charts | 19, 22 | Organizational responsibility charts for the strategy as a whole and for eight technical program areas. |
| 5. Organizational Plans | 15, 19, 23, 25 | Strategy Organizational Plan showing relationships, information and responsibility flows. |
| 6. Bar Charts | 26 | Bar Chart schedule for major strategy and program activities August 1980 - December 1983 |
| 7. Performance Networks | 28 | None |
| 8. Monitoring & Reporting Plans | 15, 18, 19, 25 | Identification of management inputs required to monitor strategy programs and projects; identification of organizations executing monitoring; identification of strategy monitoring schedule |
| 9. Evaluation | 18, 19, 28 | Identification of management inputs required to evaluate strategy, programs, and projects; identification of organizations conducting evaluations. |
| 10. Strategy Critique | 21, 25, 28 | Compilation of responses to Strategy Critique Protocol; refinement of strategy following discussion; "marketing plan" for the Regional Food and Nutrition Strategy. |
| 11. Matrix Management | 22, 23, 25, 28 | Organizational Plan showing outlines of a management matrix for the strategy as a whole; identification of training requirements to establish the matrix. |

B. ASSESSMENT OF SEMINAR RESULTS

The results of the CARICOM Executive Management Seminar can be assessed in three broad categories: skills acquisition by the participants, implementation of the strategy, and the use of local trainers.

Participants

The participants expressed great satisfaction with both the process and substance of the seminar. Participants were not requested to provide a written evaluation of the seminar, but conversations with members of the training team indicated that their assessment was overwhelmingly positive. Of particular importance were their sense of mastery of the strategic planning and management tools, their feeling of accomplishment at having produced a thorough strategy document in only three and one-half weeks, and their appreciation of the opportunity to interact with one another across sectoral lines.

The extent of participant skills acquisition is demonstrated throughout the strategy, particularly in the Logical Framework and Organizational Responsibility Charts. Participants' sense of accomplishment was heightened by the fact that they worked extremely hard throughout the seminar. The stenographer/typist who had worked for the seminar observed at its conclusion that she had never before in her career seen such a hard working group. This observation corresponded well with the atmosphere of "contented exhaustion" which prevailed during the final week of the seminar.

Local Interest in the Strategy

A "leading indicator" of the strategy's importance and local expectations concerning its implementation is the news coverage accorded to the seminar/workshop.

The sessions received extensive coverage by newspapers, radio, and television in Barbados and the other Commonwealth Caribbean countries. The major newspaper of Barbados, the Advocate-News, reported the strategy with a major front-page article, (see page II-5). The Caribbean Broadcasting Corporation ran increasingly lengthy reports of the strategy on the evening radio news. The Barbados television network aired lengthy interviews with Hayden Blades, who chaired the seminar. The British Broadcasting Corporation's evening regional news program described the strategy. News media in other countries in the region also apparently covered this story.

Two factors are primarily responsible for the media coverage. First, the Food and Nutrition Strategy had been accorded a very high priority by the CARICOM Council of Ministers since November 1976. The USAID-sponsored Executive Management Seminar was the culmination of nearly four years of technical and policy preparations, and represented a heavy commitment of financial and managerial resources by the CARICOM Secretariat. It was, therefore, a newsworthy event. Second, the news coverage resulted in part from systematic efforts by the Communication Section of the CARICOM Secretariat to obtain media and public support for the strategy. From the outset, public support for, and participation in, the strategy was viewed as the key to its success, and eight of the 23 seminar participants devoted their primary activities to developing a communication support plan for the strategy.

Local Trainers

The CARICOM Executive Management Seminar was the first instance in which PCI subcontracted with a local (in this case, Caribbean) management organization to provide trainers as full members of the seminar team. The two trainers from the Guyana Management Development and Training Center (GMDTC) were well qualified both in their professional credentials and in their familiarity with the instructional tools and methods. Both were graduates

Advocate-News

FOR THE CAUSE THAT LACKS ASSISTANCE

AGAINST THE WRONGS THAT NEED RESISTANCE

FOR THE FUTURE IN THE DISTANCE

AND THE GOOD THAT I CAN DO

SATURDAY, AUGUST 30, 1980

● Group to develop broader base

Caricom maps out food strategy

Caribbean Community (CARICOM) officials ended a two-and-a-half-week meeting here yesterday by mapping a logical framework for a new food and nutrition strategy aimed at increasing the level of the region's food production, and reducing malnutrition.

Reporting on the talks, Mr. Hayden Blades, Director of the Agricultural Development Division in the Georgetown-based Secretariat, said that this first draft will go to another meeting of a wider multi-disciplinary group in Jamaica the last week of November to develop a broader base

The representatives from a number of multi-disciplines will be asked to refine the proposals with a view to working out the second draft of the strategy by the end of the year.

A final draft will afterwards be prepared for the Council of Ministers meeting in the middle of 1981.

Mr. Blades said that the strategy aims to eliminate duplication of efforts and techniques in regional food production and to bring about better use of the Caribbean Community's resources.

He said that it differs from the original food plan in that instead of concentrating on import substitution the emphasis is on increased food production,

starting from the small farmer level, that provides a surplus for export. The achievement of such a high level of regional food output could mean greater foreign exchange earnings, which are desperately needed by Caribbean territories to offset balance of payments deficits.

A main element of the strategy is management. In this area, the intention is to develop a consultative approach offering full participation by the people.

Different levels of people should be involved in co-ordination of projects for food production systems on a national basis under food and nutrition councils.

The strategy also identifies a serious lack of information flow

and the need to bring into public awareness the Caribbean environment and what the area's peoples can do for themselves.

Stressing that this framework document will identify and develop projects by consultation, Mr. Blades said that it contains nine key programmes. They include community participation, training, a more effective educational system using syllabuses that cater to food production and nutrition, a health system geared to reduce malnutrition diseases, and one promoting child health.

Other areas deal with increasing food growth and availability, increased earnings from export crops without using additional lands, and bigger food stocks in light of natural disasters to ensure constant and dependable food supplies in time of hurricanes or earthquakes.

The new food and nutritional strategy's overall objective, Mr. Blades said, is to raise the quality of life of the Caribbean's peoples by finding ways to improve these areas as well as looking at food prices, rural incomes, and encouraging home-grown food to lessen malnutrition.

of the Training of Trainers in Management (TTM) seminar conducted by PCI in Georgetown, Guyana in November 1978, and had worked with PCI on subsequent professional engagements in Guyana.

The subcontract with GMDTC was successful from several points of view. The seminar participants reacted very favorably to their presence, and their presentations in plenary sessions and their facilitation of workshops were fully professional. For the GMDTC, the subcontract strengthened its own training capabilities and provided it with regional exposure. In addition, this subcontract clearly demonstrated the TTM program's commitment to strengthen local management capacity.

C. FOLLOW-UP

The Regional Food and Nutrition Strategy is scheduled to undergo intensive technical review under the sponsorship of the CARICOM Secretariat during November, 1980. This review, which is planned to occur over a period of four to five days, will be conducted through five simultaneous workshops based on sectors: agriculture, education, health, information/communication, and management. The purpose of the workshops will be to subject each program area to further critique and to establish priorities for projects falling within each of the eight technical program areas.

Following this technical review, it is expected that a revised draft of the strategy will be submitted to the Council of Ministers during December. The strategy is scheduled for formal adoption during the Council of Ministers meeting in March 1981.

For future assessment of the seminar's effectiveness, monitoring the technical review and adoption of the strategy will be particularly important. The TTM program is examining appropriate ways of doing this.

D. REPLICATION

The CARICOM Executive Management Seminar differed from typical seminars in this series in both its single task orientation and the application of the planning and management tools. Though the participants came from many different organizations, they were bound by a common dedication to produce the regional strategy. This may be a particularly important contributing factor in the unusually large quantity and high quality of the outputs of this seminar, documented in Appendix C. We hypothesize that output is stimulated by group interaction around a single broad task in which they share a common commitment.

The 11 management tools presented by PCI are commonly used in managing development projects, but they had never previously been applied in a fully integrated fashion to major intersectoral strategy formulation. These tools worked very well, inasmuch as they are comparatively simple to learn and adequately powerful to achieve the intended result--a well-reasoned, politically feasible and technically sound strategy. We hypothesize that these tools will be found generally suitable for strategic planning.

Both hypotheses are testable in a replication of this Executive Management Seminar. We hope to have the opportunity in the near future to replicate this type of strategic planning and management seminar in a different continent (and perhaps a different subject). The replication will be necessary before it will be possible to generalize about the causes of the unusually great output of this seminar.

CONTENTS OF APPENDICES

| | <u>Page</u> |
|--|-------------|
| APPENDIX A: Participants | A-1 |
| APPENDIX B: Daily Agendas | B-1 |
| APPENDIX C: Planning and Management Tools and Related Workshop Products | C-1 |
| 1. Problem Trees | C-1 |
| 2. Logical Framework | C-4 |
| 3. Feasibility Analysis | C-37 |
| 4. Organizational Responsibility Charts | C-37 |
| 5. Organizational Plans | C-50 |
| 6. Bar Charts | C-52 |
| 7. Performance Networks | C-52 |
| 8. Monitoring & Reporting Plans | C-52 |
| 9. Evaluation | C-53 |
| 10. Strategy Critique Protocol | C-53 |
| 11. Matrix Management | C-68 |

APPENDIX A

PARTICIPANTS

| | | <u>Attendance</u> |
|-----|---|-------------------|
| 1. | Hayden Blades (Chairman) Chief, Agricultural Development Section CARICOM Secretariat | Full time |
| 2. | Jo Ann Bergasse Information Officer Caribbean Agricultural Research and Development Institute (CARDI) | Final week |
| 3. | Carole Bishop Education Officer, Education & Cultural Section CARICOM Secretariat | Full time |
| 4. | Clarence Borland Senior Economist, Agricultural Development Section CARICOM Secretariat | Full time |
| 5. | Phillip Boyd Chief, Health Section CARICOM Secretariat | Full time |
| 6. | Carlton Bruce Senior Economist, Faculty of Social Sciences University of the West Indies, St. Augustine | Full time |
| 7. | Arlington Chesney Production Manager Caribbean Food Corporation (CFC) | Two days |
| 8. | Ray Fuller Managing Director Caribbean Food Corporation (CFC) | Two days |
| 9. | Thomas Henderson Director of Agricultural Extension University of the West Indies, St. Augustine | Final week |
| 10. | Margaret Hope Head, Press & Publications Division Government Information Service Barbados | Final week |
| 11. | Everold Hosein Caribbean Program Advisor International Planned Parenthood Federation | Final week |

Attendance

- | | | |
|-----|--|------------|
| 12. | Kenneth A. Leslie Agricultural Economist (Food & Nutrition Planning) Caribbean Food & Nutrition Institute (CFNI) | Full time |
| 13. | Jones P. Madeira Advisor, Media Relations & Public Information, Conference & Communications Section CARICOM Secretariat | Full time |
| 14. | John Mayers Research Fellow, Institute of Social & Economic Research University of the West Indies, Cave Hill | Full time |
| 15. | Curtis McIntosh Agricultural Economist Caribbean Food & Nutrition Institute (CFNI) | Final week |
| 16. | William McDonald Chief, Education & Cultural Section CARICOM Secretariat | Full time |
| 17. | Winston Phillips Agricultural Economist, Agricultural Development Section CARICOM Secretariat | Final week |
| 18. | Joan Peters Nutrition Educator Caribbean Food & Nutrition Institute (CFNI) | Final week |
| 19. | Lloyd B. Rankine Senior Lecturer & Head, Department of Agriculture Economics and Farm Management University of the West Indies, St. Augustine | Full time |
| 20. | Carol Reckord Regional Agricultural Communications Specialist Caribbean Agriculture & Rural Development Training Service (CARDATS) | Final week |
| 21. | Veronica Regis Economist II, Agricultural Development Section CARICOM Secretariat | Full time |
| 22. | Elaine Yarde Nutrition Officer, National Nutrition Centre Ministry of Health, BARBADOS | Full time |
| 23. | Manuela Zephrin Communications Officer, Government Information Service Barbados | Final week |

APPENDIX B

DAILY AGENDAS

| <u>Key</u> | |
|------------|------------------------|
| (P) | = Plenary Presentation |
| (PD) | = Plenary Discussion |
| (W) | = Small group Workshop |
| (PW) | = Plenary Workshop |

Wednesday, August 6

3 - 5 p.m. Introductions, Kick-off, and Overview.

Thursday, August 7

9.00 - 9.15 (P) The Concept of Objectives.
9.15 - 10.45 (PD) The Purposes and Assumptions of having a Regional Food and Nutrition Strategy.
10.45 - 11.45 (PW) Elements of a Regional Strategy.
11.45 - 12.00 (PD) Workshop Milestones.
12.00 - 12.30 (PD) Identification and Ordering of Major Implementation Actors.
2.00 - 2.30 (P) Overview of Nine Principal Management Tools.
2.30 - 3.00 (P) Problem and Objective Trees.
3.00 - 5.00 (W) Construction of Problem and Objective Trees.

Friday, August 8

8.30 - 9.30 (W) Problem and Objective Trees (continued)
9.30 - 11.00 (PD) Two Group Show and Tell and detailed discussion of Food and Nutrition Problems in the region.
11.00 - 11.15 (P) Presentation of Venn Diagrams and concept of Inter-sectoral overlap.
11.15 - 12.30 (W) Categorization of Objectives by Sector(s) and Designation of "Lead Sector" for each objective.
2.00 - 3.30 (PD) Categorization and Designation (continued).
3.30 - 3.50 (P) Antecedents of Logical Framework.

- 3.50 - 4.30 (P) Presentation and Exercise on Hierarchy of Objectives, Assumptions and Vertical Logic
- 4.30 - 5.00 (P) Presentation and Exercise of OVIs, MOVs, and Horizontal Logic
- 5.00 - 5.30 (P) Presentation and Exercise on Manageable Interest.

Sunday, August 10

- 10.00 - 12.00 (W) Task force synthesis of Problem Trees.

Monday, August 11

- 9.00 - 10.30 Inter-sectoral Committee meeting (participants only)
- 10.30 - 12.30 (PD) Presentation, Discussion, and Additional Revision of Problem Tree.
- 2.00 - 2.30 (PD) Revision of Sectoral Objectives and Responsibilities
- 2.30 - 3.00 (P) Strategies, Programs and Projects.
- 3.00 - 5.00 (PD) Identification of Program Areas for Food and Nutrition Strategy.
- 5.00 - 5.30 (PD) Revise Chapter outline for strategy.

Tuesday, August 12

- 8.30 - 10.30 (PD) Revision of Program Areas.
- 10.30 - 12.30 (PD) Revision of Key Actors and the Degree of Impact of the Strategy on their actions.
- 2.00 - 5.00 (W) Development of Key components of Program Logframes

Wednesday, August 13

- 8.30 - 11.00 (PD) Presentation and Discussion of Strategy Logframe
- 11.00 - 11.30 (P) Explanation of Logframe critique sheet and application to Strategy Logframe
- 11.30 - 12.30 (PD) Presentation and critique of three Program Logframes
- 2.00 - 5.00 (W) Continued Development of Program Logframes.

Monday, August 25

- 9.10 - 9.45 (PD) Review of organizational plan.
- 9.45 - 12.45 (PD) Discussion and identification of monitoring and reporting functions of organizations.
- 2.00 - 5.30 (W) Strategy drafting.
- 5.30 - 6.30 (PD) Discussion of responses to Strategy critique protocol.
- 8.30 - 10.00 p.m. (W) Develop strategy management Logframe.

Tuesday, August 26

- 8.30 - 1.00 (W) Strategy drafting.
- 2.30 - 4.00 (PD) Presentation of Bar Charts for scheduling.
- 4.00 - 7.30 (W) Strategy drafting.

Wednesday, August 27

- 8.30 - 1.00 (W) Strategy drafting.
- 2.30 - 3.00 (P) Introduction to a strategy monitoring and reporting plan.
- 3.00 - 6.00 (W) Strategy drafting.

Thursday, August 28

- 9.00 - 10.00 (PD) Reassessment of Problem Tree and strategy objectives
- 10.00 - 11.00 (P) Principles and procedures of Monitoring and Reporting
- 11.00 - 12.00 (PD) Introduction to Evaluation.
- 12.00 - 12.40 (P) Introduction to Performance Networks.
- 3.00 - 5.00 (P) Discussion of Strategy document.

Friday, August 29

- 9.00 - 12.30 (PD) Discussion and editing of strategy document.
- 2.00 - 3:30 (PD) Presentation of strategy for winning support for and participation in the strategy.
- 3.45 - 7.00 (PD) Discussion and editing of strategy document.

APPENDIX C

PLANNING AND MANAGEMENT TOOLS AND RELATED WORKSHOP PRODUCTS

The CARICOM Executive Management Seminar required numerous innovations in the presentation of the planning and management tools used in previous seminars in this series. This appendix describes these pedagogical innovations and contains selected examples of the results of their application in the formulation of the Regional and Nutrition Strategy.

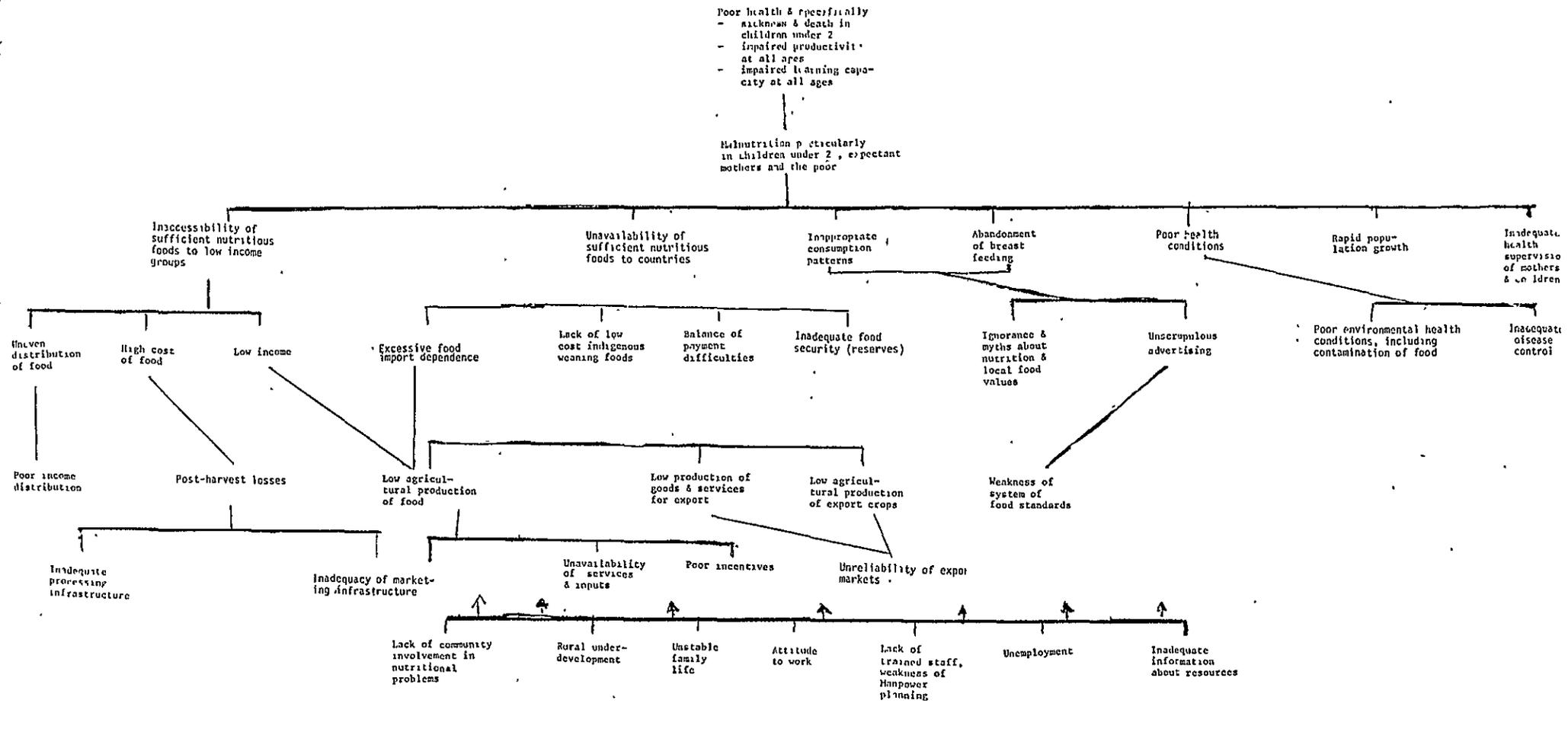
1. Problem Trees

Problem and Objective Trees were introduced during a plenary lecture lasting one and one-half hours on the first day of the seminar. This presentation was followed by five hours of workshops and three and one-half hours of plenary discussions over the following three days. At the end of the seminar there was a final plenary discussion lasting one hour to reassess the problem tree.

The plenary presentation followed the session summary for the standard TTM, supplemented by flipcharts. Written explanation of the procedure was distributed in the 13-page paper "Tree Analysis: Tools for Problem Solving" (#310)

Participants were divided randomly into two groups, each of which developed a (distinctly different) problem tree which was discussed in plenary. A small group was chosen to synthesize the two trees, and the result was discussed at length.

The problem tree which formed the analytic basis of the strategy follows, on page C-2. Participants also identified the hierarchy of objectives specifically associated with undertaking a Food and Nutrition strategy on a regional basis. Their response follows on C-3. It constituted a basis for identifying and reviewing the appropriateness of suggested programs and projects.

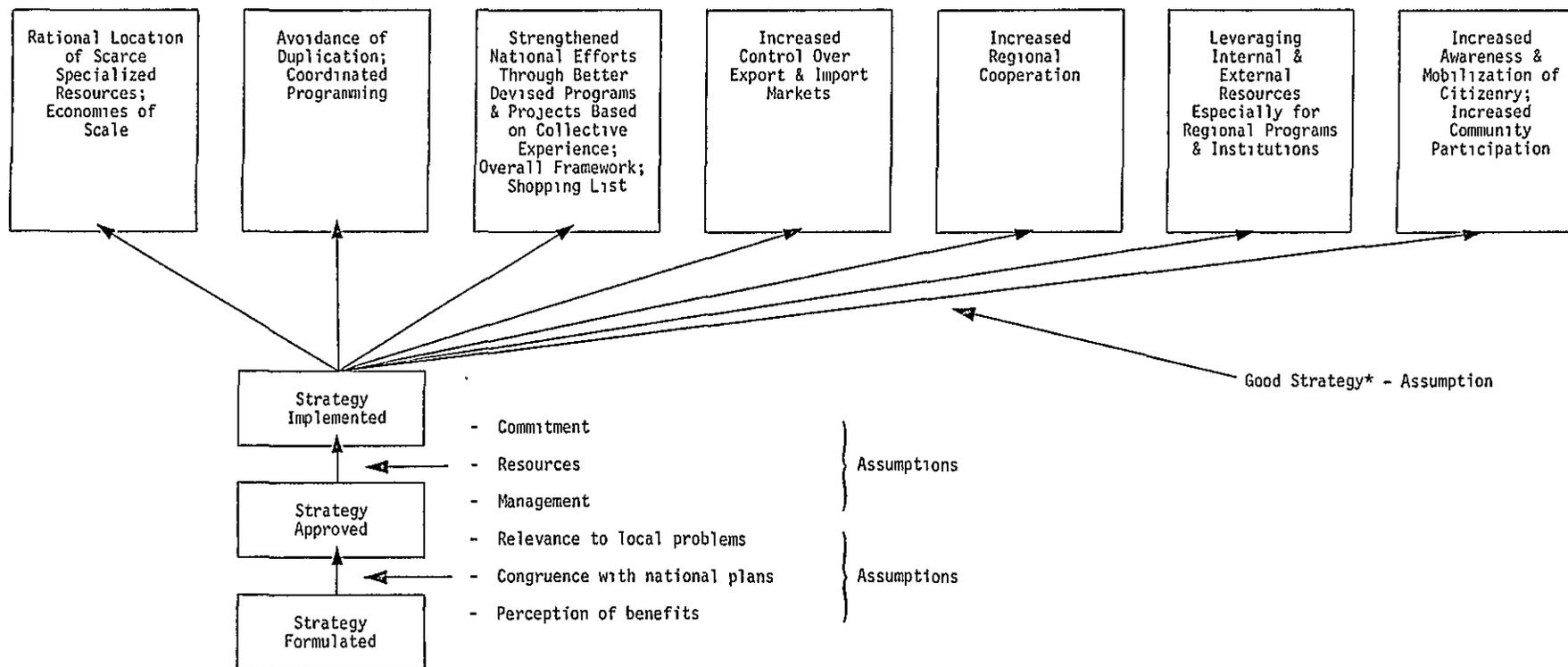


PROBLEM TREE

REGIONAL FOOD & NUTRITION STRATEGY

PURPOSES OF HAVING A REGIONAL STRATEGY

Practical Concepts Incorporated



* The purposes of a regional strategy constitute a set of design specifications for a good strategy.

NOTE: Functional characteristics of a good strategy:

OBJECTIVES

- Addresses the purposes of having a regional strategy
- Addresses the substantive food & nutrition problems of the Region

IMPLEMENTABILITY

- Addresses the key assumptions of strategy

2. Logical Framework

The preparation of ten Logical Frameworks comprised the largest single portion of the seminar. Twenty-four plenary, plenary discussion and workshop sessions, with a total duration of 50 hours, were distributed over a period of 11 days, as follows:

| Topic | Session Type | No. Sessions | Duration (hrs) |
|--------------------|--------------------|--------------|----------------|
| Introduction | Plenary | 1 | 2 |
| Strategy | Plenary | 1 | 0.5 |
| | Plenary discussion | 2 | 4.5 |
| | Workshop | 3 | 5.5 |
| Technical programs | Plenary discussion | 7 | 14.5 |
| | | 7 | 15 |
| Management | Workshop | 2 | 5.5 |
| Projects | Plenary discussion | 1 | 2.5 |

The introductory lectures on the Logframe followed the basic TTM format but were extremely compressed, requiring a total of only two hours. Written explanation of the Logframe was distributed in the 40-page booklet, "The Logical Framework." Workshop exercises on hierarchy of objectives, assumptions, objectively verifiable indicators, and manageable interest were also used.

The Regional Food and Nutrition Strategy document contains ten Logical Frameworks, all of which are included in the following 32 pages.

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

STRATEGY

DEVELOPMENT HYPOTHESES

| | NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--------------------------|--|--|--|--|
| If Purpose, Then Goal | <p>Goal.</p> <p>Improved health, and specifically:</p> <ul style="list-style-type: none"> - reduced sickness and death in children under two - improved mental and physical development of children - improved productivity at all ages | <p>Measures of Goal Achievement:</p> <ul style="list-style-type: none"> • Death rate of children under two reduced to /1000 by 1990. • Life expectancy at birth raised to years by 1990. • Heights and weights (for age) of % school children correspond to standard growth charts by 1990 in all countries. | | <p>Concerning long term value</p> <p>Strategies are developed and implemented for meeting other basic human needs and addressing other serious social problems.</p> |
| If Purpose, Then Purpose | <p>Purpose:</p> <p>Reduction of the incidence of Malnutrition, especially in children under two years, expectant mothers and the poor.</p> | <p>Conditions that will indicate purpose has been achieved</p> <ol style="list-style-type: none"> 1. % of children under two years fall within Gomez classification I-III by 1990 in all countries.. 2. Households meet recommended dietary allowances for energy and protein by 1990 in all countries. 3. Prevalence of Anemia and obesity reduced to /1000 by 1990 in all countries. | | <p>Affecting purpose-to goal link.</p> <ul style="list-style-type: none"> • Other health conditions do not deteriorate. • Other factors affecting the mental development of children do not deteriorate. |
| If Outputs, Then Purpose | <p>Outputs</p> <ol style="list-style-type: none"> 1. Increase production and availability of food especially nutritionally important commodities. 2. Increased food reserves. 3. Increased consumption of nutritionally important foods by "At Risk" groups. 4. Improved maternal and child health status. | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <ol style="list-style-type: none"> 1.1 80% of energy and 60% of protein consumption produced from regional sources by 1990 1.2 Minimum recommended per capita dietary allowance of 2700 k calories and 75 grams protein in appropriate P/E ratio available on a daily basis in the regional market by 1990. 2.1 Three months supply of food in storage at strategic locations at all times by 1990. 3.1 Average daily per capita intake of calories and protein b- target group increased to recommended daily allowances by 1990 in all countries. 4.1 Mortality rate in infants under one year of age reduced by 40%. 4.2 Mortality rates among children 1-4 years of age reduced by 40%. | <ol style="list-style-type: none"> 1.1 Construction and analysis of Food Balance Sheets. 2.1 Food Consumption Surveys. 2.2 Food Inventory Records. 3.1. Food Consumption Surveys. 3.2 Sample Surveys. 4.1 Routine Data collection by Ministry of Health. | <p>Affecting output-to purpose link:</p> <ul style="list-style-type: none"> • Intrafamily distribution of food becomes more closely related to nutritional needs of individual family members. • Efforts to reduce unemployment levels in other sectors of the economy are successful. • Existing economic inequalities do not worsen. • Food losses at household level minimized. |

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|---|--|-----------------------|
| 5. Reduced incidence of nutrition-related diseases, including those arising out of the environment. | 4.3 Prevalence of PCM (Gomez I-III) in children under two years of age reduced by 60%. 4.4 Prevalence of anaemia in pregnancy reduced by 80%. 4.5 Maternal mortality reduced by 40%. 5.1 Death rate from both measles & whooping cough reduced to less than 1 per 100,000 population. 5.2 Prevalence of anaemia among expectant mothers reduced by 80%. 5.3 75% of estimated number of cases of obesity, high blood pressure and diabetes under adequate control. 5.4 Typhoid virtually eradicated and gastroenteritis death rate reduced by 80%. | 5.1 Routine Data collection by Ministry of Health. | |
| 6. More relevant and effective education at school and adult levels, especially in areas of agriculture, food and nutrition and health science. | 6.0 Improved attendance pattern by 198y compared with 1980 levels. 6.1 Attendance at all levels increased by X%. 6.2 Drop-out rate at post-primary level reduced. 6.3 Vacancies in technical areas reduced by X%. 6.4 On-the-job training within industry increased by X%. 6.5 Adult education programmes to re-train workers for employment in new sectors increased by X%. | 6.1 Reports on Surveys conducted by National Manpower Planning Units, Ministries, National F & N Councils. | |
| 7. Increased and more effective educational and technical support for all sectors of the Strategy. | 7.0 By year 198y compared with 1980 levels. 7.1 Number of vacancies in all technical areas related to Strategy reduced by X%. 7.2 Waiting time to fill vacancies reduced by X%. 7.3 Indigenous foods consumer, as a percentage of total food consumption, increased by X%. 7.4 Consumption patterns in consonance with recommendations at National Food and Nutrition Councils. | 7.1 Reports on Surveys conducted by National Manpower Planning Units, Ministries, National F & N Councils. | |

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|--|--|---|
| <p>8. Active support for and public participation in programmes of Food & Nutrition Strategy.</p> <p>9. Efficient and effective management of the Regional Food & Nutrition Strategy programmes and projects.</p> | <p>8.1. Public production and consumption patterns oriented towards indigenous foods according to nutritional targets set by Food & Nutritional Strategy.</p> <p>9.1 Demonstrated systematic use of information by Strategy Managers to control and redesign the implementation of Strategy programmes and projects.</p> | <p>8.1 Regional Surveys & Project Reports.</p> | |
| <p>Inputs:Activities</p> <p>1. Effective Regional strategy formulated and adopted which include: clear statement of objectives and priorities, mandated Regional programs, projects and policies, recommended National projects and policies, list of additional training activities for countries, allocation of responsibilities, budget, a monitoring and evaluation plan, and an implementation plan.</p> <p>2. Effective Management Infra-structure developed and installed for implementing, monitoring and evaluating Food and Nutrition Strategy.</p> | <p>An effective Regional Strategy is one which is feasible, addressed Key Food and Nutrition, fully exploits:</p> <ul style="list-style-type: none"> - economises of scale - opportunities for coordinating programming - lessons drawn from collective experience - regional opportunities to increase control over import and export markets - means of stimulating regional cooperation - leveraging external and internal resources, especially for regional programmes and institutions - opportunities to increase awareness and mobilization of citizenry. | | <p>Affecting Input to Output link:</p> <ol style="list-style-type: none"> 1. Political commitment at Regional and National levels is demonstrated through policy statements provision of resources in accordance with strategy priorities. 2. Resource flows are obtained from International agencies based on needs and priorities of Strategy. 3. Real per capita purchasing power from non-food sources does not deteriorate. 4. Real level of prices on export and domestic market are maintained. 5. International economic conditions do not deteriorate. 6. Communities respond favourably to the priorities outlined in the Food & Nutrition Strategy. 7. All production for sale is absorbed in the market. 8. Buffer-stocks arrangements are disaster proof. 9. Disaster preparedness efforts are successful in minimizing the effects of natural disasters. 10. No deterioration occurs in the health infra-structure and its management. 1. Manpower planning is used to reduce wastage caused by misallocation and extra-regional migration of trained personnel. |

C-7

LOGICAL FRAMEWORK

Date of this Summary _____

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|-------------------|-----------------------------------|-----------------------|--|
| | | | <p>12. Incentives are provided by employers in public and private sectors to attract school leavers to technical careers.</p> <p>Private sectors employers and managers are willing to permit use of their facilities for training purposes.</p> <p>Ability of relevant institutions to conduct training is improved.</p> <p>Channels of communication are amenable to transmitting Food and Nutrition programs.</p> |

8-3

LOGICAL FRAMEWORK

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

Increased Food Production & Availability in the Region

DEVELOPMENT HYPOTHESES

If Purpose, Then Goal

If Output, Then Purpose

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|--|--|
| <p>Goal.</p> <p>Reduction in the incidence of Malnutrition, especially in children under two years, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> | | <p>Concerning long term value</p> |
| <p>Purpose.</p> <p>Increased production and availability of food especially nutritionally important commodities.</p> | <p>Conditions that will indicate purpose has been achieved</p> <ul style="list-style-type: none"> - A minimum 80 percent of energy and 60 percent protein, consumption, produced from Regional sources by 1990. - Minimum recommended per capita dietary allowance of 2700 k.cals energy and 75 grams protein in appropriate P/E ratio available on a daily basis in the regional market by 1990. | <ol style="list-style-type: none"> 1. Construction and analysis of food balance sheets and trade statistics. 2. Household consumption surveys. | <p>Affecting purpose-to-goal link:</p> <ol style="list-style-type: none"> 1. Efficient biological utilization of the available nutrients by individuals. 2. Food available on the market consumed. |
| <p>Outputs</p> <ol style="list-style-type: none"> 1. Increased domestic production of food, especially nutritionally important commodities. 2. Reduced post harvest losses. 3. Improved marketing infra-structure. 4. Improved processing infra-structure. 5. Increased production of export crops. | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <p>Agricultural production of domestic production and export increase by and respectively by 1990.</p> <p>Output of processed commodities increased by % by 1990.</p> <p>Increase in the quantum and improvement in the quality of food marketed by 1990, including capacity for weaning foods.</p> <p>Increase in the consumption/production rate by 1990.</p> | <p>Economic Surveys and Official Reports.</p> | <p>Affecting output-to-purpose link:</p> <p>Real level of prices on export and domestic market maintained.</p> <p>All production absorbed in the market.</p> <p>Adequate availability of raw materials.</p> <p>Favourable ecological conditions.</p> |

Increased Food Production & Availability in the Region

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|-----------------------------------|-----------------------|---|
| <p>Inputs: Activities</p> <p>1.1 Provide (a) <u>Services</u>: Effectiveness of extension agents.</p> <p style="padding-left: 40px;">Improve Farmer/Agent ratio.</p> <p style="padding-left: 40px;">Adequate supervision of credit.</p> <p style="padding-left: 40px;">(b) <u>Inputs</u>: Credit seeds, fertilizers, insecticides, etc.</p> <p>1.2 Provide (a) <u>Incentives</u>: Change the basis of price support systems in favour of nutritionally important commodities.</p> <p style="padding-left: 40px;">(b) Shift subsidy to nutritionally important commodities.</p> <p style="padding-left: 40px;">(c) Develop and implement agricultural insurance schemes.</p> <p style="padding-left: 40px;">(d) Reduce predial larceny.</p> <p>1.3 Accelerate land reform programmes to increase small farm production and productivity.</p> <p>1.4 Increase efficiency of production through research and the application of appropriate technology.</p> <p>2.1 Develop methods/techniques for identifying post harvest losses.</p> <p style="padding-left: 40px;">Research on causes and solutions.</p> <p>2.2 Improve control measures for storage storage, pests and diseases.</p> <p>2.3 Improve harvesting, handling and sorting of commodities.</p> <p>2.4 Establish appropriate storage facilities size, location, access, cost, structure and transport.</p> <p>3.1 Improve capacity and efficiency of public marketing agencies.</p> <p style="padding-left: 40px;">(i) Reduced commodity losses.</p> | | | <p>Affecting input-to-output link:</p> <p>(1) Favourable ecological conditions prevail.</p> <p>(2) Favourable response by farmers.</p> <p>(3) New rules foreign criteria implemented.</p> <p>(4) Political commitment to removing institutional constraints and provision of financial and other resources.</p> <p>(5) Trained operators and experienced administrators available to provide operational support.</p> <p>(6) International and Regional concurrence on new trade agreements and inter-regional migration.</p> <p>(7) Efficient enforcement of food standards.</p> <p>(8) Increased foreign exchange deriving from rise in exports would be used, at least in part, to increase supply of nutritionally important commodities.</p> <p>(9) Change in attitude to agricultural employment.</p> |

C-10

Increased Food Production & Availability in the Region

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|-----------------------------------|-----------------------|-----------------------|
| <p>(ii) Improved financial performance.</p> <p>(iii) Increase quantity of commodities being marketed, especially those of nutritional importance.</p> <p>3.2 Establish effective market information system:</p> <p>(i) Data collection analysis and timely dissemination</p> <p>3.3 Improve transportation system for food commodities:</p> <p>(i) Weekly intra-regional refrigerated shipping.</p> <p>(ii) Improve feeder roads and internal transportation facilities.</p> <p>3.4 Establish appropriate market research development and promotion programme.</p> <p>3.5 Promote activities of small traders:</p> <p>(i) Improve facilities at public markets.</p> <p>(ii) Increase availability of credit.</p> <p>(iii) Improved skills - technical and managerial.</p> <p>3.6 Improve regulations affecting trade.</p> <p>(i) Rationalized price control mechanisms.</p> <p>(ii) Improved administration & licencing for food commodities (import/export).</p> <p>(iii) Review and revise Regional agreements in agricultural trade.</p> | | | |

Increased Food Production & Availability in the Region

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|-----------------------|
| <p>3.7 Improve effectiveness of pricing agricultural commodities:</p> <ul style="list-style-type: none"> (i) Review relationship between prices of domestic and imported commodities. (ii) In-built adjustment mechanism to reflect changes in production costs. (iii) Improve flexibility. <p>4.1 Determine appropriate processing technology:</p> <ul style="list-style-type: none"> (i) Multi-purpose cooperating processes. (ii) Appropriate scale of operation. (iii) Optimum factor intensity. <p>4.2 Train skilled personnel:</p> <ul style="list-style-type: none"> - Increases in quantity and improvements in quality of processed foods. <p>4.3 Establish physical facilities:</p> <ul style="list-style-type: none"> - Increase processing capacity. <p>4.4 Increase food fortification:</p> <ul style="list-style-type: none"> - increase nutritive value of foods -{ increase <p>4.5 Increase capacity for producing weaning foods from local raw materials:</p> <ul style="list-style-type: none"> - Appropriate technology developed. - Increase output. <p>5.1 Increase efficiency in production:</p> <ul style="list-style-type: none"> - Develop, & apply approved food technology. | | | |

Increased Food Production and Availability in the Region

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|-----------------------|
| <p>5.2 Increase stability in export market:</p> <p>(1) Negotiate commodity agreement which includes price indexation and quantity guaranties.</p> <p>5.3 Increase supply of labour.</p> <p>(1) Increase inter-regional mobility.</p> <p>(11) Reduce urban/rural migration.</p> | | | |

LOGICAL FRAMEWORK

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

Increased Food Reserves in the Region

DEVELOPMENT HYPOTHESES

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|--|---|
| <p>Goal:</p> <p>Reduction in the incidence of Malnutrition especially in children under two years, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> | | <p>Concerning long term value</p> |
| <p>Purpose:</p> <p>Increased Food Reserves.</p> | <p>Conditions that will indicate purpose has been achieved</p> <p>Three months supply of food in storage at strategic location at all times by 1990.</p> | <p>Food Balance Sheets.</p> <p>Food Inventory Records.</p> | <p>Affecting purpose to goal link:</p> <p>Regional Programme for Disaster Prevention and Relief are implemented.</p> |
| <p>Outputs:</p> <p>Buffer stock developed, maintained and available for distribution.</p> | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <p>Inventory of commodities stored at strategic locations.</p> | <p>Food Inventory.</p> <p>Inventory Records.</p> | <p>Affecting output-to purpose link:</p> <p>Arrangements are disaster proof.</p> <p>Adequate arrangements for access to Buffer stock on a Regional basis.</p> |

Increased Food Reserves in the Region

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|--|
| <p>Inputs:Activities</p> <p>1.1 Establish adequate storage facilities at strategic locations:</p> <ul style="list-style-type: none"> - Size, disaster proof structures, physical facilities, ratio of regional/national balances. <p>1.2 Establish appropriate administrative machinery:</p> <ul style="list-style-type: none"> - Improved institutional capacity. <p>1.3 Establish adequate procurement procedures for nutritionally important commodities:</p> <ul style="list-style-type: none"> - Sources of food. - Funding - regional/national. - Transportation. <p>1.4 Develop appropriate distribution mechanisms:</p> <ul style="list-style-type: none"> - Implement deployment arrangements, personnel, centres, organizations and means of transport. <p>1-5 Acquire food for Buffer Stock.</p> <ul style="list-style-type: none"> Increase size order. Improve collection system. | | | <p>Affecting input to output link:</p> <ol style="list-style-type: none"> 1. Adequate funding available. 2. Supply conditions favourable. 3. Adequate transport and communication facilities available. |

C-15

LOGICAL FRAMEWORK

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

Increased Consumption of Nutritionally Important Foods.

DEVELOPMENT HYPOTHESES
If Outputs, then Purpose
If Purpose, then Goal

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|---|---|--|
| <p>Goal. Reduction in the incidence of Malnutrition especially in children under two years, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> | | <p>Concerning long term value</p> |
| <p>Purpose: Increased consumption of nutritionally important foods by "at Risk" groups.</p> | <p>Conditions that will indicate purpose has been achieved</p> <p>Average daily per capita intake of calories and proteins by target groups increased to recommended daily allowance in all countries by 1990.</p> | <p>Food consumption surveys. (Sample surveys)</p> | <p>Affecting purpose to goal link:</p> <p>(1) Efficient utilization (biological) of the available nutrients by individuals.</p> |
| <p>Outputs</p> <ol style="list-style-type: none"> 1. Food prices stabilized. 2. Disposable income of low income groups increased. 3. Nutritionally important foods provided to "At Risk" groups. | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <p>Index of food prices increase at a rate not exceeding rate of increase in consumer price index (CPI).</p> <p>Per capita income of lowest 30% of population increased by average of 10% per annum above inflation.</p> <p>Total requirements of proteins and calories available to the community and allocated as required in the market and the distribution centres.</p> | <p>Consumer Price Index (Food component)</p> <p>Household Budget surveys.</p> <p>Official statistics.</p> <p>Food Consumption surveys.</p> <p>Market surveys.</p> | <p>Affecting output to purpose link</p> <ol style="list-style-type: none"> 1. Significant proportion of additional income to low income groups will be spent on food. 2. Food expenditures guided by cost-nutrient values. 3. Management of the rate of inflation |

C-16

Increased Consumption of Nutritionally Important Foods.

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|--|
| <p>Inputs: (Activities)</p> <p>1.1 Develop an effective mechanism for price formulation.</p> <p>1.2 Establish price levels reasonable to consumers</p> <p>1.3 Apply subsidies to nutritionally important foods.</p> <p>2.1 Provide low income groups with training for employment both inside and outside agriculture, including self employment.</p> <p>2.2 Review Government assistance tax structure applicable to low income groups.</p> <p>3.1 Establish mechanism for supplying food to "At Risk" groups:</p> <p>(i) Under two years.</p> <p>(ii) Pre-school children.</p> <p>(iii) School children.</p> <p>(iv) Expectant mothers.</p> <p>3.2 Encourage increased home production of nutritionally important foods.</p> | | | <p>Affecting Input to Output Link:</p> <p>1. Executive action will permit implementation of pricing policy.</p> <p>2. Widespread participation by small farmers in agricultural development programmes.</p> <p>3. A properly designed industrial development strategy offering increased opportunities for employment outside agriculture.</p> <p>4. Participation by low income groups in the productivity gains resulting from training for increased production.</p> <p>5. The required foods are available in adequate amounts.</p> <p>6. Home producers respond positively to incentives and encouragement.</p> |

LOGICAL FRAMEWORK

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

Maternal and Child Health Programme

DEVELOPMENT HYPOTHESES

If Purpose, Then Goal

If Outputs, Then Purpose

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|---|---|
| <p>Goal: Reduction of the incidence of Mal-nutrition, particularly in children under two, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement.</p> | <p>Routine Health statistics available in periodic reports.</p> | <p>Concerning long term value</p> <ol style="list-style-type: none"> Other programme areas are developed to facilitate achievement of general health with special reference to expectant mothers, children and the poor. Other health and health-related social and economic conditions do not deteriorate. |
| <p>Purpose Improved MCH status.</p> | <p>Conditions that will indicate purpose has been achieved</p> <ol style="list-style-type: none"> Mortality rate in infants under one year of age reduced by 40%. Mortality rates among children 1-4 years of age reduced by 60%. Prevalence of PCM (Gomez I-III) in children under two years of age reduced by 60%. Prevalence of anaemia in pregnancy reduced by 80%. Maternal mortality reduced by 40%. | <p>Routine Data collection by Ministry of Health.</p> | <p>Affecting purpose-to-goal link:</p> <ol style="list-style-type: none"> Nutrition-related diseases, including those arising out of the environment, are controlled. Other social and economic conditions affecting food and nutrition do not deteriorate. |
| <p>Outputs: Improved coverage, quality and scope of MCH services by virtue of:-</p> <ol style="list-style-type: none"> Adequate ante-natal, intra-natal, and post-natal care provided. Information and facilities for Family Planning available and utilized. Family Life Education provided. Reduced death rates in first month of life. Child health supervision provided. Increased proportion of breast-fed infants. (Weaning food available in all countries. See program on Increased Food Accessibility). (Immunization services expanded. See Disease Control Program). (School Meals available. See program on Increased Food Accessibility). | <p>Magnitude of Outputs necessary and sufficient to achieve purpose. Each community of 5,000 persons has a Health Centre and provides the following:-</p> <p><u>THE MOTHER</u></p> <ol style="list-style-type: none"> Every expectant mother in the Caribbean is seen as a routine measure not later than the 16th week of pregnancy and at least 12 times before the end of the pregnancy. She is seen at least once by a doctor before the 20th week, and, after that, when the nurse thinks it necessary. All women with complications or with known high risk should receive special care. Iron deficiency being exceptionally common in the Caribbean, every expectant mother takes iron tablets as a routine measure. Every delivery is attended by a doctor or a qualified nurse or a midwife. Every mother stays three days in hospital after delivery to ensure - <ol style="list-style-type: none"> successful breast-feeding; the care of the infant; and the education of the mother in family planning and nutrition. | <p>Routine Data collection from Health Centres by Ministry of Health.</p> | <p>Affecting output-to-purpose link:</p> <p>No deterioration in infra-structure of the health services, including management, manpower development and community participation.</p> |

Maternal and Child Health Programme

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|--|-----------------------|-----------------------|
| <p>10. Manpower development achieved.</p> <p>11. Supplies including drugs, weighing scales and other working equipment widely available.</p> <p>12. System of information and evaluation established and functioning.</p> | <p>7. Each Health Administration should provide care for the mother after delivery, with particular attention to the first ten days and a first clinic visit not later than six weeks after delivery.</p> <p>8. All families and individuals have access to family planning information and services.</p> <p><u>THE INFANT AND THE PRE-SCHOOL CHILD</u></p> <p>1. Every pre-school child is seen in the child health clinic at least once a month during the first year of life and once every three months during the second year, with special provision for high-risk children as defined in the Regional Strategy.</p> <p>2. Each Health Administration puts into effect the recommendations of the Workshop on Feeding the Weaning Age Group Guyana, October 1978.</p> <p>3. Each Health Administration ensures that all children receive immunization against polio, diphtheria, whooping cough, tetanus, measles and tuberculosis, using the schedule set out in the Regional Strategy and keeps a careful record of the work done.</p> <p>4. Every child is required by law to be comprehensively immunized before admission to school.</p> <p>5. All the above services are made available to children attending day-care centres.</p> <p>6. The Manual prepared at UWI for the treatment of gastro-enteritis and malnutrition is available throughout the Region.</p> <p><u>THE SCHOOL CHILD</u></p> <p>1. Each Health Administration provides a school health service which includes health education, family life education, the detection of defects, immunization, improvement of the school environment, and preventive dental care.</p> <p>2. (The school plays a vigorous part in the system of health education and community participation. See programme on Relevant Education).</p> | | |

C-19

Maternal And Child Health Programme

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|---|
| <p>Inputs: Activities</p> <ol style="list-style-type: none"> 1. Improve and maintain Health Centres. 2. Provide at the Health Centres maternal and child health care, including health supervision for mothers, the promotion of breast feeding, the monitoring of child growth by the use of weights charts, immunization, emergency treatment (including early fluidsalt replacement by mouth for children with diarrhoea), health education for parents with emphasis on infant care and feeding, family planning, nutrition, environmental health and preventive dental care. 3. To diminish the large number of infant deaths in the first month, carry out the measures identified in the Regional Strategy especially the maintenance of breast-feeding, special services for the newborn, the employment of specialists in children's diseases, and specific training for nurses in the care of the newborn. 4. Each country which has not already done so prepares a written statement of health policy and includes in it a policy for the health protection of mothers and children. 5. Each Health Administration involves in its maternal and child health activities all other relevant sectors, namely: education; agriculture; community development; family planning; nutrition; district services; youth and consumer affairs. 6. Each country prepares Policy Statements with respect to family planning, immunisation, and food and nutrition. 7. Each country designates a single person or group of persons with the necessary interest, training and competence at the Ministry level to be <u>responsible for Maternal and Child Health</u>. This person is advised by an interministerial committee, including the agencies mentioned above. 8. At the peripheral level, the public health nurse supervises the services. | | | <p>Affecting Input to Output Link:</p> <ol style="list-style-type: none"> 1. Political commitment is asserted through policy statements and provision of resources. 2. External cooperating agencies are responsive to needs. |

Maternal and Child Health Programme

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|-----------------------|
| <p>9. Ensure the continuity of care between preventive and curative services, for example, by placing a district nurse within the hospital and naming a hospital nurse for liaison with the district</p> | | | |
| <p>10. Improve the quality of care by maintaining facilities, equipment and supplies; preparing and distributing MCH manuals on standards and procedures; providing continuing staff education; utilizing community health aide; promoting health education to stimulate the community among other things to use, improve and maintain facilities.</p> | | | |
| <p>11. Each country establishes an information system and a system of evaluation of the maternal and child health services.</p> | | | |
| <p>12. Each country develops manpower in the field of maternal and child health and in particular trains nurses, midwives and community health aides.</p> | | | |
| <p>13. Expand the role of the mid-wife, after appropriate training, to include the provision of infant and pre-school care and family planning.</p> | | | |
| <p>14. Reinforce the discipline of child psychology and child guidance and strengthen the curricula for teacher and nursing education in that respect.</p> | | | |
| <p>15. The Secretariat reviews the laws relating to mothers and children, especially with regard to the responsibility of the father for child maintenance and the content of social legislation as it affects the interest of mothers and children.</p> | | | |
| <p>16. The Secretariat, in cooperation with PAHO, convenes a technical advisory group to prepare a comprehensive strategy on Community Participation in Health, giving</p> | | | |

Maternal and Child Health Programme

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|-----------------------|
| <p>appropriate priority to the programme area of M.C.H., and taking account of the activities described in paragraphs 109-122 of the Regional M.C.H. Strategy.</p> | | | |

C-22

LOGICAL FRAMEWORK

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

Control of Nutrition-Related Diseases

DEVELOPMENT HYPOTHESES

If Purpose, Then Goal

If Outputs, Then Purpose

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|--|---|
| <p>Goal.</p> <p>Reduction of the incidence of Malnutrition, particularly in children under two, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> | <p>Routine Health statistics available in periodic reports.</p> | <p>Concerning long term value</p> <ol style="list-style-type: none"> 1. Other programme areas are developed to facilitate achievement of general health with special reference to expectant mothers, children and the poor. 2. Other health and related social and economic conditions do not deteriorate. |
| <p>Purpose:</p> <p>Reduced incidence of nutrition-related diseases, including those arising out of environmental conditions.</p> | <p>Conditions that will indicate purpose has been achieved</p> <ol style="list-style-type: none"> 1. Death rate from both measles and whooping cough reduced to less than 1 per 100,000 population. 2. Prevalence of anaemia among expectant mothers reduced by 80%. 3. 75% of estimated number of cases of obesity, high blood pressure and diabetes under adequate control. 4. Typhoid virtually eradicated and gastro-enteritis death rate reduced by 80%. | <p>Routine Data collection by Ministry of health.</p> | <p>Affecting purpose to goal link:</p> <p>Maternal and child health programme is implemented.</p> |
| <p>Output:</p> <ol style="list-style-type: none"> 1. Effective programmes against nutrition-related communicable diseases implemented. 2. Effective programmes against nutrition-related non-communicable diseases implemented. 3. By virtue of control of environmental hazards, diminished incidence of gastro-enteritis, typhoid, dysentery and parasitic infestations. | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <ol style="list-style-type: none"> 1.1 80% of children immunized against communicable diseases. 1.2 Strengthened system of epidemiological surveillance. 1.3 Regional system of diagnostic laboratory facilities. 2. Anaemia, obesity, high blood pressure and diabetes brought under control. 3.1 Policy on environmental health written by each country. 3.2 95% of population provided with safe potable water inside the house as well as approved liquid and solid waste disposal. 3.3 Liquid waste disposal system in operation. 3.4 Regional food safety policy implemented. 3.5 Solid waste disposal system in operation. 3.6 Pest and pesticide control programmes in operation. 3.7 Low cost housing programme operational. 3.8 Programme for disaster preparedness in operation. | <p>Records of Ministry of Health.</p> <p>Assessment by CARICOM.</p> <p>Records of CAREC.</p> <p>Direct observation.</p> <p>Government Records.</p> <p>" "</p> <p>" "</p> <p>Government Records.</p> <p>Assessment by Caribbean Environmental Health Institute.</p> <p>Assessment by CARICOM.</p> | <p>Affecting output to purpose link.</p> <ol style="list-style-type: none"> 1. No deterioration in infra-structure of the health services, including management, manpower development and community participation. 2. Other social and economic conditions affecting food and nutrition do not deteriorate. |

Control of Nutrition-Related Diseases

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|--|-----------------------|--|
| <p><u>INPUTS :ACTIVITIES</u></p> <p>1. <u>Communicable Diseases</u></p> <p>1.1 Convert Caribbean Epidemiology Centre into a Caribbean centre for disease control.</p> <p>1.2 Expand immunization services.</p> <p>1.3 Implement proposed project for Regional laboratory services.</p> <p>1.4 Develop a programme to increase community participation.</p> <p>2. <u>Non-communicable Diseases</u></p> <p>2.1 Define a programme for the prevention of anaemia, including routine administration of iron tablets to all expectant mothers.</p> <p>2.2 Develop programmes for the control of obesity, high blood pressure and diabetes.</p> <p>2.3 Procure community participation in the control of these diseases.</p> <p>3. <u>Environmental Health</u></p> <p>3.1 Each country writes a policy on Environmental Health.</p> <p>3.2 Convene regular meetings of the Caribbean Advisory Group on the environment.</p> <p>3.3 Develop the Caribbean Environmental Health Institute in St. Lucia.</p> <p>3.4 Provide in every house sufficient potable water and approved systems of liquid and solid waste disposal.</p> <p>3.5 Implement, as appropriate, the recommendations of the Workshop on Pest and Pesticides Control Management convened in Barbados in November 1981.</p> | <p><u>Level of Effort/Expenditure for each Activity</u></p> <p>Regional Laboratory Project - US\$300,000 (UNDP).</p> <p>Meetings of Caribbean Advisory Group on the Environment financed by participating agencies.</p> <p>Core budget of Caribbean Environmental Health Institute is \$</p> <p>Estimated cost of improved water supplies for all countries is \$</p> <p>Costing is to be developed in respect of housing and disaster preparedness.</p> | | <p>Affecting input-to-output link:</p> <p>1. Political commitment is asserted through policy statements and provision of resources.</p> <p>2. External cooperating agencies are responsive to needs.</p> |

Control Of Nutrition-Related Diseases

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|-----------------------------------|-----------------------|-----------------------|
| <p>3.6 Develop a low cost housing programme</p> <p>3.7 Prepare Regional and National programmes for disaster prevention, preparedness and relief.</p> <p>3.8 Develop regional training programmes for all levels of environmental health workers.</p> <p>3.9 Develop community participation.</p> | | | |

C-25

LOGICAL FRAMEWORK

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

More Relevant and Effective Education School and Adult Levels

DEVELOPMENT HYPOTHESES

If Outputs, Then Purpose

If Purpose, Then Goal

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|--|---|--|
| <p>Goal: Reduction in the incidence of Malnutrition, especially in children under two years, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> | | <p>Concerning long term value</p> |
| <p>Purpose: More relevant and effective education at school and adult levels especially in areas of agriculture, food and nutrition and health science.</p> | <p>Conditions that will indicate purpose has been achieved</p> <p>Improved attendance pattern by 198y compared with 1980 levels.</p> <p>(I) Attendance at all levels increased by X %.</p> <p>(II) Drop-out rate at post-primary level reduced by X %.</p> <p>(III) Vacancies in technical areas reduced by X %.</p> <p>(IV) On-the-job training within industry increased by X %.</p> <p>(V) Adult education programmes to re-train workers for employment in new sectors increased by X %.</p> | <p>1. Reports on Surveys conducted by:</p> <p>(I) National Man-Power Planning Units, Ministries of Econ.Dev., Labour and information.</p> | <p>Affecting purpose-to-goal link.</p> <p>(I) Increased availability of job opportunities to school leavers.</p> <p>(II) Improved capacity of relevant institutions to deliver training.</p> <p>(III) Willingness of employers/managers to permit use of facilities for training purposes</p> |
| <p>Outputs:</p> <p>(I) School curricula (Primary & Secondary) in areas of agricultural science, food and nutrition and health science reflect objectives of Food and Nutrition Strategy.</p> <p>(II) School organisation emphasizes activity methods in areas related to agriculture, industry, commerce and home economics.</p> <p>(III) Content, methodology and supporting education materials in areas of agricultural science, health science and food and nutrition draw heavily on the Caribbean experience.</p> | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <p>(I) % of Secondary school graduates with skills and qualifications relevant to agriculture, health science, home economics increased by X%.</p> <p>(II) % of Secondary school graduates proceeding to advanced courses in technical areas increased by X %.</p> <p>(III) % of text books and other teaching material based on the "Caribbean" experience increased by X %.</p> | <p>(II) Planning Units (Ministries of Education)</p> <p>(III) National Food and Nutrition Councils.</p> | <p>Affecting Output-to-Purpose Link.</p> <p>(I) Provision of adequate number of school places at the post-primary level.</p> <p>(II) Availability of necessary facilities for promoting new and expanded programmes at school and adult levels.</p> <p>(III) Internal movement of trained personnel among sectors reduced.</p> |

More Relevant & Effective Education at School & Adult Levels

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|---|---|---|
| <p>(IV) Adult education programmes address national and regional development priorities in agriculture, health, community and rural development, etc.</p> <p>(V) Educational programmes at secondary and tertiary levels include an expanded work-study component.</p> | <p>(IV) Voluntary enrolment in adult education programmes in technical areas increased by X %.</p> <p>(V) Rate of attrition among students enrolled in adult education programmes reduced by X %.</p> | <p>2. Annual Reports by Vice-Chancellors of Regional Universities and Heads of other tertiary institutions.</p> <p>3. Annual Reports by Ministries of Health.</p> | |
| <p>Inputs: Activities.</p> <p>1.1 At national level, strengthen curriculum development units or establish them where they do not exist.</p> <p>1.2 Establish machinery for regional co-operation among agencies involved in curriculum development work with emphasis on technical subjects relevant to the Strategy.</p> <p>2.1 Plan and conduct training for educational administrators and supervisors of technical subjects relevant to the Strategy.</p> <p>2.2 Establish efficient teacher supervision and an educational guidance service especially at the post-primary level.</p> <p>3 Establish regional agency to co-ordinate production of text books and other educational material including audio visual aids.</p> <p>4.1 Establish national/regional bodies to plan and co-ordinate programmes of adult and continuing education with emphasis on technical programmes relevant to the Strategy.</p> <p>4.2 Prepare at national level comprehensive programmes of adult education for implementation by governments.</p> | <p>Level of Effort/Expenditure for each activity,</p> | | <p>Affecting Input-to-Output Link:</p> <p>(I) Increased per capita expenditure for education at all levels.</p> <p>(II) More efficient utilisation of financial resources currently allocated to education.</p> <p>(III) Co-operation of parents with education authorities and a favourable attitude of industry and the Trade Union movement to the idea of Work Study.</p> |

LOGICAL FRAMEWORK

Date of this Summary _____

More Relevant & Effective Education at School & Adult Levels

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|-----------------------|
| <p>5.1 Accelerate work being done on Work Study in Secondary schools, especially in areas relevant to the Strategy.</p> <p>5.2 Implement plans to promote Work Study at tertiary level, e.g., Caribbean Volunteer Corps, with emphasis on activities relevant to the Strategy.</p> | | | |

LOGICAL FRAMEWORK

Date of this Summary _____

Increased & More Effective Educational & Technical Support
for all Sectors of the Strategy REGIONAL FOOD AND NUTRITION STRATEGY

DEVELOPMENT HYPOTHESES

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|---|--|---|
| <p>Goal Prevention of malnutrition, particularly in children under two, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> | | <p>Concerning long term value</p> |
| <p>Purpose: Increased and more effective educational and technical support for all sectors of the Strategy.</p> | <p>Conditions that will indicate purpose has been achieved By year 1990; compared with 1980-</p> <ol style="list-style-type: none"> 1. Number of vacancies in all technical areas related to Strategy reduced by %. 2. Waiting time to fill vacancies reduced by %. 3. Indigenous foods consumed, as a percentage of total food consumption increased by %. 4. Consumption patterns in consonance with recommendations of National Food and Nutrition Councils. | <p>1. Reports on Surveys conducted by -</p> <ol style="list-style-type: none"> i. National Man-Power Planning Units (Ministries of Economic Development, Labour, Information). ii. Planning Units (Ministry of Education). iii. National Food and Nutrition Councils. | <p>Affecting purpose to goal link Increased contributions to the Strategy from the other supportive sectors (Health, Agriculture, Communication etc.)</p> |
| <p>Outputs</p> <ol style="list-style-type: none"> 1. An expanded and better equipped teaching force, in the fields of health science, food and nutrition, agricultural science and agribusiness. 2. A larger, more efficient team of educational administrators and supervisors of subjects related to Strategy. 3. Increased numbers trained and employed as researchers, technical officers and extension agents in the fields of agriculture, engineering, food and nutrition, food technology, home economics education, rural and community development, environmental health, public administration and business. 4. An adequate and effective outreach programme established to serve communities in areas of health, agriculture, rural and community development and in cultural activities. | <p>Magnitude of Outputs necessary and sufficient to achieve purpose By year 1990, compared with 1980 levels:-</p> <ol style="list-style-type: none"> 1.1 Number of teachers trained with specialisations in health science, food and nutrition, agricultural science and agribusiness studies, increased by %. 1.2 Student-teacher ratio in agriculture and other technical/practical subjects reduced to x:1. 1.3 Percentage of qualified secondary school leavers opting for service in technical careers increased by %. 2.1 More effective coverage of school programmes in areas related to the Strategy. 2.2 Percentage of school leavers electing to pursue further education in fields related to the Strategy, increased by %. 3. Improved community response to services offered by extension agencies in health, agriculture, food and nutrition and community organisation. 4. Community activity in agriculture, food preparation and processing, house craft and home management, environmental health and community organisation including cooperativism, in consonance with recommendations of Extension Services. | <ol style="list-style-type: none"> iv. Annual Reports (Ministry of Health). v. Annual Reports of Vice-Chancellors of Regional Universities and Heads of other tertiary institutions. | <p>Affecting output to purpose link:</p> <ol style="list-style-type: none"> i. Increased availability of job opportunities to school leavers. ii. Effective support obtained from the Communication Sector, involving all the media. iii. Internal movement among sectors and emigration of trained personnel significantly reduced. iv. Employers in private sector recognise qualifications of trained personnel in recruitment of workers. |

C-29

LOGICAL FRAMEWORK

Date of this Summary _____

Increased & More Effective Educational and Technical Support for all Sectors of the Strategy

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|-----------------------------------|-----------------------|--|
| <p>1.1 Conduct manpower surveys to establish magnitude and nature of need for trained teachers of technical subjects related to the Strategy, and the capability of existing institutions to deliver training.</p> <p>1.2 Revise teachers' college and school curricula related to health, agriculture and food and nutrition.</p> <p>1.3 Establish compulsory courses in health science at the secondary level.</p> <p>1.4 Secure additional resources to strengthen the capability of the training institutions.</p> <p>1.5 Increase intake of teachers' colleges in technical areas related to the Strategy.</p> <p>2.1 Identify personnel to strengthen educational supervision and administration.</p> <p>2.2 Increase university enrolments in educational supervision and administration.</p> <p>3.1 Liaise with health, agriculture, communication sectors to obtain estimates of their training needs.</p> <p>3.2 Increase numbers trained in institutes/schools of agriculture and other relevant university departments.</p> <p>3.3 Prepare guidelines for improving community action in areas of health, agriculture, food and nutrition and community organisation.</p> <p>4.1 Strengthen university departments to accommodate expanded training programmes.</p> <p>4.2 Conduct "crash" programmes of training for trainers.</p> <p>4.3 Conduct adult education programmes in communication methods for extension workers in agriculture, health, rural and community development etc.</p> <p>4.4 Conduct training of personnel in management skills.</p> | | | <p><u>AFFECTING INPUT TO OUTPUT LINK</u></p> <p>i. Necessary facilities provided for promoting new and expanded programmes at school and adult levels.</p> <p>ii. Adequate number of additional school places provided at post-primary level.</p> <p>iii. Per capita provision for education and training more efficiently utilised.</p> <p>iv. Resources currently allocated to education and training more efficiently utilised.</p> <p>v. Incentives provided by employer to attract school leavers to technical careers.</p> |

LOGICAL FRAMEWORK

REGIONAL FOOD AND NUTRITION STRATEGY

Date of this Summary _____

Active Public Support & Participation

DEVELOPMENT HYPOTHESES
If Purpose, Then Goal
If Outputs, Then Purpose

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|--|---|---|
| <p>Goal: Prevention of Malnutrition, particularly in children under two, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> | | <p>Concerning long term value</p> |
| <p>Purpose: Active support for and public participation in programmes of Food and Nutrition Strategy.</p> | <p>Conditions that will indicate purpose has been achieved Public production and consumption patterns oriented towards indigenous foods according to nutritional targets set by RFNS.</p> | <p>Regional Surveys RFNS Project EOPS</p> | <p>Affecting purpose to goal link. 1. Health conditions do not deteriorate. 2. No adverse effects from weather, natural disasters, economic or social condition.</p> |
| <p>Outputs 1. Regional Mechanism in place for stimulating public concern and support for issues and policies identified in strategy, and encouraging monitoring and reporting on implementation of programs. 2. Public concern and support for Food and Nutrition issues and policies mobilised. 3. Food and Nutrition priority programs determined and communication support projects designed. 4. Key actors mobilised and involved in developing and implementing Food and Nutrition programs and projects. 5. Effective Communication Programs for Food and Nutrition activities mounted and sustained.</p> | <p>Magnitude of Outputs necessary and sufficient to achieve purpose 1. (a) Fully equipped RFNS Communication Unit functioning by June 1981. (b) CARICOM staff of six (6) technicians operating in field by June 1982. (c) Food and Nutrition Councils functioning in twelve (12) CARICOM countries by June 1982. 2. (a) CANA transmitting % increase in words monthly to subscribers on Food and Nutrition issues to June 1981. (b) Major Strategy publication circulated X 50,000 copies by December 1981. (c) Television documentary shown in 12 CARICOM countries by December 1981. (d) 4-part 30-minute radio documentaries aired in 12 CARICOM countries by December 1981. (e) One (1) National consultant on Food & Nutrition Strategy held in each CARICOM country by March 1982. (f) Evaluation report compiled by May 1982.</p> | <p>Program Reports " Country Reports Media Survey Program Reports and Media Survey " " Program Report Project Action Plans</p> | <p>Affecting output to purpose link. 1. Positive political commitment sustained. 2. Communication support programs create impact.</p> |

Active Public Support & Participation

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|-------------------|---|---|-----------------------|
| | <p>3. (a) Communication plan to combat nutrition-related diseases developed by 1982.</p> <p>(b) Communication plan to promote control of anemia, obesity, high blood pressure and diabetes developed by December 1982.</p> <p>(c) Communication plan to develop environmental health by December 1982.</p> <p>(d) Communication plan to promote strengthening of MCH developed by December 1982.</p> <p>(e) Technical assistance for design of Agricultural Marketing Information Services for Region provided by December 1982.</p> <p>(f) Communication support services to promote new techniques among farmers developed by December 1982.</p> <p>4. (a) Two (2) Regional Seminars/Workshops for media on Food & Nutrition Strategy by December 1981.</p> <p>(b) Two Communication Workshops in Region annually to December 1990.</p> <p>5. (a) 50,000 RFNS quarterly publications circulated by June 1982.</p> <p>(b) 10,000 monthly Technical bulletins circulated by June 1982.</p> <p>(c) Four Regional seminars for Food and Nutrition personnel conducted by December 1982.</p> <p>(d) % increase in Food & Nutrition information transmitted by CANA.</p> <p>(e) % increase in air time among CBU Radio stations for Food & Nutrition-related programmes.</p> <p>(f) % Television viewing time on National stations for Food & Nutrition-related programmes.</p> | <p>Project Action Plans.</p> <p>" " "</p> <p>Program Reports.</p> <p>Program Reports.</p> <p>Program Reports & Media Surveys.</p> | |

C-32

Active Public Support & Participation

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|-----------------------------------|-----------------------|--|
| <p>Inputs. Activities</p> <p>1.1 Recruit and sensitise Communications staff to Food and Nutrition issues and policies highlighted in Strategy.</p> <p>1.2 Purchase Audio/Visual equipment.</p> <p>1.3 Develop Food & Nutrition councils & related organisations and associations.</p> <p>1.4 Assist in formulating guidelines for Food & Nutrition councils.</p> <p>2.1 Leverage media support for publicising issues and policies highlighted in the Strategy.</p> <p>2.2 Produce Audio/Visual material.</p> <p>2.3 Organize multi-disciplinary and wider public discussions on Strategy</p> <p>2.4 Promote public concerns for Strategy refinement.</p> <p>3.1 Liaise with agriculture, education health and nutrition sectors to determine communication needs of priority programs.</p> <p>3.2 Design communication support projects for sector programs.</p> <p>4.1 Sensitise media to need for balance/relevant presentation of Food & Nutrition features.</p> <p>4.2 Leverage media support for Food & Nutrition sector projects and programs.</p> <p>4.3 Promote Community Participation in programs.</p> <p>4.4 Provide communications skills training for community animators, agricultural extension officers, community health and nutrition aides and other personnel identified for involvement in programs and projects.</p> <p>5.1 Prepare and disseminate audio/visual material and disseminate to regional and national media.</p> <p>5.2 Conduct seminars/workshops, field exercises, demonstrations, and other inter-personal communication exercises in support of Strategy.</p> | | | <p>Affecting input-to-output link:</p> <ol style="list-style-type: none"> 1. Governments approved Food & Nutrition Strategy. 2. Funding available. |

C-33

STRATEGY MANAGEMENT

DEVELOPMENT HYPOTHESES
 If Outputs, Then Purpose
 If Purpose, Then Goal

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|---|--|---|--|
| <p>Goal:</p> <p>Reduction of the incidence of malnutrition, especially in children under two years, expectant mothers and the poor.</p> | <p>Measures of Goal Achievement:</p> <ol style="list-style-type: none"> 1. % of children under 2 years fall within Gomez classification I-III by 1990 in all countries. 2. _____ households meet recommended dietary allowances for energy and protein by 1990 in all countries. 3. Prevalence of anemia and obesity reduced to _____ per 1000 by 1990 in all countries. | | <p>Concerning long term value</p> |
| <p>Purpose:</p> <p>Efficient and effective management of Regional Food and Nutrition Strategy Programmes and Projects.</p> | <p>Conditions that will indicate purpose has been achieved</p> <p>Demonstrated systematic use of information by Strategy Managers to control and redesign the implementation of strategy, programmes and projects.</p> | <p>1. Annual Evaluations.</p> | <p>Affecting purpose to-goal link:</p> <p>There is continuous and significant political support for the strategy, programmes and projects.</p> <p>Programme inputs and outputs are adjusted to prevailing political and social changes</p> <p>There is continuity of personnel</p> <p>Implementation of any one project does not divert resources from another project that is an integral part of a strategy programme.</p> |
| <p>Outputs:</p> <ol style="list-style-type: none"> 1. Strategy management matrix functioning. 2. Project management functioning as a strategic system. 3. Monitoring and reporting system functioning at the project, program and strategy levels. 4. National Food and Nutrition Councils functioning. 5. Evaluation system functioning. | <p>Magnitude of Outputs necessary and sufficient to achieve purpose.</p> <ol style="list-style-type: none"> 1.a Strategy and programme level schedules and budgets are established and met. 1.b Project design and implementation is directly related to programme and strategy priorities. <ol style="list-style-type: none"> 2. Caribbean food and nutrition projects demonstrate maximum use of resources in accordance with strategy priorities. 3. Council reports demonstrate co-ordination of all national level strategy activities in all countries every year 1982-90. 4. Reports at all levels prepared and distributed in accordance with Monitoring and Reporting Plans. 5. Evaluations of project, programme and strategy levels produced and distributed. | <ol style="list-style-type: none"> 1.a Annual reports of strategy Co-ordinator, 1.b Annual strategy evaluation, 2. Major periodic evaluations. 3. Annual reports. 4. Major periodic evaluations. 5. Major periodic evaluations, | <p>Affecting output-to purpose link:</p> <p>Current programmes and current resources are considered and efficiently utilised.</p> |

| INPUTS | NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--------|--|-----------------------------------|-----------------------|---|
| 1.0 | Analyse existing top Management Resources. | | | 1.0 Organizations are responsive to inquiries and provide complete and accurate information with respect to management resources. |
| 1.1 | Define existing organizational capabilities and linkages among Heads of Agencies, Council of Ministers, Inter-Sectoral Committee, Standing Committees, Committee of Officials, and regional organizations charged with program implementation. | | | 1.1 Organizations identify and request technical assistance as needs arise. |
| 1.2 | Identify key management personnel within these organizations. | | | 1.2 Conditions of employment attract capable candidates. |
| 1.3 | Determine existing levels of managerial performance. | | | |
| 1.4 | Recommend organizational improvements required to implement strategy. | | | 1.4 Organizational improvements can and will be implemented at no additional cost. |
| 1.5 | Determine relevant training needs. | | | 1.5 Candidates with appropriate backgrounds are available for training. |
| 2.0 | Install a strategy and programme management matrix. | | | 2.1 CARICOM Secretariat appoints strategy coordinators. |
| 2.1 | Employ a full-time strategy co-ordinator serving the Heads of Agencies and Inter-Sectoral Committee | | | 2.2 Responsibility for each input of each project defined and accepted. |
| 2.2 | Establish an accepted matrix management plan and responsibility chart for strategy and program implementation. | | | |
| 2.3 | Staff the management matrix. | | | 2.4 Training curriculum and facilities are available and adequate. |
| 2.4 | Provide management training for strategy and programme matrix managers. | | | |
| 3.0 | Develop a Projects Management System. | | | 3.0 Organizations are responsive to inquiries and provide complete and accurate information with respect to management resources. |
| 3.1 | Define existing organizational capabilities within national ministries and regional organizations charged with project implementation. | | | |
| 3.2 | Provide strategy orientation and project design management training to project personnel. | | | |
| 4.0 | Provide Technical Assistance to National Food and Nutrition Councils. | | | 4.0 National Food and Nutrition Councils are established in each country. |

C-35

| NARRATIVE SUMMARY | OBJECTIVELY VERIFIABLE INDICATORS | MEANS OF VERIFICATION | IMPORTANT ASSUMPTIONS |
|--|-----------------------------------|-----------------------|--|
| <p>4.1 Prepare and distribute guidelines for operations of the National Food and Nutrition Councils.</p> <p>4.2 Provide strategy orientation to Council members and staffs.</p> <p>5.0 Install Management Information and Evaluation System.</p> <p>5.1 Inventory data collection and information dissemination capabilities at the National to local and National to Regional level.</p> <p>5.2 Develop monitoring and reporting plans at the programme and project levels.</p> <p>5.3 Refine strategy - level monitoring and reporting plan.</p> <p>5.4 Provide training to the Intersectoral Committee in evaluation procedures.</p> <p>5.5 Establish a project and programme design and implementation schedule.</p> | | | <p>5.0 Adequate communication system is functioning.</p> |

C-36

3. Feasibility Analysis

Feasibility analysis was accorded only one session in this seminar, an evening plenary lecture lasting two hours. Written explanation of feasibility was distributed in two papers, "A Management Approach to Feasibility Study" (#551) and "Feasibility Economics for Managers" (#556/R-CAR). The lecture presentation used flipcharts which were later typed and distributed to participants in an 11-page paper.

No workshop product is directly attributable to this presentation, but the concepts and procedures in conducting feasibility analysis were referred to in several subsequent discussions and the eight technical program Logical Frameworks used these procedures to make a preliminary selection of key projects.

4. Organizational Responsibility Charts

Organizational Responsibility Charts were initially presented during a one-hour plenary.

Participants were given a "homework" assignment to develop organizational responsibility charts for each program area. The results were discussed in a one-hour plenary, after which all charts were revised.

Organizational responsibility charts for seven program areas and the strategy as a whole are included in the following 12 pages.

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

| ACTIVITY | ACTOR | | | | | | | | | | | |
|--|--------------------------|--------|----------------------|----------------------------|------------------------|------------------------|---------------------|---------------------------|-----------|-------|--|--------------------------------|
| | Inter-Sectoral Committee | Donors | Council of Ministers | Heads of Regional Agencies | Regional Organizations | Committee of Officials | Standing Committees | Food & Nutrition Councils | Citizenry | Media | Ministries of Health, Agriculture, Education | Ministry of Planning & Finance |
| 1. Strategy Formulation | E | S | | I | S | | S | | | I | | |
| 2. Program Formulation | E | S | | I | S | | S | | | I | | |
| 3. Strategy Adoption | S | I | I | A | S | | | | | I | | |
| 4. Strategy Approval | S | I | A | S | S | | | | | | | |
| 5. Strategy Management System Installed | I | S | A | E | S | E | S | | | | | |
| 6. Re-evaluate Existing Programs | E | | | | S | I | S | | | I | | I |
| 7. Re-design of Strategy Program, existing projects and identification of new projects | E | | A | A | S | S | I | S | | | | |
| 8. Program Adoption | S | I | I | S | I | S | A | I | I | I | I | I |
| 9. Program Implementation | E | S | | I | S | I | I | I | | | S | S |
| 10. Project Design | I | S | | I | E | S | E | S | | E | | S |
| 11. Project Approval | I | | | | A | S | I | I | I | I | S | A |
| 12. Project Implementation | I | | | | E | S | S | S | S | E | S | |
| 13. Project Monitoring | I | | | | E | S | E | | | E | I | |
| 14. Project Evaluation | | | | | S | E | S | | | S | E | |
| 15. Program Monitoring | E | I | I | I | S | S | I | | | I | S | E |
| 16. Program Evaluation | E | I | I | I | S | S | I | I | I | | | |
| 17. Strategy Monitoring | E | | | I | | I | I | | | | | |
| 18. Strategy Evaluation | E | I | I | I | I | I | I | I | I | I | I | I |
| 19. Strategy Co-ordination | S | I | I | E | I | I | I | | | | I | I |
| 20. Donor Relations | S | S | S | E | S | | I | | | | E | E |

Key
A = Approve S = Support

E = Exclude I = Inform

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: INCREASED FOOD PRODUCTION AND AVAILABILITY

| ACTIVITIES | ACTORS | IN THE REGION | | | | | | | | | | | | | | | | | | | | | |
|--|--------|---------------|---------|-------|-----|-----|------|---------|------|-----|------|-------|-------|-------------|------|-------------|----|-----|------|-----|-------|---------|---------|
| | | REGIONAL | | | | | | | | | | | | NATIONAL | | | | | | | | | |
| | | UWI/IMC | CARDATS | CARDI | CFC | CDB | CFNI | CARICOM | ECCM | CBU | CANA | CADEC | WISCO | SMALL VESS. | IICA | MIN. OF AG. | UG | ADB | FMSH | FNC | MK AG | ADC/IDC | FM ORG. |
| 1.1 Provide Services and Inputs | S | E | S | E | S | S | S | E | E | S | | S | | E | S | E | S | | S | S | | S | |
| 1.2 Provide Incentives | | | | | | S | S | | | | | | | E | S | | | | | | S | | S |
| 1.3 Accelerate Land Reform Programs | | | | | | | | | | | | | | E | | | | | | | | | S |
| 1.4 Increase Efficiency of Production | S | S | S | | | S | S | | | | | S | | S | S | | S | | | | S | | S |
| 2.1 Develop methods/identify Techniques for Reducing Post Harvest Losses | E | E | E | | | S | S | | | | | S | | E | E | | | | S | | | | |
| 2.2 Improve Methods of Control for Storage Pest and Disease | S | S | S | | | S | S | | | | | S | | E | | | | | E | | | | |
| 2.3 Improve Harvesting Handling and sorting Commodities | | | S | S | | S | S | | | | | | | E | | | | | E | | S | | |
| 2.4 Establish Appropriate Storage Facilities | | | S | S | E | S | S | S | | | | | | E | S | | | | E | | S | | |
| 3.1 Improve Capacity and Efficiency of Public Marketing Agencies | S | | | S | S | S | S | | | | | | | E | S | S | | | E | | S | S | S |
| 3.2 Establish Effective Market Information Systems | S | | | E | | E | E | S | S | | | | | E/S | S | | | | E | | S | S | S |

Practical Concepts Incorporated

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: INCREASED FOOD PRODUCTION AND AVAILABILITY
IN THE REGION

ACTIVITIES

ACTORS

REGIONAL

NATIONAL

| ACTIVITIES | REGIONAL | | | | | | | | | | | | | | NATIONAL | | | | | | | | | |
|---|----------|---------|-------|-----|-----|------|-----------|------|-----|------|-------|-------|-------------|------|-------------|----|-----|------|-----|-------|---------|---------|----------------------------|--------|
| | UWI/LNC | CARDATS | CARDI | CFC | CDB | CFNI | CARICOM | ECCM | CBU | CANA | CADEC | WISCO | SMALL VESS. | IICA | MIN. OF AG. | UG | ADB | FMSH | FNC | MK AG | ADC/IDC | FM ORG. | MIN. OF FIN. TRADE & PLAN. | OTHERS |
| 3.3 Improve Transportation Systems | | | | S | | | S | | | | | E | E | | S | | | | | | | | S | S |
| 3.4 Establish appropriate Marketing Research, Development and Promotion Program | S | | | E | | | I, S I, S | | | | | | | | S | | | | E | | S | S | S | S |
| 3.5 Promote Activities of Small Traders | | | | | | | | | | | | | S | | | | | | S | | | | E | |
| 3.6 Improve Regulations affecting Trade | | | | | | | S | | | | | | | | E | | | | | | | | E | S |
| 3.7 Improve Effectiveness of Pricing of Agricultural Commodities | S | | | S | | | E | | | | | | | | E | | | | S | | S | | | |
| 4.1 Determine Appropriate Processing Technology | E | | | | E | | S S | | | | | | | | S | | | | | E | | | S | |
| 4.2 Train Skilled Personnel | E | | | | | | S S | | | | | | | | E E | | | | | | | | S | |
| 4.3 Establish Physical Facilities | | | | E | S | | S S | | | | | | | | S | S | | | S | E | | | | |
| 4.4 Increase Food Fortification | S | | | E | | | S S S | | | | | | | | | | | | | | E | | | |
| 4.5 Increase Capacity for Producing Weaning Foods | S | | | E | | | S S S | | | S | | | | | | | | | S | | S | | | |

Practical Concepts Incorporated

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: INCREASED FOOD PRODUCTION AND AVAILABILITY
IN THE REGION

ACTIVITIES

ACTORS

| ACTIVITIES | ACTORS | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------|---------|-------|-----|-----|------|---------|------|-----|------|-------|----------|-------------|------|-------------|----|-----|-------|-----|-------|---------|---------|--------------------------|--------|
| | REGIONAL | | | | | | | | | | | NATIONAL | | | | | | | | | | | | |
| | UNI/IMG | CARDATS | CARDI | CFC | CDB | CFNI | CARICOM | ECCM | CBU | CANA | CADEC | WISCO | SMALL VESS. | IICA | MIN. OF AG. | UC | ADB | FNHSH | FNC | MK AG | ADC/IDC | FM ORG. | MIN. OF FIN. TRADE PLAN. | OTHERS |
| 5.1 Increase Efficiency of Production | E | | E | S | | | S | S | | | | | | | | E | E | S | E | | | S | | S |
| 5.2 Increase Stability in the Export Market | | | | | | | S | S | | | | | | | S | | | | | S | | | | E |
| 5.3 Increase Supply of Labour | | | | | | | S | S | | | | | | | | | | | | S | | | | E |

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: INCREASED FOOD RESERVES

| ACTIVITIES | ACTORS | | | | | | | | | | | | | | | | | | | | | | | | |
|--|----------|-----|---------|-------|-----|-----|------|---------|------|-----|----------|-------|-------|-------------|------|-------------|----|-----|------|-----|-------|-----|---------|--------------------------|--------|
| | REGIONAL | | | | | | | | | | NATIONAL | | | | | | | | | | | | | | |
| | UWI | INC | CARDATS | CARDI | CFC | CDB | CFNI | CARICOM | ECOM | CBU | CANA | CADEC | WISCO | SMALL VESS. | IICA | MIN. OF AG. | UG | ADB | FMSH | FNC | MK BD | ADC | FM ORG. | MIN. OF FIN. TRADE PLAN. | OTHERS |
| 1. Establish Adequate Storage Facilities at Strategic Locations | | | | S | | | I, S | I, S | S | | | | | | | S | | | | E | | | S, A | S, I | |
| 2. Establish Appropriate Administrative Machinery | | | | S | | | E | S | S | | | S | | | | I/E | | | | S | E | | S | S, A | |
| 3. Establish Adequate Procurement Procedures for Nutritionally Important Commodities | | | | | S | | E | S | | | | S | S | | | E | S | | | S | E | | S | S, A | |
| 4. Develop Appropriate Distribution Mechanisms | | | | S | | | E | S | | | | S | S | S | | E | | | | S | E | | | S, A | |
| 5. Acquire Food for Buffer Stock | | | | | S | S | E | S | | | | S | S | S | | E | S | | | S | E | | | S, A | S, A |

KEY: A: APPROVE E: EXECUTIVE S: SUPPORT I: INFORM

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: INCREASED CONSUMPTION OF NUTRITIONALLY IMPORTANT FOODS

Practical Concepts Incorporated

| ACTIVITIES | ACTORS | | | | | | | | | | | | | | | | | | | | | | | | | |
|---|----------|-----|---------|-------|-----|-----|---------|-----------|------|-----|----------|-------|-------|-------------|------|--------------|----|-----|------|-----|-------|-----|--------|--------------|---------------|-------|
| | REGIONAL | | | | | | | | | | NATIONAL | | | | | | | | | | | | | | | |
| | UWI | IMC | CARDATS | CARDI | CFC | CDB | CFNI | CARICOM | ECCM | CBU | CANA | CADEC | WISCO | SMALL VESS. | IICA | MIN. OF. AG. | UG | ADB | FMSH | FNC | MK BD | ADC | FM ORG | MIN. OF FIN. | TRADE & PLAN. | OTHER |
| 1.1. Develop an effective mechanism for Price Formulation | S | | S S E | | | | S E E | | | | | | | | | E | | | | S E | | | S S,A | | | |
| 1.2. Establish Price levels reasonable to consumers | S | | S S E | | | | S Ec Ec | | | | | | | | | E | | | | S E | | | S S,A | | | |
| 1.3. Apply subsidies to Nutritionally Important Foods | | | | | | | | | | | | | | | | | | | | | S | | | E | | |
| 2.1. Provide Low Income Groups with Training for Employment | S | | E | | | | | I I | | | S | | | | | E | | | | S. | | | S S,E | S | | |
| 2.2. Establish Minimum wage levels in relation to Col. Index. | S | | | | | | S | | | | | | | | | | | | | | | | | E | | |
| 2.3. Review Tax Structure for low Income Groups | | | | | | | | I I | | | | | | | | | | | | | | | | E | | |
| 3.1. Establish mechanism for supplying Foods to "At Risk" Groups | | | | | | | | S I,S I,S | | | S | | | | | | | | | | S | | | | | E |
| 3.2. Encourage Increased home Production of Nutritionally Important Commodities | | | S S | | | | | S I,S I,S | | | S | | | | | E | | | | S S | | | S | | | |

KEY: A = Approves E = Executes Action S = Supports I = Should be Informed

ORGANIZATIONAL RESPONSIBILITY CHART

REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: IMPROVED MATERNAL AND CHILD HEALTH STATUS

| | <u>REGIONAL</u> | | | | <u>NATIONAL</u> | | | | | | | | <u>INTERNATIONAL</u> | | |
|--|-----------------|-----|------|------------------|-----------------|-----------|------------|------------|----------------|------------|-----------|------------|----------------------|------|--------|
| | CARICOM. | DWI | CFNI | CONSUMERS ASSOC. | HOSP. SERV. | MIN. HLTH | MIN. EDUC. | MIN. AGRIC | MIN. COM. DEV. | MIN. YOUTH | NUT. OFF. | MIN. PLAN. | GOV'T | PAHO | UNICEF |
| Policy-Making | E | S | S | | S | S | S | S | S | S | S | E | | S | S |
| Coordinating Unit | S | | | | S | E | S | S | S | S | S | A | | S | S |
| Health Centres, including equipment supplies and maintenance | S | S | S | | S | E | S | | S | | S | S | A | S | S |
| MCH Care | S | S | S | | S | E | S | | S | | S | S | A | S | S |
| Breast feeding | S | S | E | S | S | E | S | | S | | S | | A | S | S |
| Weaning food | S | S | S | | S | S | S | E | S | | S | | A | S | S |
| School ^{Health} Service | S | | S | | | E | S | S | S | | S | | A | S | S |
| Family Planning | S | S | | | S | E | S | | S | | S | | A | S | S |
| Dental ^{Health} Care | S | S | | | S | E | S | | S | | | | A | S | S |
| Manpower Development | E | S | S | | S | E | E | | | | | | A | S | S |
| Community H. Aides | S | S | | | S | E | S | | | | S | | A | E | S |
| System of Information and Evaluation | S | S | | | S | E | S | | | | S | | S | E | |
| Manuals | E | | | | S | E | S | | | | | | A | S | S |
| Community Participation | E | S | | | S | E | S | S | S | S | S | S | S | S | S |
| Legislation | E | | S | | | E | S | | S | S | S | | A | S | S |

CFC
E
FPA
E
UNEP
I
EPF
S

ORGANIZATIONAL RESPONSIBILITY CHART

REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: (C) REDUCED INCIDENCE OF NUTRITION-RELATED DISEASES

| | CARICOM | CAREC | C.F.N.I. | U.W.I. | OTHER | MIN. HEALTH | MIN. AGRI. | MIN. EDUC. | NUT. OFF | MIN. PLANNING | GOV'T. | P.A.H.O. | U.N.D.P. | PRIVATE VOLUNTARY ORG. | PROF. ORG. |
|-------------------------------------|---------|-------|----------|--------|-------|-------------|------------|------------|----------|---------------|--------|----------|----------|------------------------|------------|
| 1.1. Centre for disease control | A | E | | | | S | | | | | A | A | | | |
| 1.2. Immunisation | S | S | | | | E | S | | | | A | S | | | S |
| 1.3. Laboratory project | S | S | | | | A | | | | A | A | E | S | | |
| 2.1. Anaemia | S | S | E | | | E | S | S | | A | S | | | | S |
| 2.2. Other chronic diseases | S | S | E | S | | E | S | S | | A | S | | | | S |
| 2.3. Community participation | E | S | S | S | | E | S | S | | A | S | | | | S |
| 3.1. Policy | S | I | S | | | E | I | I | I | I | A | S | | | |
| 3.2. Advisory group | E | S | S | | | S | | | | I | A | S | | | |
| 3.3. Environmental Health Institute | E | S | S | | | S | | | | A | A | S | S | | S |
| 3.4. Water and waste disposal | S | S | | | S | S | S | S | | S | E | S | S | | S |
| 3.5. Pests and pesticides | E | | | | | S | S | S | S | S | E | S | | | S |
| 3.6. Housing | E | | | | | | | S | | S | E | S | | | S |
| 3.7. Disaster preparedness | E | S | S | | | S | S | S | S | S | E | S | S | | S |
| 3.8. Training | E | S | E | | | S | S | S | | S | E | S | S | | S |
| 3.9. Community participation | E | | S | S | | S | S | S | S | | E | S | | | S |

KEY: A = Approves E = Executes Action S = Supports I = Should be Informed

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: MORE RELEVANT AND EFFECTIVE EDUCATION

| <u>ACTIONS</u> | <u>INSTITUTIONS (REGIONAL)</u> | | | | | | | | | | | <u>R/N</u> | <u>NATIONAL</u> | | | | | | | | | | | <u>PRIVATE</u> | | | <u>I</u> | | | | | | | |
|---|--------------------------------|-----------|--------------|----------------|--------------|------------|------------|------------|-------------|------------|-------------|------------|-----------------|----------------------|----------------|------------|------------|---------------------|--------------|--------------|--------------|--------------------|--------------------|-----------------------|---------------------------|-----------------------------|----------|--------------|-----------------------------|--------------------------|--------------------|----------------------|-------------------------|-------------------|
| | <u>UWI</u> | <u>UG</u> | <u>ECLAF</u> | <u>CARDATS</u> | <u>CARDI</u> | <u>CFC</u> | <u>CDB</u> | <u>CCS</u> | <u>CFNI</u> | <u>CBU</u> | <u>CANA</u> | | <u>IMC(UWI)</u> | <u>EX-MUR DEPTS.</u> | <u>CARICAD</u> | <u>SSA</u> | <u>JSA</u> | <u>FARM SCHOOLS</u> | <u>BIMAP</u> | <u>GMOTC</u> | <u>IMTDC</u> | <u>NAT(P)MEDIA</u> | <u>NAT(E)MEDIA</u> | <u>NAT. DEF. AGR.</u> | <u>NAT. MIN. HLTH/ED.</u> | <u>NAT. MIN. ECON. DEV.</u> | | <u>INENC</u> | <u>NAT. DEF. COMM. DEV.</u> | <u>NAT. AGRIC. CORP.</u> | <u>PRIV. MEDIA</u> | <u>PRIV. FARMERS</u> | <u>PRIV. PROCESSRS.</u> | <u>DONOR ORGS</u> |
| 1.1 Strengthen/establish Curriculum Dev. Units | S | S | S | | | | | S | | | | S | | | S | S | | | | | | | | | | | | | | | | | | S |
| 1.2 Promote Reg. Coop. in Curriculum Dev. | S | S | | | | | | E | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.1 Train Educational Administrators | E | E | | | | | | I | | | | S | | | | | S | S | S | | S | S | A | | | | | | | | | | | |
| 2.1 Train Supervisors Technical Education | E | E | S | I | I | | | I | | | | S | | | S | S | S | | | | | | | | | | S | | | | | | | |
| 2.2 Establish/strengthen Teacher Supervision | S | S | S | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 2.2 Strengthen Educational Admin. | S | S | | | | | | | | | | S | | | | | | | | | | | | | | | | | | | | | | |
| 3 Establish Regional Agency for text book Prod. | S | S | | | | | | E | S | | | | | | | | | | | | | | | | | | | | | | | S | | S |

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: MORE RELEVANT AND EFFECTIVE EDUCATION

| ACTIONS | INSTITUTIONS (REGIONAL) | | | | | | | | | | | R/N | NATIONAL | | | | | | | | | | PRIVATE | | | I | | | | | | | | |
|---|-------------------------|----|-------|---------|-------|-----|-----|-----|------|-----|------|-----------|---------------|---------|-----|-----|--------------|-------|--------|-------|---------------|---------------|----------------|--------------------|----------------------|------|----------------------|------------------|-------------|---------------|------------------|------------|---|---|
| | UWI | UG | ECLAF | CARDATS | CARDI | CFC | CDB | CCS | CFNI | CEU | CANA | IMC (UWI) | EX-MUR DEPTS. | CARICAD | SSA | USA | FARM SCHOOLS | BIMAF | ENDYTC | IMTDC | NAT (P) MEDIA | NAT (E) MEDIA | NAT. DEP. AGR. | NAT. MIN. HLTH/ED. | NAT. MIN. ECON. DEV. | MFNC | NAT. DEF. COMM. DEV. | NAT. AGRI. CORP. | PRIV. MEDIA | PRIV. FARMERS | PRIV. PROCESSRS. | DONOR ORGS | | |
| 3 Produce Carib. books, and teaching material. | S | S | S | S | | | S | S | | | | | | | S | S | | | | | | | | | | | | | | | | | | S |
| 4.1 Establish National Committees for Adult Education | | | | | | | | S | | | | S | | | | | | | | | | | | | | | | | | | | | | S |
| 4.1 Establish Regional Council for Adult Education | | | | | | | | E | | | | S | | | | | | | | | | | | | | | | | | | | | | S |
| 4.1 Promote Adult/Continuing Education | S | S | | S | | | S | | S | S | S | E | | | | S | S | S | S | S | S | S | S | A/E | | S | | S | | | | | S | |
| 4.2 Prepare guidelines Adult Education Programmes | | S | S | | | | | E | | | | S | | | | | | | | | | | | A | | | | | | | | | | S |
| 4.2 Finance Adult Education Progs. | | S | S | | | | | S | | | | S | | | | | | | | | | | | A | | | | | | | | | | S |
| 5.1 Accelerate Work-Study, Sch. Level | S | S | S | | | | | I | | | | S | | S | S | S | | | | | | | S | A/E | | S | S | | S | S | | | S | |
| 5.2 Implement Work-Study, Univ. Level | E | E | S | S | | | | I | | | | S | | S | S | S | | | | | | | S | A/E | | S | S | | S | S | | | S | |

KEY: R/N = Regional/National

P/I = Private/International

I = International

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: "INCREASED AND MORE EFFECTIVE EDUCATIONAL AND TECHNICAL SUPPORT"

| ACTIONS | INSTITUTIONS.. (REGIONAL) | | | | | | | | | | | R/N | NATIONAL | | | | | | | | | | PRIVATE | I | | | | | | | | | | |
|--|---------------------------|----|-------|---------|-------|-----|-----|-----|------|-----|------|-----------|---------------|---------|-----|-----|--------------|-------|-------|-------|---------------|---------------|----------------|--------------------|----------------------|------|----------------------|-------------------|-------------|---------------|------------------|------------|---|---|
| | UWI | JG | ECIAF | CARDATS | CARDI | CFC | CDB | CCS | CFNI | CBU | CANA | IMC (UWI) | EX-10R DEPTS. | CARICAD | GSA | USA | FARM SCHOOLS | BIMAP | GMDIC | IMTDC | NAT (P) MEDIA | NAT (E) MEDIA | NAT. DEP. AGR. | NAT. MIN. HLTH/ED. | NAT. MIN. ECON. DEV. | MFNC | NAT. DEF. COMM. DEV. | NAT. AGRIC. CORP. | PRIV. MEDIA | PRIV. FARMERS | PRIV. PROCESSRS. | DONOR ORGS | | |
| 1.1 Conduct Man-Power Survey | S | S | | | | | | S | | S | S | | | | | | | | | | S | S | S | | E | S | | | | | | | | |
| 1.2 Intensify Hlth., Agri., Nutr. Education | E | E | E | S | S | | | | S | | | E | | E | E | E | | | | | | | | S | A/E | S | | | | | | | S | |
| 1.2 Examine Hlth. Agri., Nutr. Education Curricula | E | E | E | | | | | | | | | | | E | E | E | | | | | | | | S | A/E | | | | | | | | | |
| 1.2 Revise Schools/Trs. Coll. Curricula | I | I | | | S | | | | | | | | | | | | | | | | | | | | E | | | | | | | | | |
| 1.3 Ensure Compulsory Health Science School Program | | | | | | | | | I | S | | | | | | | | | | | | | | | A/E | | | | | | | | | |
| 1.4 Secure funding for Training | E | E | | | | | S | E | S | | | | | | | | | | | | | | | | A | | | | | | | | S | |
| 1.5 Expand Tech. Tr. Training | E | E | E | | | | S | I | | | | | | E | E | E | | | | | | | | | A/E | | | | | | | | | S |
| 2.1 Identify Supervisors/ Administrators | S | S | | | | | | | I | | | | | | | | | | | | | | | | A/E | | | | | | | | | |
| 2.2. Increase Sch. of Ed. Admissions | E | E | | | | | | | I | | | | | | | | | | | | | | | | A | | | | | | | | | |

ORGANIZATIONAL RESPONSIBILITY CHART
REGIONAL FOOD AND NUTRITION STRATEGY

PROGRAM: INCREASED AND MORE-EFFECTIVE EDUCATIONAL AND TECHNICAL SUPPORT

| ACTIONS | INSTITUTIONS (REGIONAL) | | | | | | | | | | R/N | NATIONAL | | | | | | | | | | PRIVATE | | | I | | | | | | | | |
|--|-------------------------|----|-------|---------|-------|-----|-----|-----|------|-----|-----|----------|----------|---------------|---------|-----|-----|--------------|-------|-------|-------|-------------|-------------|--------------|---|------------------|-------------------|------|-------------------|----------------|------------|--------------|-----------------|
| | UNI | UG | ECLAF | CARDATS | CARDI | CFC | CDB | CCS | CFNI | CBU | | CANA | IMC(UNI) | EX-MUR DEPTS. | CARICAD | SSA | USA | FARM SCHOOLS | BIMAP | ENDTC | INTDC | NAT(P)MEDIA | NAT(E)MEDIA | NAT.DEF.AGR. | | NAT.MIN.HLTH/ED. | NAT.MIN.ECCN.DEV. | MFNC | NAT.DEF.COMM.DEV. | NAT.AGRI.CORP. | PRIV.MEDIA | PRIV.FARMERS | PRIV.PROCESSRS. |
| 3.1 Ascertain Training Needs | S | S | | | S | | | E | S | | | | | | S | S | S | | | | | | S | A | | | | S | | | | | |
| 3.2 Increase Univ. Envolments (Agri!) | E | E | I | | | | | I | | | | | | | I | I | I | | | | | | | A | | | | | | | | S | |
| 3.2. Increase Schs. of Agri. Enrolments | I | I | E | | | | | I | | | | | | | E | E | E | | | | | | S | A | | | | | | | | S | |
| 4.1 Strength Univ. Trg. Capability | E | E | | | | I | I | I | I | | | | A | | | | | | | | | | | A | | | | | | | | S | |
| 4.2 Conduct Training of Trainers | E | E | | | | | S | I | | | | | E | | | | | | | | | | | A | | | | | | | | | |
| 4.3 Train Extension Workers in Communication | S | S | | | | | | I | | | | S | E | | S | S | S | | | | | | | A | | | | | | | | | |
| 4.4. Train Management Personnel | E | E | S | | | | S | | | | | S | | | S | S | S | E | E | E | | | | A/E | | | | | | | | | |

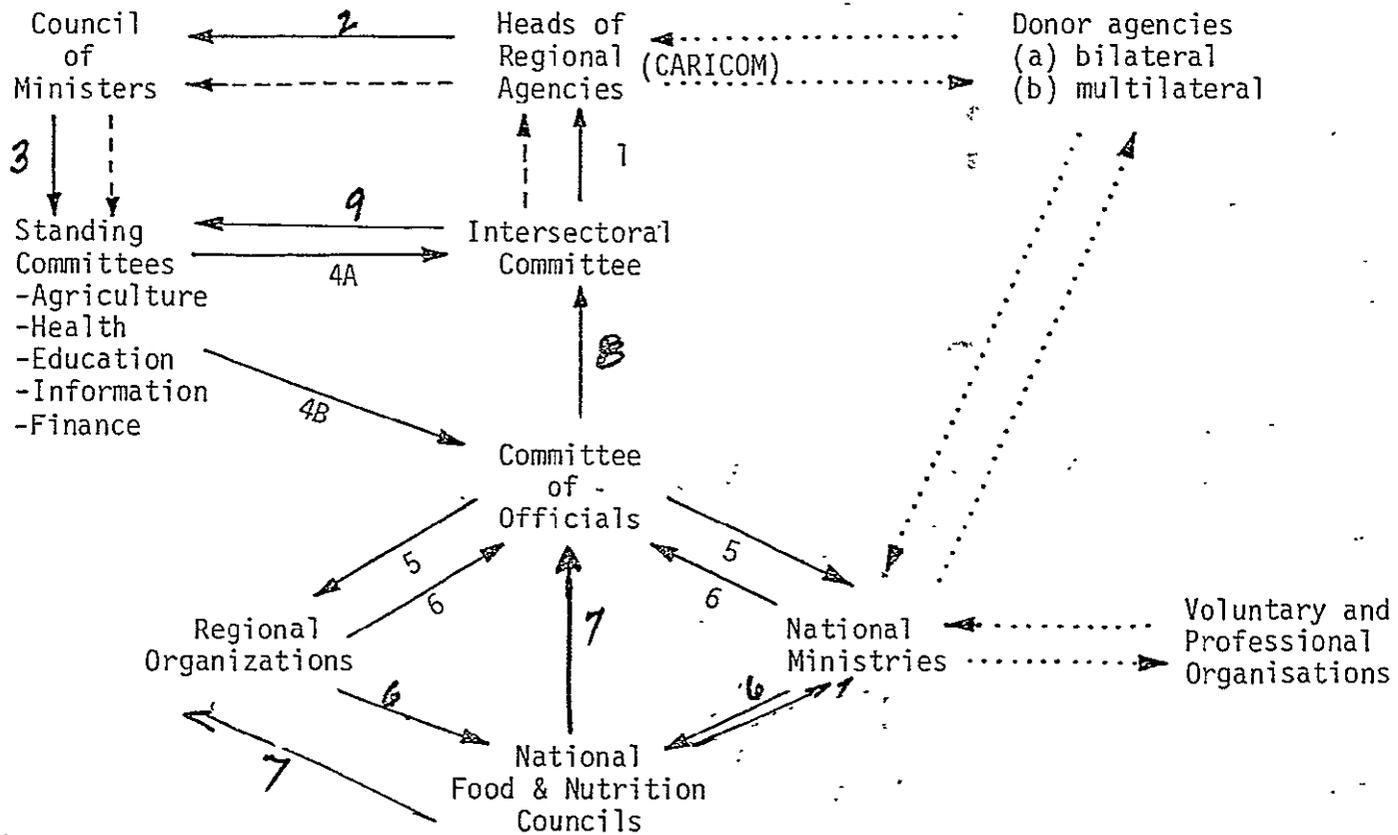
5. Organizational Plans

Organizational Plan principles and procedures were initially presented in a plenary discussion lasting three hours. This was followed by a total of five hours of plenary workshops in three sessions.

The workshops produced four drafts of an organizational plan supplemented by detailed enumeration of key activities and organizational functions in the management and execution of the strategy. The one-page summary of the plan follows, on page C-51.

ORGANIZATION PLAN
REGIONAL FOOD AND NUTRITION STRATEGY

C-51



Key: ————— Approval, implementation, monitoring, evaluation
 - - - - - Redesign
 Donor agency relation, external resource flows

Activities

1. Submit draft strategy for review.
2. Submit draft strategy for approval
3. Delegate approved program-level responsibility for implementation decisions and monitoring.
- 4a. Delegate responsibility for program monitoring, evaluation and redesign.
- 4b. Delegate responsibility for project design and implementation.
5. Delegate responsibility for project design and implementation.
6. Report monitoring and evaluation results of individual projects.
7. Report evaluation results of all national projects.
8. Report program evaluation results.
9. Report strategy evaluation results.

6. Bar Charts

Bar Charts were presented during a one and one-half hour plenary discussion. Flipcharts supplemented the paper, "Guide to Using Bar/Responsibility Charts."

The presentation and discussion resulted in the preparation of a bar chart showing all activities on the strategy organizational responsibility chart scheduled from August 1980 to December 1983. The bar chart was not completed in time for inclusion in the first draft but was to have been incorporated in the revised draft produced immediately following the conclusion of the seminar.

7. Performance Networks

Performance networks were presented during a one-hour plenary lecture using flip charts to supplement the papers, "Guide to Using Networks" (#620) and "Performance Networks"

Because of time constraints, no workshop exercises on perfnets were conducted and no workshop product resulted from the presentation.

8. Monitoring & Reporting Plans

The principles of strategy, program and project monitoring were presented in two and one-half hours of plenary lectures and discussed in plenary for three hours.

Flipchart presentations supplemented the written material in the booklet "Project Management System (PMS)" and "Guide to Using Monitoring and Reporting Plans".

Three workshop products resulted from these presentations. The Strategy Management Logical Framework (page C-34) identifies the management inputs required to monitor strategy programs and projects. The Strategy Organizational Responsibility Chart (page C-33) identifies all organizations executing and supporting monitoring activities at the strategy, program and project levels. A monitoring schedule is displayed in the Bar Chart schedule for the strategy.

9. Evaluation

Principles and procedures of evaluation were first presented in two plenary lectures dealing with management information systems and lasting approximately one hour. These were followed by a plenary discussion, "Introduction to Evaluation," lasting one hour. Written explanation of evaluation was distributed in the 26-page paper, "Narrative: Evaluation and Evaluation Planning" (#1001). Extensive flipcharts used in all three presentations were typed and distributed to participants.

The workshop products resulting from these presentations were identification of the management inputs required to evaluate the strategy, programs and projects. These appear on the Strategy Management Logframe (pages C-34). The organizations executing and supporting evaluations are identified in the strategy in the Organizational Responsibility Chart (page C-38) and the Organizational Plan (page C-51).

10. Strategy Critique Protocol

A Strategy Critique Protocol, or "drafting questionnaire" was developed and distributed to participants during a short late-afternoon plenary session. Responses were collected the following day and were compiled and distributed the day after.

The protocol and responses follow on page C-55)

The responses stimulated a vigorous plenary discussion that lead to a refinement of the draft strategy document. The responses, which emphasized the importance of political will in executing the strategy, also lead to the development of a "Communication Support Plan for Participatory Strategy Formulation/Modificaiton Phase" This plan follows, on page C-62.

CARIBBEAN REGIONAL FOOD AND NUTRITION STRATEGY

DRAFTING QUESTIONNAIRE

August 21, 1980

1. The greatest single benefit of the regional food and nutrition strategy will be

2. The new priorities defined in the strategy, in order of importance, will be
 - 1.
 - 2.
 - 3.
3. The most important relevant area we have overlooked thus far is

4. The greatest single difficulty in implementing the strategy will be

5. The total amount of extra-regional funds required to achieve the strategy purpose by 1990 will be

6. At the policy level, the three toughest choices facing the CARICOM member governments in implementing the strategy will be
 - 1.
 - 2.
 - 3.
7. The program area (among the 8) with the greatest probability of achieving its purpose is

Why?

8. The program area (among the 8) with the least probability of achieving its purpose is

Why?

9. The three CARICOM member countries that will be closest to achieving the strategy purpose in 1986 will be

1.

2.

3.

The common features of these countries are

10. The three CARICOM member countries that will be farthest from achieving the strategy purpose in 1986 will be

1.

2.

3.

The common features of these countries are

11. A person with broad expertise in food and nutrition visited all the CARICOM member countries during 1979. After a decade's absence, he/she returns in 1989. The Regional Food and Nutrition Strategy is being hailed internationally as a complete success. The most obvious changes this expert observes, in order of importance, are

1.

2.

3.

4.

5.

CARIBBEAN REGIONAL FOOD AND NUTRITION STRATEGYDRAFTING QUESTIONNAIRE

August 21, 1980

1. The greatest single benefit of the regional food and nutrition strategy will be
 1. The Co-ordination and evaluation of regional and national efforts.
 2. Improved health.
 3. Reduction of malnutrition.
 4. Reduction in the degree of malnutrition in the region.
 5. Sustained improvement in the health and nutrition status of the population.
 6. In the short term, reduced food prices and greater availability of indigenous foods. It will take a considerable time, in my view, to translate this into a significantly improved nutritional status in the region.

2. The new priorities defined in the strategy, in order of importance, will be
 1. (a) Good health.
(b) Immediate attention to valuable groups or young children, expectant mothers and the poor.
(c) Community participation.
(d) Improved health.
(e) food reserves.
(f) increased accessibility to nutritious foods.
 2. (a) Reduction of malnutrition.
(b) Health related issues.
(c) Increased consumption of nutritious foods by "At Risk" groups.
(d) Community participation.
(e) Improved nutritional status in the region.
 3. (a) Community participation.
(b) Education and better communications re food and nutrition.
(c) Food and nutrition education.
(d) Greater productivity at all levels.

3. The most important relevant area we have overlooked thus far is
 1. Establishing priorities.
 2. The social security system.
 3. Funding.
 4. The reaction and response of the community to the strategy.
 5. The uneven pattern of economic growth and the varying levels of natural resource among member states.

4. The greatest single difficulty in implementing the strategy will be
 1. Obtaining resources in a coordinated way.
 2. Effective commitment of all concerned.
 3. Funding.
 4. Acquiring resources for implementing the strategy,
 5. Mobilizing resources.
 6. Getting individual governments to accept and support regional projects not directly related to national plans already conceived.
5. The total amount of extra-regional funds required to achieve the strategy purpose by 1990 will be
 - (a) \$200 million.
 - (b) US \$2 billion.
 - (c) A wild guess) EC \$5 billion.
6. At the policy level, the three toughest choices facing the CARICOM member governments in implementing the strategy will be
 1.
 - (a) Changing planning style to basic needs strategy.
 - (b) Reducing the serious inequalities in the society.
 - (c) Committing reasive funding
 - (d) Reconciling recommendations re national versus regional issues.
 2.
 - (a) Provision of resources.
 - (b) Reducing unemployment.
 - (c) Providing added incentives.
 - (d) Implementation of land reform issues and removing other institutional constraints.
 3.
 - (a) Development of domestic food production through the small farm sector.
 - (b) Increasing local food production.
 - (c) Distribution of benefits accruing from the strategy..
7. The program area (among the 8) with the greatest probability of achieving its purpose is
 - (a) National and child health.
 - (b) Disease control.
 - (c) control of diseases.
 - (d) Increased production and food availability.
 - (e) Increasing food availability.
 - (f) Increased availability jof indigenuous foods.

Why?

 - (a) Government committment.
 - (b) Most infra-structure already in place or being developed.
 - (c) Its the one with the most appeal to people because of the higher degree of visability of the results which are also of a tangible nature.
 - (d) Food is a basic need and the land is fertile and labour available.
 - (e) To my mind it is the objective, in whose pursuit the member Governments and the individual Caribbean citizen will most readily recognise and achieve tangible results.

8. The program area (among the 8) with the least probability of achieving its purpose is
- (a) (Education) Training.
 - (b) Education.
 - (c) Increased Food Accessibility.
 - (d) Increased consumption of nutritionally important foods by 'At Risk' groups.
 - (e) Education.
 - (f) (Significantly) Increased food reserves.

Why?

- (a) Lack of Resources.
 - (b) Weakness of regional cooperation and diffuse characters of effort.
 - (c) Depends heavily on new infra-structures, and vulnerable to vagaries of Caribbean weather.
 - (d) The difficulties involved in increasing real income and in changing consumption patterns.
 - (e) Cost involved and attitude towards change.
 - (f) This kind of objective, requiring an abiding concern for the sometimes distant future is in my opinion, alien to Caribbean thinking. Education and communication will have uphill tasks changing this.
9. The three CARICOM member countries that will be closest to achieving the strategy purpose in 1986 will be
- 1. (a) Barbados.
 - (b) Barbados.
 - (c) Trinidad and Tobago.
 - (d) Guyana.
 - (e) Jamaica.
 - (f) Guyana.
- 2. (a) Guyana.
 - (b) Grenada.
 - (c) Barbados
 - (d) Jamaica.
 - (e) Guyana.
 - (f) Belize.
- 3. (a) Belize.
 - (b) St. Lucia.
 - (c) Antigua.
 - (d) Barbados.
 - (e) Belize.
 - (f) Jamaica.

The common features of these countries are

- (a) Government commitment and management. Resource availability.
- (b) Commitment and community organization.
- (c) Healthy economic climate.
- (d) Political will, required infra-structure and organisational efficiency are present in varying degree.
- (e) Their approach to the problem.

- (f) Relatively extensive cultivable lands and especially in 1 and 2 a productive sea.
- 10 The three CARICOM member countries that will be farthest from achieving the strategy purpose in 1986 will be
1. (a) Trinidad.
(b) Dominica.
(c) Dominica.
(d) Dominica.
(e) Antigua.
(f) Dominica.
 2. (a) Jamaica.
(b) St. Vincent.
(c) Belize.
(d) St. Kitts.
(e) Trinidad.
(f) Montserrat.
 3. (a) Dominica.
(b) St. Kitts.
(c) Montserrat.
(d) Antigua.
(e) Guyana.

The common features of these countries are

- (a) Lack of planning. Resource shortage.
 - (b) Social and economic under-development.
 - (c) Balance of payments problems. Lack of resources.
 - (d) Ecological conditions, financial situation, infra-structural weaknesses and organisational inadequacy.
 - (e) Agriculture does not assume much importance in the economy.
 - (f) Limited material resources.
11. A person with broad expertise in food and nutrition visited all the CARICOM member countries during 1979. After a decade's absence, he/she returns in 1989. The Regional Food and Nutrition Strategy is being hailed internationally hailed as a complete success. The most obvious changes this expert observes, in order of importance, are
1. (a) Increased small farmer production.
(b) Death rates in young children have fallen.
(c) Reduction in incidence in nutrition related diseases.
(d) Increased accessibility of food to 'At Risk' groups.
(e) Reduced mortality rates of children.
(f) Increased availability of food produced in Region.
 2. (a) Reduced unemployment.
(b) Young people are more alert and energetic.
(c) Increased community participation in food and nutrition problem solving.
(d) General improvement in health conditions.

- 5 -

- (e) Reduced problem with anemia.
 - (f) Increased accessibility to nutritious foods.
- 3.
- (a) Improved environmental conditions.
 - (b) National income has increased in real terms.
 - (c) Increased public orientation towards consumption and production of local foods according to nutritional values.
 - (d) Improvement in consumption patterns.
 - (e) Reduced dependence of imported food.
 - (f) Improved health status.
- 4.
- (a) Greater community participation and awareness.
 - (b) More local food is produced and utilised.
 - (c) Increased farmer income.
 - (d) Increased locally produced component in food basket.
 - (e) Sustained development reflected in general community participation.
 - (f) Greater productivity-
- 5.
- (a) Reduced malnutrition.
 - (b) There is explicit attention to the nutritional needs of the poor.
 - (c) Sustained efforts at educating and stimulating public awareness in food and nutrition issues.
 - (d) Improved attitude among the young to agricultural employment.
 - (e) Internal dynamism developed from within.
 - (f) A reduction in the tendency to migrate (within and out of the Region) to greener fields.

COMMUNICATION SUPPORT PLAN FOR PARTICIPATORY
STRATEGY FORMULATION/MODIFICATION PHASE

1. Introduction

1.1 The formulation of the Regional Food and Nutrition Strategy has already demonstrated its participatory mode with the wide involvement of various regional agencies in the process. It is recognised, however, that one of the factors which would modify the degree of effective strategy implementation is the intensity of regional and national commitment to the strategy. Such commitment is best stimulated and enhanced in the process of strategy formulation which at some stage involves the wider Caribbean Community beyond the level of policy-makers and technical experts. It is proposed that such wider Caribbean involvement be facilitated during the "strategy modification phase" - that seven-month period (September 1980-March 1981) between the completion of the first Draft Strategy and the submission of the Final Draft to the Council of Ministers for their approval.

1.2 The Communication Plan for this phase would serve to promote the Draft Strategy and invite regional and national comments which in turn would be fed into the ISC's process for strategy modification.

2. Strategy

2.1 Four types of communication activities are proposed as follows:-

- a. Regional Mass Media: This is intended to generate regional, public awareness of the Draft Strategy, the modification process, and the core problem areas being addressed by the Strategy. Activities would consist of use of radio, television, film and the print media.
- b. Regional Consultations: This would enable detailed consideration of the Draft Strategy by a wider variety of regional agencies or groups not previously involved as members of the ISC. These consultations will be supported by an appropriate array of audio-visual explana-

tory aids.

- c. National Mass Media: This would relate the Draft Strategy to national problem areas and serve to generate wider awareness of the Strategy and of the modification process at the national level.
- d. National Consultations: This would involve group meetings with a variety of relevant national organisations, groups and small communities for close examination of the Draft Strategy. As with the regional consultations, the national consultations will be supported by an appropriate array of audio-visual aids.

2.2 The above range of activities are intended to re-inforce each other and to link mass media promotion to in-depth group analysis of the Draft Strategy. The findings and recommendations of the various consultations would be key elements in the modification of the Strategy. The whole process should serve to stimulate interest and commitment.

3: Plan of Action

| Activity | Implementing Agency | Date |
|---|---------------------|-------------|
| a. Draft Strategy completed | | August 1980 |
| b. Draft Strategy printed | | Sept. 1980 |
| c. Draft Strategy circulated to ISC members with guidelines for discussing it with their respective organisations and for submitting comments to ISC. | | Sept. 1980 |
| d. ISC submits Draft to relevant Ministers and requests meeting with national governments to discuss draft. National governments may invite a selected group of government and non-governmental officials for this meeting/consultation | | Sept. 1980 |
| e. Press Conference on status of Strategy Formulation | | Oct. 1980 |

| Activity | Implementing Agency | Date |
|---|---------------------|---|
| f. Caribbean-wide circulation of Draft - include Government Printeries for sale to public and libraries. | | Oct. 1980 |
| g. Press Releases (numerous) - on problem areas on Draft Strategy and where copies would be obtain - on modification process - on results of consultations | | on-going beginning Sept. 1980 |
| h. Materials Production - 1 TV/film//7 minutes/colour on problem areas and Draft Strategy, but with emphasis on problem areas. This film is to be used on Caribbean television and in national/regional consultations - Regional radio documentaries (15 or 30 minutes) on problem areas, Draft Strategy and results of consultations. (Synchronised broadcast, if possible, through CBU) - Consultation Explanatory A-V Aids: 24 copies of slide/sound programme on problem areas and Draft Strategy; 12 copies of a series of overhead projections on Draft Strategy | | Begin Sept. 1980 Complete production by Nov. 1980 Broadcast begins Nov. 1980. From Sept. 1980 Sept.-Oct. 1980 |
| i. First National Consultation with national governments as initiated in (c) above. | | Nov. 1980 |
| j. Planning/scheduling of other national consultations and groups with variety of national groups | | Nov. - Jan. 1980 |
| k. First Regional Consultation with multi-disciplinary groups. | | Nov. 1980 |
| l. Briefing/ briefing of bilateral consultation co-ordinators at Caribbean | | Dec. 1980 |

| Activity | Implementing Agency | Date |
|--|---------------------|-----------------------------|
| m. 3 national radio documentaries (30 minutes) on Draft Strategy and relationship to national problem areas. | | Broadcast Nov.-Jan. 1981 |
| n. National Press Releases on national problem areas, draft strategy and national consultations. | | Nov.-Jan. 1981 |
| o. National television panel discussions | | Nov.-Jan. 1981 |
| p. Series of National Consultations in all CARICOM countries. | | Nov.-Feb. 1981 |
| q. ISC Meeting to consider feedback reports from various consultations | | Feb. 1981 |
| r. Final regional consultation with Heads of Agencies | | Feb. 1981 |
| s. Final Modification, Preparation of Final Draft and Distribution to Council of Ministers | | March, 1981 |

4. Implementation Process

4.1 The ISC Communication Co-ordinator should have overall responsibility for implementing the communication plan outlined above, reporting to ISC on progress.

4.2 At the time ISC requests the first national consultation with governments, it should also describe the proposed round of other national consultations. Each government should be asked to designate a specific individual to serve as National Consultations Co-ordinator. This individual should have the authority to co-opt selected individuals to constitute a National Consultation Committee which would have the responsibility for conducting all national consultations. This committee should consist of both mass media specialists and specialists in the programme areas of the Strategy. This Committee will be responsible for submitting to ISC a feedback report on the results of the ^{national} consultations.

4.3 The ISC Communication Co-ordinator will have primary responsibility for regional action and will brief and assist national counterparts, i.e.: the National Consultations Co-ordinator, on national action.

4.4 The ISC Communication Co-ordinator will be assisted by a group of ad-hoc consultants for use in materials production and national planning exercises. In addition, other services and personnel within the CARICOM Secretariat could also be used.

4.5 A detailed work plan will need to be developed following the suggested Plan of Action described above. Specific guidelines are to be prepared for the submission of feedback reports to the ISC.

| 5. <u>Budget</u> (flexible) | US |
|---|--------|
| <u>Personnel</u> | |
| i. ISC Communication Co-ordinator | |
| - salary | |
| - travel and per diem | 5 000 |
| ii. Consultants (3 man-months) | - |
| - salary @ \$2 000 | 6 000 |
| - travel and per diem | 5 000 |
| <u>Production</u> | |
| i. TV/Film (15 minutes, colour) | 15 000 |
| ii. 8 radio documentaries | - |
| iii. Consultation AV Aids | - |
| - slide/sound sets (24 sets) @ \$60 | 1 440 |
| - overhead projectors (12 sets) @ \$20 | 240 |
| iv. Printing of Draft Strategy Document | - |

Consultation

- i. First Regional Consultation
 - travel and per diem -
 - ii. Final Regional Consultation
 - travel and per diem -
 - iii. First National Consultations
 - travel and per diem of
ISC representatives to
CARICOM countries -
 - iv. Other National Consultation
 - Travel for National Co-ordinators and
staff -
-

11. Matrix Management

Matrix Management principles and the experience of public and private sector organizations with matrices were described in a plenary lecture lasting one and one-quarter hours, followed immediately by a plenary discussion of the experience of the Guyana Electricity Corporation.

Workshops focusing on a strategy management matrix, lasting three hours, resulted in a preliminary determination to establish a management matrix within the CARICOM Secretariat (Intersectoral Committee) to coordinate the strategy. The inputs required are identified in the Strategy Management Logframe (page C-34).