

PD-AAA - 652

Post COLOMBIA	No.	Classification UNCLASSIFIED	Page 1	22p. Pages 21
------------------	-----	--------------------------------	-----------	---------------------

PROJECT EVALUATION SUMMARY

1. Mission or AID/W Office Name USAID/COLOMBIA			2. Project Number 5140197320220 514-T-062	
3. Project Title NUTRITION LOAN				
4. Key project dates (fiscal years)			5. Total U.S. funding life of project \$6,000,000.00	
a. Project Agreement Signed 9/14/76	b. Final 12/31/79 obligation	c. Final input delivered		
6. Evaluation number as listed in Eval. Schedule	7. Period covered by this evaluation From: 9/14/76 Month/year		8. Date of this Evaluation Review 8/78 Month/year	
9. Action Decisions Reached at Evaluation Review, including items needing further study (Note--This list does not constitute an action request to AID/W. Use telegrams, airgrams, SPARS, etc., for action)			10. Officer or Unit responsible for follow-up	11. Date action to be completed
			Cleared by: <i>[Signature]</i> CDC: <i>[Signature]</i> HNP: <i>[Signature]</i> <i>[Signature]</i> A/D: J. Martin	

12. Signatures:

Signature	Project Officer	Signature	Mission or AID/W Office Director
	<i>Marvin Cernik</i>		<i>James Megellas</i>
Typed Name	MARVIN CERNIK, Chief - Health/Nutrition/Population Division	Typed Name	JAMES MEGELLAS, Director - USAID/COLOMBIA
Date	8/31/78	Date	9/26/78

NUTRITION EVALUATION

13. SUMMARY

This constitutes the first evaluation of Nutrition Loan, 514-T-082 covering the period September 1976 thru June 1978. This Loan of \$ 6 million, was the initial loan made to help carry out the Government of Colombia's (GOC) National Food and Nutrition Plan. The World Bank approved an additional \$25 million dollar credit to expand the Program. The goal of the Program is to (reduce the level of malnutrition in the poorest segment of the Colombian population.) The loan assists in financing of dollar and local costs in four subprojects of the Program. ✓

These subprojects are as follows:

(1) A Pilot subproject to test in one Department (State) the effectiveness of various nutrition interventions within a multisector administrative framework and to implement that system in two additional Departments.

(2) An Evaluation subproject to provide timely information for decision makers to use in development and modification of GOC policies, programs, projects and other activities affecting nutrition status.

(3) A vegetable protein mix plant (VPM) subproject to provide a locally produced high protein vegetable mix to meet the needs of the subsidized feeding program.

(4) A Training, Technical Assistance and Pilot Interventions subproject to strengthen and facilitate the multisector planning and implementation capacity of the National Food and Nutrition Plan.

(Substantial progress has been made in the establishment of the evaluation system and the development of the multiple interventions in the three Departments of Cauca, Huila and Norte de Santander.) The funds for the Training, ✓

Technical Assistance and Pilot interventions subproject were delayed because of the need to utilize first funds made available for this purpose under USAID Health Sector Loan 075. The VPM plant was delayed by the change requested by GOC in the basic technology and need for a new waiver on commercial advertizing by AID/W.

The main problems encountered have been the bureaucratic difficulties in establishing among several government entities a new coordinated strategy and the slow establishment by the GOC of the multisector administrative networks necessary to carry out the program, a six months delay in meeting conditions precedent, and the necessity of the establishment of a 1977 GOC supplemental budget to make AID disbursements.

14. EVALUATION METHODOLOGY

The logical framework found in the Colombian Nutrition Loan Project Paper will serve as the basis for this evaluation.

Sources of information are:

"Informe Trimestral de las Actividades del Plan Nacional de Nutrición."

These are quarterly GOC reports on program progress.

"Informe de Evaluación PAN Año 1977". This report made yearly, covers CY 1977 and provides certain recommendations for future programs.

Many studies and reports from sub-committees of the National Food and Nutrition Council.

In addition to AID review of these documents, AID staff members have visited Project sites to collect data and prepared field trip reports on progress. Reports of technical advisors funded under this Loan Project, have been used as well.

In reality only 5 MACs have been in full operation for a period of one year, while the other 49 MACs now in operation have less than one year and without all operational components.

Agencies participating in the evaluation were the Nutrition program evaluation division of the National Planning Department and the USAID. Dr. Guillermo Hurtado, Chief of the PAN Evaluation Division and Dr. Tomás Uribe, National PAN Director have contributed the basic data for this report. AID personnel include David Denman, former Project Manager, Marvin Cernik, Project Manager, Alvaro Monroy and Arturo Posada, Health and Nutrition Advisors, Neil Billig, Capital Development Officer and Jerry Martin, Deputy Associate Director.

15. DOCUMENTS TO BE REVISED

The loan annex was revised with Implementation Letter # 8. No other revision needed at this time.

16. EXTERNAL FACTORS WHICH HAVE PROJECT IMPACT

A. Inflation has been a factor in affecting one of the principal interventions, the food coupon activity. The 1977 coupon was valued at three and one-half pesos and allowed the beneficiary to buy a 250 gram package of high protein vegetable mix. Initially, the cost of each mix was between four and six pesos, so that the beneficiary had to pay only 20% to 40% of the cost. However, late in the year, prices rose to between six to ten pesos so that the subsidy was considerably reduced. This

caused a slow-up in expanding the number of coupon beneficiaries at the end of the year. (The GOC has increased the subsidy to six pesos at the beginning of 1978 and increased the number of approved products to provide more competition. This should improve the program so that it can be expanded more rapidly.

(The indirect effect of inflation on the program has been quantified to show that program beneficiaries were able to stay in the same status nutritionally while those outside lost ground because of higher market prices.)

For 1977, the Colombian Statistics Department (DANE), used an index of 29% price increase to the consumer (for-workers). During April of 1977, inflation reached a rate of 7.6% in relation to March. Salaries adjustments were made only at the end of the year.

The positive effects of the coupon program will continue to be negated unless the GOC reduces inflation to a rate similar to increases in income at the lower class level.

B High Coffee Prices have been a positive factor in that the (Coffee Grower's Federation (CGF) has made additional funds available to the health sector from its Social Welfare Fund. These funds have increased the number of rural MAC-1 units and aqueducts in certain Departments. Nevertheless, CGF-MACs do not coincide with the PAN municipalities. The CGF MACs are located only in the coffee areas, which are not necessarily the poorest areas to which PAN is restricted.

17. Goal

A.1 Narrative Summary

To improve the nutritional status of the poorest 30% of the Colombian population.

A.2 Objectively Verifiable Indicators

In areas covered by PAN Program:

1. Eradicate third degree malnutrition by 70% (Gomez) in children under 5 by 1983.
2. Reduce by 40% first and second degree malnutrition in children under 5 (now estimated at 65%) by 1981.
3. Reduce infant malnutrition particularly at birth by 40% (now estimated at 52%) by 1983.
4. Reduce sickness attributed to malnutrition and associated diseases in children under 5 by 1983.
5. Reduce deaths attributed to malnutrition and associated diseases in children under 5 to 40% by 1983.
6. Guarantee the availability of sufficient enriched foods so as to potentially close the nutrient gap of the beneficiary population.

A.3 Achievements

Five counties in Cauca with one year in program.

1. Third degree malnutrition declined in three of five counties.
2. 40% of children in area found with malnutrition at outset. A small decline was noted.
3. No data.
4. Nine counties in Cauca reported diarrhea and stomach illness for comparison with next year.
5. Nine counties in Cauca reported a 3.9% death rate in children under 5 for 1977.
6. Seven enriched foods now available to the 13,000 beneficiaries in 5 counties.

A.4 Comments

Since AID disbursements occurred late in 1977, only 5 MAC's in Cauca had the PAN Program during the entire year. By June, 1978, 49 MAC's in the three AID assisted Departments had a PAN Program in operation. But it should be stated that the program was incomplete. 49 health posts were either remodeled or constructed but all do not have the appropriate supply of drugs; the promotoras have the food coupons, but the stores only have 2 products instead of seven. The promotoras are trained but the transportation equipment not purchased and so on. In the case of Cauca which was the first state to start the program, 29 health posts were completed, but only 4 or 25% had all the equipment available.

A nutrition survey was completed in all PAN Departments late in 1977. It will provide base data for measuring progress. It does appear that malnutrition levels are slightly lower than originally thought, when Program was planned.

17. Goal (Continued)

A.1 Narrative Summary

A.2 Objectively Verifiable Indicators

7. Assure the consumption of foods distributed by coupons at a level of at least 90%.
8. Assure that at least 80% of the adult population makes favorable changes in habits as a result of nutrition education and mass media campaigns.
9. Assure utilization by 90% of the persons of new services of potable water, filters and latrines installed in their areas.

A.3 Achievements

7. Although we have no data on this, the number of coupon beneficiaries for the 5 counties in Cauca remained stable or slightly increased during 1977. This indicates that they remained in program and sought additional coupons.
8. No data.
9. During 1977 latrine coverage increased 4% and filter 2% in 5 counties compared with 1976 coverage figures. Four counties in Cauca completed aqueducts.

18. Purpose

B.1 Narrative Summary

Subproject Purposes:

1. To test, at the Departmental level, the effectiveness of various nutrition interventions within a multisectorial administrative framework.

B.2 Objectively Verifiable Indicators

End of Project Status

1. Various public and private sector agencies will be cooperating in a Department committee to coordinate the various sub-activities.
2. A contractor will have completed recommendations on health system design for nutrition status in program areas, bio-medical studies related to Vit A and iron deficiency and follow-up on sample groups and systems for hard to reach areas.
3. A contractor will have completed recommendations for Nutrition Education at primary and secondary levels.
4. Various sub-activities will be operating in a coordinated fashion.
5. Project will operate in two additional Departments by end of CY 1977.
6. Evaluation results will have demonstrated the effectiveness of the various interventions.

B.3 Achievements

1. Department Committees set-up in all PAN Departments. In Cauca, a technical committee and nutrition education committee also established.
2. (a) University Valle/FES has completed nutrition status study in 11 PAN Departments.
(b) Proposal for selection of contractor in Cauca for special studies has been completed and sent to various prospective contractors.
3. A contractor has completed initial recommendations and will probably be called back for continued project guidance.
4. All PAN activities are operating in Cauca in 5 counties by the end of 1977.
5. Project is operational in the three AID supported and the eight IBRD supported Departments.
6. Evaluation reports are being received regularly, but it is too early in the project to determine the effectiveness.

B.4 Comments

This sub-project was delayed considerably by the failure of the GOC to meet Conditions Precedent in a reasonable time and the time it took to establish an Additional Budget Decree for the 1977 disbursements. Loan signed in September 1976 and First Disbursement made in September 1977. Mission does believe that during 1978, the GOC will be able to speed up implementation, so that subproject should be close to on track by the end of 1978.

The important fact to note here is that all interventions and administrative mechanisms are functioning as of the end of evaluation period.

18. Purpose (Continued)

B.1 Narrative Summary

2. To provide timely information for decision matters to use in the development and modification of GOC policies, programs, projects and other activities affecting nutrition.

B.2 End of Project Status

2. The National Food & Nutrition Council will develop for consideration of the President and CONFES policy recommendations based on the nutrition surveillance report of Evaluation and Analysis Unit.

2. Agencies charged with the implementation of projects under the National Food and Nutrition Plan will be making adjustments and modifications in their utilization of resources based on reports prepared by the Evaluation and Analysis Unit. Agencies whose programs and policies affect the nutritional status of the target population of Colombian National Food and Nutrition Plan, will be adjusting their activities based upon reports analyzing and suggesting changes in their activities produced by the Evaluation and Analysis Unit.

B.3 Achievements

1. First Annual Report was submitted. The National Food and Nutrition Council has been meeting monthly and has received quarterly evaluation reports from the Evaluation and Analysis Unit. The strongest policy recommendation to date has been to increase GOC support of the direct feeding program with the end of foreign food donations.

2. The Reporting system has indicated shortfalls in aqueduct funding as a result of inflation.

This has resulted in Annex changes in the AID Loan which decreased funds for coupon printing and nutrition education as a result of slow implementation and increasing funds for aqueducts.

A special study on water filter efficiency will probably lead to sizeable reductions in this activity. The report shows an 85% efficacy and makes clear that additional stress be placed on boiling water in the nutrition education and mass communication program.

B.4 Comments

The Interinstitutional Evaluation Committee was formed, because of the need to have additional coordination in developing evaluation studies and reporting systems at the National level. Contracts between DNP and Agencies were developed to make formal commitments on information exchanged.

The most important special study was a nutritional survey conducted in 11 PAN Departments (60 communities) by the University of Valle group to determine the nutrition gap. This base study will be repeated in two years to determine the extent of change in program areas and will provide a base against which to measure quarterly data.

A loan financed contractor, John Hatch, has assisted in establishing a data information flow network from local health posts to the National level.

Purpose (Continued)

B.1 Narrative Summary:

Subproject purposes (continued):

3. To meet the needs of the subsidized feeding programs with the locally produced nutritious vegetable mix.

B.2 End of Project Status

1. Supplementary feeding programs needs for vegetable mixes will be provided by Colombian production at 20,000 ton/year 1978.
2. Food Coupon distribution program needs for vegetable mixes will be met by Colombian production (approximately 10,000 metric tons in 1979).
3. Amount of Colombian human consumption of soy beans products increased by 12% by the end of the project.
4. The lowering, through competitive pressures of prices of other Colombian produced vegetable mixes.
5. Increase in consumption of pre-cooked soy, rice and corn flour.

B.3 Achievements

1. 8,100 tons of VFM produced by ICBF in 1977.
2. Private Sector production for coupon program was about 100 tons.

However, insufficient soy fortified pastas were produced for the program.
3. This objective not reached yet.
4. The GOC product, Bienestarina is not yet found in commercial channels. Unfortunately, all products increased in price this year.
5. Increases were made in terms of coupon beneficiaries, about 8,600 by the end of the year.

B. 4 Comments

At year end, all of the VFM of the direct distribution program were being met by mixing Title II donated and GOC purchase commodities in three small mixing plants. VFM needs for the coupon programs were partially met by the private sector, but additional products were approved for coupon sales late in the year to fill the gap.

The AID financed VFM plant was delayed by GOC technical acceptance studies for the appropriated processing machinery and need for new waiver from AID/W. Early in 1978 contract was signed for plant equipment and construction which should be completed in early 1979.

GOC food quality control program for coupon products found that pastas products were not meeting "enriched" levels. Contracts with participating companies were terminated. This delayed meeting production planned. Pastas producers are again in the program.

18. Purpose (continued)

B.1 Narrative Summary

Subproject Purposes (continued):

4. To strengthen and facilitate the multisectorial planning and implementation of the National Food and Nutrition Plan.

B.2 End of Project Status

1. The annual nutrition investment plan will contain innovative approaches for nutrition project implementation with measurable nutrition targets.
2. Annual review of long range nutrition plans, making modifications when necessary.
3. Nutrition planning personnel trained in planning techniques working in the Implementing Agencies within DNP, ICBF, and Ministry of Health.
4. A continuing program for the identification and comparison of alternatives for direct and indirect nutrition intervention.
5. Agencies working in nutrition related areas will include the nutrition variable in the preparation of their work plans.

B.3 Achievements

1. The 1978 investment plan includes a new approach not included in the original nutrition plan for small holder gardens and school gardens. Evaluation criteria in terms of added family food intake are being developed.
2. This annual review in relation to the annual report is expected to be completed late in July.
3. Planning personnel in place and several are now undergoing long and short term training as part of this activity.
4. Several pilot studies are underway in fish marketing, cookie fortification, solar water purification, etc. which can provide future alternatives.
5. This has been most successfully accomplished by improving MOH data collection on nutrition problems. Formerly not done until state of malnourishment was an obvious health problem. Also clear that Departmental Agencies were more concerned with nutrition factor.

B.4 Comments

This subproject assists in training, pilot intervention projects, graduate studies and seminars. The DNP Multisector Committee has functioned for a year and a half in programming these funds and has moved quite well. Adequate follow-up of the 30 active projects continues to be a problem.

The GOC counterpart ICFES which provides for and approves graduate research in nutrition, University/Community projects, and University nutrition seminars has moved very slowly in establishing its project capability. However, by the end of 1977, this Agency was beginning to implement its part of the program.

19. Outputs and Inputs

A. Outputs

1. Cauca Pilot Sub-Project

Progress: By end of June 1978 (Plan below indicates End of Project Status using 3 year goal targets)

	<u>MAC-1*</u>		<u>Promotoras</u>		<u>Water Filters</u>		<u>Latrines</u>	
	<u>Plan</u>	<u>Executed</u>	<u>Plan</u>	<u>Trained</u>	<u>Plan</u>	<u>Installed</u>	<u>Plan</u>	<u>Installed</u>
Cauca	29	29	185	139	7,000	347	34,000	1,097
Huila	20	10	122	51	6,000	23	28,000	59
Santander del Norte	30	14	170	68	6,000	203	28,000	585

Aqueducts

Coupon Program - (Beneficiaries)

	<u>Aqueducts</u>		<u>Mothers</u>		<u>Children</u>	
	<u>Plan</u>	<u>Finished</u>	<u>Plan</u>	<u>Executed</u>	<u>Plan</u>	<u>Executed</u>
Cauca	24	4	12,000	1,187	34,000	4,100
Huila	48	11	7,000	400	18,000	2,000
Santander del Norte	31	4	9,000	180	28,000	557

Following are comments on the above chart:

*MAC-1 is the rural health service delivery unit. Some of the MACs were to be built while the majority were to be remodeled or improved. The promotora is the key person since she is to promote all the activities that the health post offers (water filters, latrines, vaccination campaigns, health and nutrition education, coupon program, measuring height and weight of children, etc.)

Each MAC is to cover a population of 6,000 people, using a promotora for each 1,000 people, or six promotoras per MAC. By comparing the above chart, it should be noticed that the (29 MACs in Cauca required 185 "promotoras" They are operating to date with 139 promotoras.)

The 10 MACs in Huila are operating with 51 promotoras or at a 85% level. The 14 MACs in Norte de Santander are operating with 68 promotoras or at 80% level. This situation explains partly why other activities, mainly water filters, latrines and the coupon program are low in execution.)

In addition to the above, it has been found that the promotora can cover only 500 people and not 1000 people as originally planned.

Progress in Cauca has been better because GOC funds were available for initial investments, whereas they were not available in the other two Departments. AID-funds were not disbursed until September 1977, too late in the year to have much impact. As mentioned earlier, GOC has slowed water filter installation as the result of a negative research report. Latrine installation is moving very slowly, because of the need for homeowners to request and make installation, and the lack of production capacity in the Departments. DNP has moved very slowly in increasing coupon beneficiaries because of the development of administrative procedures, lack of products on local markets, and because of the effect of inflation on coupon subsidy (Number of products and value of each coupon has been increased for 1978).

2. Evaluation Subproject

Progress: The expanded (Evaluation and Analysis Section in DNP now has three coordinators assigned to PAN Departments (Huila, Cauca, Norte de Santander); plus a Quarterly Reporting System has been established, and special studies are being approved with the Interinstitutional Evaluation Committee. A nutrition survey was conducted in the 11 PAN Departments (a sample of 4,400 families) in the Fourth Quarter of CY 77 and will provide

base data for additional surveys to determine project effectiveness.

Comment: The development of the evaluation program has been an incremental process. Loan financed technical assistance in data information flow systems, economic and production relationships to food availability, and annual surveillance and monitoring systems is beginning to pay off in each new report. Until the PAN program is operating at the health post level, very little information is available on coverage or impact. We believe that although all basic outputs have been initially produced, they will improve as the program matures.

3. Vegetable Protein Mix Subproject

Progress: The AID financed plan has been contracted and initial construction is underway. The plant is expected to be operating in early 1979. Although an initial management contract was reviewed by AID, the arrangement has not been finalized. The plant will be operated by a private operator, after a proposed leasing contract is approved by ICBF. ICBF will then oversee the operation. (This is one of the management systems listed in the PP).

Comment: This project was delayed as mentioned earlier in the approval process of the U.S. Contractor undertaking the project. It is about one year behind schedule, but should be completed and operating during early 1979. A management contract for operating the plant is being developed and should be formalized either before the end of 1978, or early in 1979.

4. Training, Technical Assistance and Experimental Studies Subproject
- Subproject Linkage to Health Sector Loan 075

This subproject was included in the Loan as an extension of a similar project, previously funded under Health Sector Loan 075. It is

important to mention that key activities in the first stages of the Colombian Food and Nutrition Plan (1974 and 1975), were heavily supported under Loan 075, for example, designing of the nutrition plan as well as planning of interventions. These considerations in relation to Loan 075 are mentioned because of its close linkage and because it serves as an initial part of the evaluation of Nutrition Loan 082. Also funds under Loan 082 under this subproject could not be spent until funds from 075 had been exhausted.

- Training and Technical Assistance:

Loan 082 was signed in September, 1976, and by that time, two people were being supported since Jan. 76, in the U.S. for a masters degree in Food Science with a minor in Nutrition Planning. Similarly, in the area of Technical Assistance, 12 professionals from Colombia and from the U.S. had provided 12 man/months short term Technical Assistance in 7 different areas.

As of June 30, 1978, USAID/C has provided long term training (1 year or more) to 15 professionals as well as short term training, (1 to 2 months) to 15 professionals. Thirty people have attended Nutrition Seminars or Conferences (less than one month) and 15 people, both from Colombia and the U.S. have been provided over 35 person/months of short term technical assistance, all under Loan 082 funds.

- Experimental Studies

In the area of experimental studies USAID/C has funded under peso costs over 40 studies, such as, (studies to detect nutrition base line information before starting nutrition interventions of the

Nutrition Plan in specific areas, water filter effectiveness, food coupon delivery methods, improving fish preservation, increasing soy content in food products, and so on.

Comment: This project has moved along quite well, except for the slow start by ICFES, the GOC Agency implementing in-country seminars and graduate research grants. However, now that it has its staff in place, this section, mainly funded by GOC, should begin to move. AID has agreed to increase funds in this subproject to develop the house and school garden pilot activity in the three AID-PAN supported departments.

B. Inputs

1. Financial (This chart includes Annex Changes of IL No. 8)

Peso Costs (000)

a. Cauca Pilot Subproject

	CY-1977			
	Plan		Executed	
	AID	GOC	AID	GOC
(1) <u>Cauca Department</u>				
Administration	74	1,406	74	n.a.
Rural Health Services	16,576	20,535	7,900	13,994
Nutrition Ed & Mass Comm.	6,660	1,184	5,150	257
Aqueducts	6,327	740	4,810	1,130
Coupon Program	4,662	33,559	360	1,840
<u>Evaluation</u>	4,847	1,554	2,682	n.a.
Sub-Totals	39,146	58,978	20,972	17,221
(2) <u>Huila Department</u>				
Administration	-	185	-	-
Rural Health Services	5,032	2,590	2,065	3,962
Aqueducts	8,880	851	8,880	2,202
Nutrition Ed & Mass Comm.	2,035	555	1,575	106
Coupon Program	407	2,849	32	2,674
Sub-Totals	16,354	7,030	12,552	8,944
(3) <u>Norte de Santander Department</u>				
Administration	-	2,960	-	n.a.
Rural Health Services	9,324	8,325	6,720	5,940
Aqueducts	4,810	851	4,810	n.a.
Nutrition Ed & Mass Comm.	2,886	666	2,230	1,880
<u>Coupon Program</u>				
Sub-Totals	18,426	13,912	13,868	7,820

Dollar Costs (000) - Ambulances 147 - - -

2. Evaluation Subproject

<u>Peso Costs (000)</u>	<u>CY-1977</u>			
	<u>Plan</u>		<u>Executed</u>	
	<u>AID</u>	<u>GOC</u>	<u>AID</u>	<u>GOC</u>
Administration	-	10,836	-	-
Computer Time	216	-	-	-
Evaluation Studies	3,367	-	2,022	-
<u>Typewriters & Calculators</u>	620	-	620	-
 Sub-Totals	 4,104	 10,836	 2,642	

Dollar Costs (000)

Technical Assistance	59	-	15	-
----------------------	----	---	----	---

3. VFM Subproject

<u>Peso Costs (000)</u>	-	316,476	-	127,500
-------------------------	---	---------	---	---------

Purchase of Materials &
Plant Construction

Dollar Costs (000)

VFM Plant Construction & Equipment <u>1/</u>	1,455	-	146	-
---	-------	---	-----	---

1/ Originally AID covered \$159,000 in peso costs, these are now included in overall dollar contract.

4. Training, Technical Assistance & Experimental Studies Subproject

<u>Peso Costs (000)</u>	<u>CY-1977</u>			
	<u>Plan</u>		<u>Executed</u>	
	<u>AID</u>	<u>GOC</u>	<u>AID</u>	<u>GOC</u>
In-Country Seminars	1,221	1,517		
Research Grants	-	140		
<u>Pilot Projects</u>	2,775	14,800	900	
 Sub-Totals	 3,996	 17,057	 900	

4. Training, Technical Assistance & Experimental Studies Subproject
(Continuation)

<u>Dollar Costs (000)</u>	<u>CY-1977</u>			
	<u>Plan</u>		<u>Executed</u>	
	<u>AID</u>	<u>GOC</u>	<u>AID</u>	<u>GOC</u>
Graduate Training	120	-	86	-
Observational Training	-	-	4	-
<u>Technical Assistance</u>	6	-	0	-
Sub-Totals	126	-	90	-

B. Non Financial

GOC - Non financial inputs consist of the administration, personnel, policies and legal system.

AID - Non financial inputs included the Mission staff and AID/W assistance in developing training opportunities and technical assistance.

Comment: One of the excellent inputs in this program has been the PAN staff in the National Planning Office and the DNP PAN Coordinators in each Department. This small group has had to coordinate a large number of public and private agencies which are implementing the program and get sufficient data back from them in order to set up the comprehensive evaluation plan. They are clearly on top of the program even though the group is probably too small and, as with most countries, personnel new to the development of a National Nutrition Program. It is of prime importance that the new GOC administration retain this team which has done an excellent job up-to-now.

As with other loans, the national budget process by which loan funds are disbursed, the legal requirements surrounding purchases, and the multitude of government offices involved in every transaction, make loan implementation complicated and difficult.

Fortunately, the Mission staff dealing with this loan has had experience with the two past health loans and the current loan is being implemented with a minimum of problems. As noticeable problems develop, measures are undertaken to resolve them. The ability, as a result of the Loan Agreement and a competent training and contracting office staff, to arrange training and technical assistance with AID/W support has moved those activities well in concert with GOC project development. AID/W, DSB/Nutrition Office has made a good contribution by setting up needed training programs and locating excellent technical assistance sources for nutrition programs.

Technical assistance has primarily been provided in the establishment of appropriate evaluation mechanisms and criteria. Although some activities (mass communication, nutrition education, home and school gardens, and new interventions) have required technical assistance. However, most of the intervention activities are well within the capabilities of the GOC.

20. Unplanned Effects

Most of the effects so far have been predicted in the PRP or PP, however, one which we believe is occurring which is proving quite beneficial is the greater involvement of PAN Planning Office personnel with project execution at the Departmental level. The Departmental

Committee meetings show vividly to the planners that there is a great deal of difference between the plan and the execution. These on the spot reassessments lead to more solid future programming.

21. Changes in Execution

Loan Annex revision of Implementation Letter No. 8 was caused by the much higher costs of aqueduct construction and the GOC and AID agreement that this is one of the key program interventions. The funds moved into this program came principally from the coupon printing funds and the nutrition education program. These were reduced because house coupon printing by the Bank of the Republic, reduced those costs and the education program had some funds available from AID Loan 075 and UNICEF.

Because each "promotora" can realistically cover a population of only 500 people, as experience now shows and because the initial targets in water filters, latrines and coupons were set too high, a revision of these targets is expected in late September, 1978, at a Coordinators meeting.

22. Lessons Learned

With appropriate central management, multi-sectorial nutrition programs can be designed and function quite well. Although it is too early to know whether solid nutritional status gains are occurring, the concentration of several agencies concerned on this problem is one that exposes malnutrition and its consequences to a much wider group of interested parties. Usually this development means that the implementing agencies

involved build a more solid public opinion and political support for their actions, so that a program started must be carried through. This factor should make the Nutrition Program a continuing concern for the new GOC administration, taking office in August.

(In view of the large number of organizations involved in a multi-sectorial nutrition program (ICBF, Ministry of Health at national and local levels, INAS, Ministry of Finance, Ministry of Education, SENA, ICA, IIT, National Planning Department, Acción Comunal, Caja Agraria, Private Food Companies, ICFES and PAN) it is time consuming and not an easy task in coordination. The most difficult stage of coordination occurred in the initial phase of program implementation with the formation of several committees. The coordinating office, PAN, in the beginning was faced with a small untrained staff, but as the staff increased and received training, the conditions of organization, management and coordination also improved.