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Project Title: Lesotho Food and Nutrition
Planning and Research
Assistance

**Project
Location:** Lesotho, Southern Africa

**Total OPG
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US \$258,705 (Full Project Term)

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**LESOTHO FOOD AND NUTRITION
PLANNING AND RESEARCH ASSISTANCE**

I. Project Purpose and Description

This three-year project will provide assistance to the Government of Lesotho (GOL) in the establishment and institutionalization of a national food and nutrition coordinating committee and a central office to provide staff support to that committee. This will be accomplished by assisting the GOL:

- (a) to staff and organize the central office,*
- (b) to coordinate and monitor current food and nutrition program activities, and*
- (c) to collect and analyze information on the existing food and nutrition system in order to improve future programs planning and implementation.*

It should be noted that this project suggests goals, objectives and associated tasks which direct themselves toward the establishment and institutionalization of a food and nutrition planning and coordinating function within the GOL. GOL and PA see this as contributing toward the achievement of national nutrition goals through the planning and coordination that will be undertaken. Nevertheless, project behavior is explicitly directed toward establishment of the planning and coordinating function and thus only indirectly toward the larger goals of improving the nutritional status of the population of Lesotho.

It should also be noted that this proposal requests funds for the first year of project activities only (see discussion titled "project duration").

By the end of this project it is expected that the GOL will have assumed full and continuing support for the central office and, through that office, will be exercising sound planning and management of food and nutrition programs at the national level in Lesotho. More specifically, it is expected that the office will be staffed entirely by Basotho (Lesotho nationals) who will have been fully trained in the techniques of food and nutrition program planning, coordination and monitoring. It is also anticipated that this central office, or other institutions in Lesotho as the National University of Lesotho (NUL), will have acquired the capability to collect, analyze and report on the basic information required for effective food and nutrition program planning and implementation.

It is expected that establishment of this office will substantially assist the GOL in achieving its goals (see Five Year Plan) in nutrition. Specifically, the project will identify the poorest and therefore the most nutritionally vulnerable groups within the population and develop plans and programs to improve their nutritional status. A preliminary assessment indicates the approximately 25,000 households (about one-eighth of the population), most of which are located in rural areas, are currently suffering serious nutritional deficiencies.

There are two additional categories of again mostly rural people who will be directly benefitted by establishment of a nutrition coordinating committee and office. The first of these are those people who currently receive food aid through the auspices of the World Food Programme and Catholic Relief Services. Approximately ten percent of the food now consumed in the country comes through these channels making Lesotho one of the highest per capita food aid recipients of any of the developing countries. With the strong possibility that all or part of this food aid will be discontinued, the GOL realizes that it must plan now to develop alternative means to maintain adequate nutrition for this group of people. Such planning will be both encouraged and enhanced by the project office. The second category is made up of the approximately sixty percent of Basotho households whose nutritional sufficiency depends in large part on remittances of wages earned in the Republic of South Africa by migrant workers from Lesotho. Many or perhaps all of these migrant workers may be forced to return to Lesotho due to the political instability in Southern Africa or to adverse economic conditions affecting the gold and platinum mining industry and increased mechanization in the coal mining industry where many of them are currently employed. Here, too, the GOL is aware that it must plan now to maintain nutritional sufficiency for returning migrant workers and their families, and here, again, the establishment of the coordinating committee and office will significantly improve the planning that takes place.

The present food system in Lesotho involves importation of about ten percent of all food through donor groups and an additional 20 to 30 percent largely through monies earned by migrant workers in South Africa. Thus, domestic agricultural production falls short of supplying the needs of the nation by 30 to 40 percent of the minimum needs. This gap cannot easily be closed by expanding the acreage under production because much of the limited arable land is already committed to agriculture although presently at relatively low yield.

The solution appears more complex, however, than merely putting large sums into expanding and mechanizing agriculture. The mountainous nature of the 12,000 square mile country limits the arable land to about 1 million acres of prime land for annual crops with the possibility of dairy farming and orchard crops on some of the other lands. With the country already nearing its agricultural potential and a population of approximately 1.1 million residents growing at about two percent per year and approximately 140,000 migrant workers, it will be exceedingly difficult to reach nutritional self-sufficiency. Thus, nutrition planning and policy must be carefully and continuously attended and, thus, the legitimate activities of the office can be defined.

Project Duration

Planning Assistance has prepared this proposal reflecting the feeling that project tasks can be successfully accomplished in a three-year operating period. It is our feeling that the goals and objectives of this project require some continuing sensitivity to the circumstances within Lesotho in terms of shifting on-going project responsibilities fully to the GOL. Keeping in mind that this project has been developed with the GOL (see following section "Background"), it may be necessary to slow or change the full transfer process. We have indicated in the objectives discussion which objectives might "slip," and what the maximum "slippage" might be.

This proposal is being submitted as a three-year project with a chance to change the full-term nature of the work as is appropriate at the end of the first year.

We are requesting a one-year project term, by the end of which a full review of progress can have been made, adjustments to the work schedule planned and written, and a concluding proposal submitted.

The proposal which follows is descriptive of the full project from initiation to completion so that readers can understand the context in which certain tasks will take place and so that the natural and logical sequence - development - of the project can be appreciated. We have necessarily concentrated on the tasks to be completed in the first year, and have prepared a budget which reflects costs for the total project.

Project refinement will depend on project progress, review, and evaluation results in each project year. The project term could conceivably extend to a fourth year, should these reviews find that to be appropriate.

II. Project Background

This project is a direct product of the First Annual Lesotho National Nutrition Planning conference which was conducted 7-13 December 1975 under the joint sponsorship of the GOL and Planning Assistance, Inc. and which was funded under the Development Program Grant, No. AID/pha-G-1126. A report on that conference and its findings and recommendations is appended (see Attachment One). The principal goals and objectives of this project were suggested by that conference which was attended by policy makers and chiefs of service from seven GOL ministries and offices and ten private voluntary organizations concerned with food and nutrition work in Lesotho. The assistance to be provided through this project complements the combined food and nutrition resources of those ministries and organizations and is designed to enhance their efficiency and effectiveness. The GOL is requesting this assistance to improve its planning and management capability and sees it as fully consistent with its Second Five Year Development Plan.

The first planning conference was organized and conducted following a request from the GOL to Planning Assistance, Inc. for technical and financial assistance to help formulate food and nutrition policy and program recommendation. The results of the conference may be summarized as follows:

1. The preparation of draft policy statements and goals for the Second Five Year Development Plan period (ending in 1980) in six program areas--food production, food distribution, food consumption/utilization, nutrition education, food and nutrition research, and food and nutrition policy direction (see Appendix D to Attachment One).
2. The preparation, by each ministry and organization, of program and financial plans for the fiscal year beginning 1 April 1976 which represented the next, most reasonable step by each of them in the achievement of the goals set for the five-year plan period.
3. The inter-agency coordination of activities in the four program areas of food production, distribution, consumption/utilization and nutrition education.
4. The drafting of a plan for a common food and nutrition research effort which indicates several research activities for 1976, and a continuing research capability and program thereafter (see Appendix F to Attachment One).
5. The decision to establish a central food and nutrition office to coordinate and support the food and nutrition activities of each of the ministries and organizations.
6. The decision to hold a second annual planning conference on food and nutrition in October, 1976.

This project will advance the work begun at the first annual planning conference and directly assist in the implementation of its major recommendations including preparation for a second annual meeting.

There has been considerable food and nutrition work done in Lesotho over the past twenty years. A national nutrition survey was conducted by the World Health Organization during the period 1956-1960. Based on the findings of this survey, a Permanent Bureau of Nutrition was established by the GOL under the jurisdiction of the Ministry of Agriculture and an Applied Nutrition Programme began operations in 1962 with the financial, material and technical assistance of the Food and Agricultural Organization and UNICEF. The World Food Programme and Catholic Relief Services have imported donated foods and administered feeding programs over the past decade in conjunction with the GOL and private voluntary organizations such as the Save the Children Fund. Some of these activities continue unabated, others have ceased to function effectively or at all.

The 1955-1960 national nutrition survey has not been updated and there was a general consensus among planning conference participants that such an effort now, together with other food and nutrition research activities, is crucial to the improvement of their policies and programs.

The Permanent Bureau of Nutrition (PBN) has ceased to function. The conference strongly recommended that a new and strengthened central food and nutrition office be created and located within the government in such a manner that it would be able to coordinate the food and nutrition work of the other ministries and organizations. It was further noted that lessons learned during the functioning of the PBN be incorporated in the planning for a central office. This has been done in the development of this project. The conference found also that existing food and nutrition program efforts could be improved significantly through a more extensive inter-agency exchange of information and through joint program planning and coordinated program implementation. The conference produced plans to permit the ministries and organizations to the extent possible to begin this coordination on their own and identified support activities common to all which would become the responsibility of the new central office as soon as it was approved and established by the government.

Both by virtue of the central role played by the GOL in the organization and implementation of the first annual planning conference and in its initial response to the findings and recommendations of the conference, it is evident that there is a strong commitment in Lesotho to plan and implement improved food and nutrition policies and programs. Planning Assistance sees the process which is causing the creation of the new central office to be one of the strong positive indicators predicting the success of that office as envisioned in this proposal.

The Exact Ministry and/or Office within the Government of Lesotho which would administer the planning and coordinating function this project proposes has not been identified at this time. The GOL will make this complex decision around the timing of project initiation.

GOL Perceptions of Project Benefits

The Government of Lesotho believes that institutionalization of a nutrition coordinating function will contribute to the general economic development of Lesotho in several important ways and do so at a very low cost to benefit ratio.

Improved planning and management of food and nutrition programs will lead to improved nutritional standards among the population and will result in healthy, more economically productive citizens. Many studies have demonstrated that adequate dietary intake is a necessary precondition to productive work.

Improved planning and management also should lead to maximizing the use of the scarce economic resources of Lesotho through more efficient production, distribution and consumption of food. The resources made available through these improvements in efficiency in the food and nutrition system can then be applied to other development efforts.

Plans for improved nutrition in the country will lead directly to the creation of employment or other income-producing possibilities for large numbers of the Basotho through such activities as expanded dairy production, development of orchards, soil conservation efforts and improving or building roads and other distribution facilities. Such new employment possibilities are in fact crucial to improving the current nutritional status of the country and even to maintaining it at current levels in the event that Lesotho's migrant workers are forced to come home.

The present heavy reliance on imported foods, both donated and purchased, presents a dangerous hazard to the continued orderly development of Lesotho. Thus the benefits of improved coordination of food and nutrition policy must be viewed in terms of the risks inherent in the present situation. Currently, foods valued from \$23 to \$29 million are produced and marketed commercially in Lesotho; another \$17 to \$34 million worth of foods are imported and sold commercially. Donor imports amount to an additional \$5 to \$8 million, and foods worth from \$23 to \$38 million are produced by traditional agricultural means.

Nutritional self-sufficiency requires an increase of 30 to 40 percent in total domestic agriculture. If this were to be gained totally through expansion of commercial agriculture, a doubling of production would be required at a minimum and, perhaps, an expansion of one and one-half times would be needed. Expanded commercial production can and should make a contribution to the achievement of nutritional self-sufficiency in Lesotho, primarily, through efforts to increase the yields of acreage already under cultivation. But expansion of traditional agriculture output will also be required and in fact is usually more responsive to the less capital intensive investments of program coordination and education.

This project should result in the expansion of both commercial and traditional agricultural outputs through increased program coordination and management. Should this project, for example, contribute directly to

increasing traditional agricultural production at a rate of four percent per year over the next ten years (discounted at a ten percent per year to estimate present value of future streams of revenue), the present value of foods produced would be approximately \$5.9 million over the current minimum base of \$23 million. While it is suggested that the outputs of this project represent necessary, although not necessarily sufficient conditions for increasing traditional agricultural production, the benefits to cost ratio of this project can be very conservatively estimated as approximate 32:1.

III. Project Analysis

The technology to be used in this project may be divided into two general types: (a) planning and management techniques and (b) research methodology. In both instances, the technology seems appropriate to meet the current needs in Lesotho and, in fact, was identified and recommended by the December 1975 planning conference and is now being requested by the Government of Lesotho. The project is designed both to apply this technology and to train Basotho in its use so that by the time the project ends, the capability to continue its application will be institutionalized within the society.

The techniques of effective planning and management of food and nutrition programs will be applied through the central office to be created by the GOL with the assistance of this project and the continuation of the annual joint planning conferences initiated in December 1975. The Basotho hired to staff the central office will learn and apply these techniques as a part of their regular work efforts (on the job training) through participating in training sessions, and through the continuing assistance, during the life of the project, of staff and consultant specialists from Planning Assistance, Inc.

The research techniques will be applied in coordination with the central office through the National University of Lesotho (NUL) and with technical assistance from Planning Assistance, Inc. and other cooperating agencies both international and local. The Basotho hired to participate in the implementation of the research efforts will include both faculty and staff of the NUL. Short term training courses in both the research methodologies and in the techniques of planning and managing food and nutrition programs will be provided through this project as needed to accomplish the specific tasks of the project and to develop the capability of the Basotho to continue to apply this technology without further external assistance.

Improving nutritional standards generally involves both expanding the availability of nutritious foods and generating a willingness among the population to prepare and consume them in a balanced and adequate manner. Traditional values and behaviour about food are not always conducive to improving nutrition. Lesotho is no exception. Until fairly recently, for example, there was a general taboo against the consumption of eggs by Basotho boys and girls. This taboo is now disappearing and this important source of protein is more widely produced and consumed. Another traditional food behaviour pattern has been the tendency for men in Basotho society to eat better than women and children. Food and

nutrition education is an important component of current efforts to address such problems in Lesotho and this project will contribute to improved planning and management of these efforts.

Information generated through the research efforts of this project will enable food and nutrition program plans to be formulated which more directly benefit the nutritionally vulnerable groups among the population which almost always include pregnant and lactating women, infants and young children and the poor. This project will contribute directly and indirectly to improving the nutritional status of these groups. It is noteworthy that women have been, and continue to be, heavily involved in nutrition work in Lesotho. Of the Basotho participants in the December 1975 nutrition planning conference, 57% were women. This project will continue to involve these and other women in responsible roles and to expand that involvement as feasible.

This project is designed to strengthen the capability of the GOL in nutrition planning and coordinating through its various participating ministries and offices and the indigenous and international organizations working in Lesotho in achievement of its national goals: to improve the nutritional well-being of all its citizens with particular emphasis on the poorest majority. Principal goals recommended by the first annual planning conference included the elimination of malnutrition among the very poorest households and the improvement of their nutritional intake to at least the United Nations' "minimum daily requirements" for vitamins and minerals, calories and proteins. The project should also lead directly to reduced incidences of morbidity and mortality related to malnutrition, to increasing receptivity to family planning services as most people survive infancy and childhood, to improved employment and other income-producing possibilities and to increasing the production, processing, distribution, consumption and utilization of increasingly nutritious foods.

There is strong evidence of widespread support for this project among both governmental and non-governmental agencies. The overall success of the project does depend on the degree of authority given to the new central food and nutrition office in the government and its ability to gain and maintain the full cooperation of the principal ministries and organizations. The prospects for that appear quite good given the involvement and support of those ministries and organizations to date. In short, there does not seem to be any substantial opposition to this project in Lesotho.

One of the central aims of this project is to tie in with all existing food and nutrition programs in Lesotho and, through the techniques of joint program planning, coordinated program management and common staff support, to enhance the efficiency and effectiveness of each program. It is anticipated that as the project progresses, ministries and/or organizations other than the seventeen represented at the first annual planning conference will be involved in various aspects of the work.

By virtue of the institutionalization of food and nutrition planning and management capability at the national level in Lesotho, it is expected that the impact of the project will be national in scope and it should

benefit all the Basotho directly or indirectly. It is also anticipated that the project will lead in time, and as local resources permit, to increased involvement of program staff and local leadership at the district level in Lesotho in the planning and implementation of food and nutrition program activities in their respective districts and, by aggregation, for the nation as a whole. Though not provided through this project, it may be expected that inasmuch as the GOL may move to a general decentralization of its program in the future, food and nutrition coordinating offices would be established in each of the districts.

As indicated previously, this project is designed to institutionalize sound planning and management of food and nutrition programs in Lesotho. It is anticipated that the GOL will assume full financial support for the continuation of the central office and those data collection and analysis functions which will still be required at the end of this project. The project will provide the necessary training for the Basotho to be able to continue to function effectively in their jobs when project support terminates. It is now anticipated that maintenance costs for continuing the nutrition functions within the GOL will cost approximately an additional \$35,000 (U.S.) per year - a figure that is quite reasonable and acceptable to the GOL.

IV. Project Design and Implementation*

Project goals and objectives include achievement targets in terms of first, second, and third project years. Certain objectives, numbers 4 and 9, are seen to have lesser immediate priority than others set for the first year (numbers 1, 2, 3, 5, 6, 7, 10 and 11) and may "float" or be deliberately reprogrammed for second year achievement if the priority objectives require additional effort to complete.

Tasks for two objectives, numbers 8 and 12, are initiated in the first project year but not concluded until the third.

Certain objectives repeat each year through the life of the project - numbers 3, 4, 5, 6, 9, 10 and 11.

Given these considerations, work is initiated on all four project goals in year one, but full implementation of goals 2 and 4 is not achieved until the third project year.

Should evaluation results (see Section D) so indicate, an extension of goals and objectives for the project into a fourth year is possible. The dependent variables which might dictate such a change will be monitored and results reviewed as early as the first full scale field evaluation in the ninth month of the project's first implementation year. These variables will, of course, be monitored each year of project work.

A. Project Goals

1. *To assist the Government of Lesotho in collecting, analyzing, and reporting basic information on the food and nutrition systems in Lesotho. (One year)*

2. *To provide assistance to the Government of Lesotho in the establishment and support of a central food and nutrition coordinating office. (Three years)*

3. *To begin procedures for the assumption of Central Office operations by GOL before the end of the first program year. (One year)*

4. *To orient and train Lesotho nationals to the level of self-sufficiency in the techniques of program planning and the management of food and nutrition programs in Lesotho including the collection and analysis of basic program information and the monitoring and evaluation of program efficiency and effectiveness. (Three years, progress expedited each year)*

*Note: This is presented as a three-year project, but could extend to a fourth year depending upon joint review and evaluation by GOL and PA and recommendation by AID.

B. Project Objectives and Associated Work Tasks

1. OBJECTIVE ONE - To complete all tasks related to project start-up within two months after the start of the project. (First year)

Task 1 - Arrival of Planning Assistance project advisory team and the full-time Program Advisor.

Task 2 - Circulate request for the submission of Basotho candidates for staff positions.

Task 3 - Identify and secure office facilities, supplies and equipment.

Task 4 - Interview and select staff.

Task 5 - Develop detailed Plan of Work.

Planning Assistance, Inc. (PA) in consultation with the GOL will recruit and hire one expatriate food and nutrition program advisor to the central office who will be located in Maseru and will serve as the principal liaison between PA and GOL on all aspects of project implementation. Efforts will be made to select an expatriate already residing in and knowledgeable about Lesotho in order to minimize recruitment costs and to maximize the efficiency of project start-up operations. PA will assist the GOL in the recruitment and selection of two professional level and one secretarial support-level staff persons for the central office. These persons will be Basotho and will assume principal responsibility for the day-to-day operations of the central office with the assistance of the PA program advisor.

Job descriptions will be prepared for all members of the central office staff for review and approval by the appropriate GOL authorities. This plan of operations will be reviewed by the central office staff and additions and/or corrections will be made as indicated by information available during the first month of project operations concerning the progress of cooperating ministries and organizations in obtaining approvals for and in beginning to implement plans prepared during the December 1975 food and nutrition planning conference.

Equipment and supplies will be procured for the central office and logistical support arrangements including office space and transport will be acquired. Provision is made by this project to defray the costs of necessary equipment, supplies, office rent, utilities and transport in the event the GOL is unable to provide these services at no cost to the project.

2. OBJECTIVE TWO - To complete an orientation program for staff within two months after the start of the project. (First year)

NOTE: Two terms are used in this discussion: "data analysis" and "data systems analysis." To avoid confusion, we have defined these terms as follows:

"Data Analysis" - a procedure including identification of data sources, gathering of sample data from those sources, and testing data so gathered for validity, reliability, and currency ("up-to-dateness"). This is done to avoid the re-gathering of data already available and useful.

"Data Systems Analysis" - this is a procedure which is directed toward the systems - the methods and procedures - presently in use for gathering, aggregating, storing, indexing, and retrieving information - and is intended to highlight strengths and weaknesses of those systems in terms of data validity and reliability.

Task 1 - Conduct a formal orientation activity with all staff.

Task 2 - Coordinate staff in the preparation of individual plans of work related to functions and task assignments.

An orientation program for the newly hired, central office staff will be conducted during the second month of project operations under the joint direction of PA staff and consultants and representatives of the GOL including members of the interim food and nutrition steering committee appointed by the December 1975 planning conference. This orientation will include a review of the background of this project and of food and nutrition work generally in Lesotho, a preview of the purpose, goals, and objectives, plan of operations, criteria and tools for measuring project achievements and a description of the self-sufficiency training program which will be carried out during the life of the project.

3. OBJECTIVE THREE - To begin collecting data which allow comparison of operational progress against plans of work as developed at the Planning Meeting held 15 December 1975. (First year, Updated second and third years)

Task 1 - Review ministry/agency Plans of Work, and existing reporting and data collection procedures.

Task 2 - Review data collection procedures with ministries/agencies and advise modifications and adjustments to the procedures as indicated.

Task 3 - Arrange for ministries/agencies to submit data on a routine basis so that comparisons can be made between Plans of Work and operational progress.

Task 4 - Perform on-going review of monitoring data and provide counsel and advice to ministries/agencies on implications of monitoring data.

The existing data collection systems relating to food and nutrition will be reviewed by the central office staff and other specialists and suggestions made to improve data collection and analysis procedures. In some cases suggestions will indicate that existing data may be analyzed and reported differently so as to be more useful in the process of food and nutrition planning. In other cases, suggestions will be made that the principal ministries and organizations involved in food and nutrition work including the ministries of Agriculture, Health and Education, the World Food Programme, Catholic Relief Services, etc., should begin to collect new data essential to plan their work and monitor their results more effectively.

Beginning in the third month of project operations and continuing approximately every three months thereafter, the central office staff will assemble basic statistical information and analyses emanating from the ministries and organizations and disseminate it to all those agencies who are involved in food and nutrition work in the country.

4. OBJECTIVE FOUR - To establish a Data Center. (Anticipated First Year, no later than Second Year)

Task 1 - Review technical guidelines for establishing a food and nutrition library.

Task 2 - Begin empirical collection of existing data, documents and published materials related to food and nutrition (in general, and within Lesotho).

Task 3 - Tentatively organize and classify materials in broad groupings.

Task 4 - Organize and convene an ad hoc committee to assist; and advise the Central Office on information retrieval needs of food and nutrition-related organizations and agencies.

Task 5 - Develop outline of cataloguing system for review by ad hoc committee.

Task 6 - Finalize cataloguing and index system and begin acquisition of relevant materials.

The central office will establish a food and nutrition library containing basic reference works and journals and periodicals reporting on

food production, distribution and consumption/utilization. Use of the library by ministries and organizations in Lesotho will be encouraged through periodic mailings of lists of new acquisitions and occasional book reviews published in the monthly newsletter.

5. OBJECTIVE FIVE - To conduct a Household Budget Survey, a Food Distribution Channel Mapping Survey, and an Agricultural Strategy Study. These three research activities, along with a Nutritional Status Survey (to be completed independently of this project), will, together allow for data integration and analyses resulting in a Nutrition System Study. (First Year, Second Year Follow-up)

Task 1 - Prepare Survey questionnaire

Task 2 - Recruit and select survey team.

Task 3 - Train two survey teams.

Task 4 - Data collection:

- a. Household
- b. Food Distribution
- c. Agriculture

Task 5 - Coordinate and assist as necessary the special nutrition Survey Team scheduled to conduct and complete its work during the first 4 months of this project.

Task 6 - Data reduction and analysis

Task 7 - Preparation of research projects

Two survey teams will be recruited during the first month of the project operations. The first team will consist of one expatriate advisor, Mr. Clark Tibbits, Senior Lecturer and Head of the Accounting and Commerce Department at the National University of Lesotho (see Attachment Two for biographical data), one Basotho research coordinator also recruited from the NUL faculty and ten interviewers recruited from among the Basotho students of the NUL. This team will conduct the Household Budget Survey.

The second team which will conduct the food distribution channel mapping survey will consist of one expatriate advisor, one Basotho research coordinator and three interviewers--all but the advisor to be recruited from the NUL. (It is anticipated that all survey work can be completed during the regular academic year vacation period.)

The survey questionnaires for both studies will be prepared and interviewers will be trained under the general supervision of Dr. Charles Slater of the University of Colorado and a consultant to PA (see Attachment Two for biographical data). The questionnaires will be administered

in Sesotho, the traditional language of Lesotho, and interviewers will be trained and tested in standard interview techniques by Mrs. Clark Tibbets who is conversant in Sesotho.

The household budget survey and the food distribution channel-mapping survey will be implemented simultaneously during the second, third and fourth months of project operations. Field work will be carried out in coordination with central office staff and under the general supervision of Dr. Slater. Data processing facilities of the NUL will be used as necessary to analyze survey results.

Both the central office staff and Dr. Slater will provide assistance to the special team which will conduct the national nutrition status survey. Tentative plans now call for this survey to be conducted either by the University of California at Los Angeles in conjunction with Catholic Relief Services-Lesotho. Funding for this work is not provided by this project. Full coordination with the national nutrition status survey will be the joint responsibility of the Program Advisor and Research Director of the PA effort.

Dr. Slater will have primary responsibility for the preparation of an analysis of the resulting effects of alternative agricultural strategies on the nutritional status of Lesotho. This analysis, based on results of the studies to be conducted in Lesotho and the experience of other developing as well as developed countries, will be submitted for consideration at the second annual food and nutrition planning conference.

Additional reports and analyses growing out of the research to be conducted during the first five months of project operations will be prepared and submitted for consideration at the second annual planning conference. These reports will be written by the various research teams under the supervision of Dr. Slater and will include an analysis of the current food marketing system, what it is and how it functions; an analysis of what role traditional (non-marketed) agricultural production plays in the nutritional status of the country; a food balance sheet showing what foods are needed to maintain adequate nutrition, what foods are available and what the deficits (or surpluses) are for various segments of the population; a report on the current nutritional status of the country; and a general report, incorporating elements of all the foregoing reports, on the nutrition system of Lesotho and suggesting ways to make it function more efficiently and effectively.

6. OBJECTIVE SIX - To provide management assistance. (Each Year)

Task 1 - Develop a ministry/agency directory identifying individuals who will function as liaison(s) to the Central Office (this will establish a mailing list as well as identifying ministry/agency liaison for services/activities related to Central Office).

Task 2 - Schedule and carry out an initial round of visits to main offices of participating ministries/agencies (as requested) to develop written plans for management assistance (this will include determination of assistance needs and goals, objectives and schedules of Central Office services).

Task 3 - Make periodic visits to field locations as requested or indicated, to provide technical assistance and exchange of information.

A mailing list will be prepared to facilitate communication and program coordination among all pertinent ministries and organizations in Lesotho. The mailing list will be organized into various sub-groupings to permit mailing of materials of special interest to various groups, as for example, to all those involved in nutrition education. The mailing list will be mechanized to permit rapid and efficient operation and maintenance.

Management assistance will be provided regularly by central office staff to ministries and organizations involved in nutrition work in Lesotho. This assistance will include consultation with agency chiefs of service and program staff, joint reviews and revisions of program plans, short courses for agency staff in program data collection and analysis, budget preparation, accounting, etc., and joint monitoring and evaluation of program achievements.

Central office staff regularly will monitor food and nutrition program implementation through field visits to operating programs and discussions with ministry and agency staff and the recipients of program services. Brief written reports will be prepared on these monitoring activities for use as appropriate in the preparation of articles for the monthly newsletter, for working documents at the inter-agency coordination meetings and the quarterly meetings of the national food and nutrition committee. The newsletter will be "informal" - perhaps mimeographed rather than printed formally at first.

7. OBJECTIVE SEVEN - to hold regular interagency meetings.
(Each year)

Task 1 - Review and finalize schedules of meetings with host agencies.

Task 2 - Coordinate agendas, arrange for necessary resources and materials, and distribute meeting notices/schedules.

Task 3 - Participate as a resource at each interagency meeting.

Central office staff will monitor and participate in the series of inter-agency program coordination meetings scheduled during the December 1975 planning conference to take place during the course of the first year

of project operations.* These meetings will involve representatives from all ministries and organizations engaged in similar activities such as vegetable production or soil conservation and will seek to pool information, materials, techniques and other resources in common efforts to improve program effectiveness through elimination of unnecessary duplications of effort and other inefficiencies. These meetings are scheduled to occur at the mutual convenience of the participating ministries and programs such as school vacations for teachers or the national agricultural show which tend to enhance attendance and effectiveness.

8. OBJECTIVE EIGHT - To assist the GOL in creating a National Food and Nutrition Committee which will serve as an advisory body to the Central Office and the Annual Planning Conference. (Begin First Year. Conclude Third Year.)

- Task 1 - Coordinate with the Office of the Minister to the Prime Minister to identify Committee members.
- Task 2 - Coordinate the drafting of agendas, preparation of materials, and provision of logistical support to the Committee as necessary.
- Task 3 - Attend committee meetings (senior central office staff), and provide support services during meeting such as recording of minutes.

Central office staff will be responsible for general staff support to the national food and nutrition committee which will meet each year in conjunction with the annual planning conference and once every three months in the intervening periods to review program operations and give general guidance and direction to the national food and nutrition program. This committee will be appointed by the GOL and will include both ministerial level representatives of the government and senior officials of cooperating voluntary organizations. Central office staff will draft agenda, prepare materials and other information, record the proceedings and provide other logistical and staff support for meetings of the committee as necessary.

9. OBJECTIVE NINE - To provide information dissemination/exchange (Anticipated First Year, No later than Second)

- Task 1 - Develop a scheme, and begin the orderly collection of information about food and nutrition in Lesotho, which would be of interest to ministries/agencies. (Information will be collected at the time of various Central Office contacts

*See attached schedule, pages 18 and 19.

PLAN OF OPERATIONS: SCHEDULE OF MAJOR TASKS

	MONTHS		MONTHS		MONTHS		MONTHS		M.	HS	MONTHS													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24
Inter-agency Coordination Meetings on the following subjects:																								
a) Food Production																								
1) Vegetables																								
2) Poultry																								
3) Fish																								
4) Fruits																								
5) Livestock																								
6) Cereals																								
b) Soil Conservation																								
1) Tree Planting																								
2) Young Farmers Clubs Projects																								
c) Nutrition Education																								
1) Teacher Training																								
2) Courses for Food Service Staff																								
3) Adults																								
4) Extension Workers																								
5) Agricultural College Workers																								
6) Red Cross Groups																								
7) Production of Teaching Materials																								
8) Evaluation of Nutrition Education																								

to be scheduled

to be scheduled

to be scheduled

with ministries/agencies, i.e. management assistance activities, field visits, and interagency meetings.)

- Task 2 - Design and plan the production of a monthly newsletter (considering format, content, distribution, including information resulting from Objectives 3, 4, 5, and 7). (Non-essential in first year)

Central Office staff will write, edit, and mail a monthly newsletter to cooperating ministries and organizations and other agencies and individuals interested in food and nutrition work in Lesotho. Contents of the newsletter will include reports on program plans and operations, results of food and nutrition surveys and analyses and summaries of basic food and nutrition statistical information.

10. OBJECTIVE TEN - To conduct a Second Annual Planning Meeting. (First Year) (Third Planning Meeting, Fourth Planning Meeting in successive years)

- Task 1 - Hold a quarterly meeting of the Interagency Coordinating Committee and the National Food and Nutrition Committee together, so that an agenda for the Second Annual Planning Meeting can be drafted.
- Task 2 - Prepare conference invitation letters, pre-conference instructions, and preparatory reading materials.
- Task 3 - Make all arrangements for conference facilities, staff and materiel resources.
- Task 4 - Participate in Annual Planning Meeting as staff.
- Task 5 - Prepare an Annual Planning Meeting report for all participants.
- Task 6 - Based on Annual Planning Meeting, assist the GOL in review of the various ministry and organization food and nutrition plans to incorporate Annual Planning Conference results into the GOL plans and budgets for the fiscal year beginning April 1.

Central office staff will have primary responsibility for the planning and organization of the annual food and nutrition planning conferences. The conferences will be held in the fall of each year so as to permit incorporation of their recommended plans into the national plans and budget for each succeeding fiscal year beginning 1 April. Preparations will include the general design and agenda for the conferences, invitations to ministry and agency participants, materials preparation and facilities and other logistical support arrangements. Preparations will be carried out in close consultation with appropriate GOL authorities and PA headquarters.

Central office staff will participate directly in the staffing of the annual planning conferences either in program or support capacities or both. Staff and/or consultants from PA headquarters will also participate as necessary, but their role should diminish significantly in the second year of this project (the third annual planning conference) as local staff gain the ability to conduct the planning meetings without external assistance.

Central office staff will have primary responsibility for the preparation of reports on each of the annual planning conferences which summarize conference findings and recommendations and incorporate the ministry and agency program plans drafted at the conference. These reports are to be distributed to all conference participants, to appropriate GOL officials and to PA headquarters.

Central office staff will monitor the review by the GOL of the conference recommendations and assist in the interpretation of their background and significance. When the government gives final approval to the plans and incorporates them into its overall plan and budget for the succeeding fiscal year, central office staff will inform all agencies concerned of the actions taken.

11. OBJECTIVE ELEVEN - To train Basotho staff. (Each year)

Task 1 - Based on the first year plan of work and preliminary plans of operation for subsequent years, prepare a task analysis to identify discrete skills and job performance requirements.

Task 2 - Prepare and carry out individualized staff development plans.

Beginning with the initial orientations for new staff and continuing on a regular, periodic basis throughout the life of the project, training will be provided for all Basotho staff of the project which will lead to their self-sufficiency in the techniques of effective and efficient planning and management of food and nutrition programs. Much of their training will be on-the-job, under regular supervision. Special short-term training courses will be offered as necessary to supplement skills learned in the regular work environment. The food and nutrition program advisor to the central office will review at least quarterly the individual progress of each staff member of the project and conduct or arrange for additional training as needed.

The PA Program Advisor has as part of his responsibilities the design and implementation of comprehensive training sessions for each staff person and for the staff as a team. Such training may take place in Lesotho or in another country, depending on the availability of expertise required.

12. OBJECTIVE TWELVE - To prepare a plan with the GOL which will

allow the orderly transition of operational and funding responsibility for the Central Office, from PA to the GOL. (Begins First Year, Anticipated implementation Third Year)

Task 1 - Coordinate with the Office of the Minister to the Prime Minister in developing a strategy for project transition.

Task 2 - Based on the strategy, assist the GOL as necessary, in taking the steps to affect the transition.

The Government of Lesotho has been integrally involved in all aspects of the national nutrition planning activities to date. The Government has expressed its specific intent to support and respond to the work of the Central Office as planned for and described in this proposal. It is also understood between the government and PA that it is desirable for the GOL to assume operational and financial responsibility for the Central Office as quickly as that is possible.

To facilitate the transition, PA will undertake discussions at mid-point of the project year to develop a strategy that is practical and manageable. Year Two and Three funding requirements are now estimated to be somewhat less than half first year level. Maintenance level funding in subsequent years is estimated to cost an additional \$35,000 per annum. PA will advise and assist the GOL in affecting necessary legislative and budgetary changes. Assistance will also be provided in the development of funding proposals if financial assistance is to be sought for the continuation of this effort.

It should be understood that GOL will be making a significant in-kind contribution (see budget) throughout the life of the project. PA anticipates GOL assumption of certain specific project tasks and costs beginning in the second project year: for example, all Basotho program staff are expected to go on direct GOL payroll during the second program year and all Basotho research staff move to GOL payroll in the third project year.

C. Project Management

A Table of Organization for the project is shown on page 27. The project will be managed by Planning Assistance, Inc., a private, non-profit agency incorporated in the State of New York, U.S.A. Project management and administration from the New York office will be the responsibility of the Project Director, Mr. Charles Patterson, Executive Director and/or Mr. John Palmer Smith, Associate Executive Director of Planning Assistance, Inc. (See Attachment Two for biographical data.) Both Mr. Patterson and Mr. Smith will be available for short-term field work assignments as necessary to ensure successful completion of the project.

Implementation of the project will be carried out in cooperation with the Government of Lesotho. The Central Office will be an operational unit within an appropriate Government of Lesotho ministry or office, and the

	JUNE	JULY	AUG.	SEPT.	OCT.	NOV.	DEC.	JAN.	FEB.	MAR.	APRIL	MAY
OBJECTIVE 1 - Start-up												
T1 - PA arrival	-----											
T2 - Recruiting	-----											
T3 - Secure Office	-----											
T4 - Staff Hiring	-----											
T5 - Detailed Planning	-----											
OBJECTIVE 2-Orientation												
T1 - Formal Sessions		-----										
T2 - Staff Work Plans		-----										
OBJECTIVE 3-Monitoring												
T1 - Systems Review			-----									
T2 - Revise Systems			-----									
T3 - Data Collection				-----	-----	-----	-----	-----	-----	-----	-----	-----
T4 - Review/Feedback				-----	-----	-----	-----	-----	-----	-----	-----	-----
OBJECTIVE 4-Data Center												
T1 - Library Guidelines		-----										
T2 - Data Collection		-----	-----									
T3 - Material Organiz.		-----	-----									
T4 - Committee Review			-----									
T5 - System Develop.				-----								
T6 - Materials Acquis.					-----	-----	-----	-----	-----	-----	-----	-----
OBJECTIVE 5 - Research												
T1 - Survey Preparation	-----											
T2 - Teams Recruitment	-----	-----										
T3 - Teams Training		-----										
T4 - Data Collection			-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
T5 - Assist Nutrition			-----	-----	-----	-----	-----	-----	-----	-----	-----	-----
Status Surveyors												

	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APRIL	MAY
OBJECTIVE 5 (cont'd)												
T6 - Data Analysis												
T7 - Report Prepara.												
OBJECTIVE 6 - Management Assistance												
T1-Directory Develop.												
T2-Agency Assistance												
OBJECTIVE 7 - Interagency Meetings												
T1-Schedule Review												
T2-Meeting Coordinat.												
*T3-Meeting Attendance												
OBJECTIVE 8-Nat'l Food & Nutrition Committee												
T1-Ministry Coord.												
T2-Meeting Coord.												
T3-Meeting Attendance												
OBJECTIVE 9-Information Exchange												
T1-Info. collection												
T2-Newsletter design and production												
OBJECTIVE 10-2nd APM												
T1-Agenda Planning												
T2-Conference prep.												
T3-Conf. Arrangement												
T4-APM Participation												

- 24 -

*At the APM held 15 Dec. 1975, schedules were prepared for meetings to take place periodically around 19 specific subjects. Each subject area may meet on a different quarterly cycle. The quarterly meetings scheduled above are, therefore,

Government of Lesotho will appoint a National Food and Nutrition Coordinating Committee that will serve in an advisory capacity to the Central Office.

Project operations in Lesotho will be the responsibility of a Planning Assistance Program Advisor. Mr. John Williams has been selected by Planning Assistance to fill the position. The Program Advisor will be accountable to the Project Director, and will serve as liaison with the cooperating entities of the Government of Lesotho. The Program Advisor will work closely with the Senior Program Officer who, over a period of time will be trained to assume permanent responsibility for management of the Central Office. The Program Advisor and Senior Program Officer will be supported by a Program Officer and a Secretary.

The Research Unit of the Central Office will come under the general direction of a Research Director, Dr. Charles Slater, Planning Assistance Consultant. He will be supported by two Research Advisors: Mr. Lee Dahringer, Planning Assistance Consultant, and Mr. Clark Tibbits, Senior Lecturer and Head of the Accounting and Commerce Department, National University of Lesotho.

A total of 18 Research Interviews will be engaged initially, and, through a process of screening while in training, a final group of 13 Interviewers will be hired for survey research. Two Research Coordinators will be hired to work closely with the Research Advisors. Following the initial research period (approximately 7 months), one of these two Coordinators will take over permanent responsibility for the on-going research activities of the Central Office. This Coordinator will be supported by two Assistants.

Disbursements of project funds will be through standard commercial banking channels under the general supervision of the Planning Assistance Comptroller and in accordance with AID approved procedures. Procurement of supplies, equipment and services will be through standard commercial and/or Government of Lesotho channels and in full compliance with grant terms and conditions. Standard inventory controls will be maintained for accountable items. Salaries will conform to GOL standards (See Note, page 30).

Project reports will be prepared following two planning meetings in the sixth month prior to project evaluation in the ninth month and at year's end.

D. Project Monitoring and Evaluation

Project evaluation will be extensive and will be directed toward preparation of reprogramming instruments and work schedules for the second and third project years. A full monitoring schedule has been prepared, and evaluation of project progress toward stated goals and objectives will be conducted jointly by the Government of Lesotho and Planning Assistance.

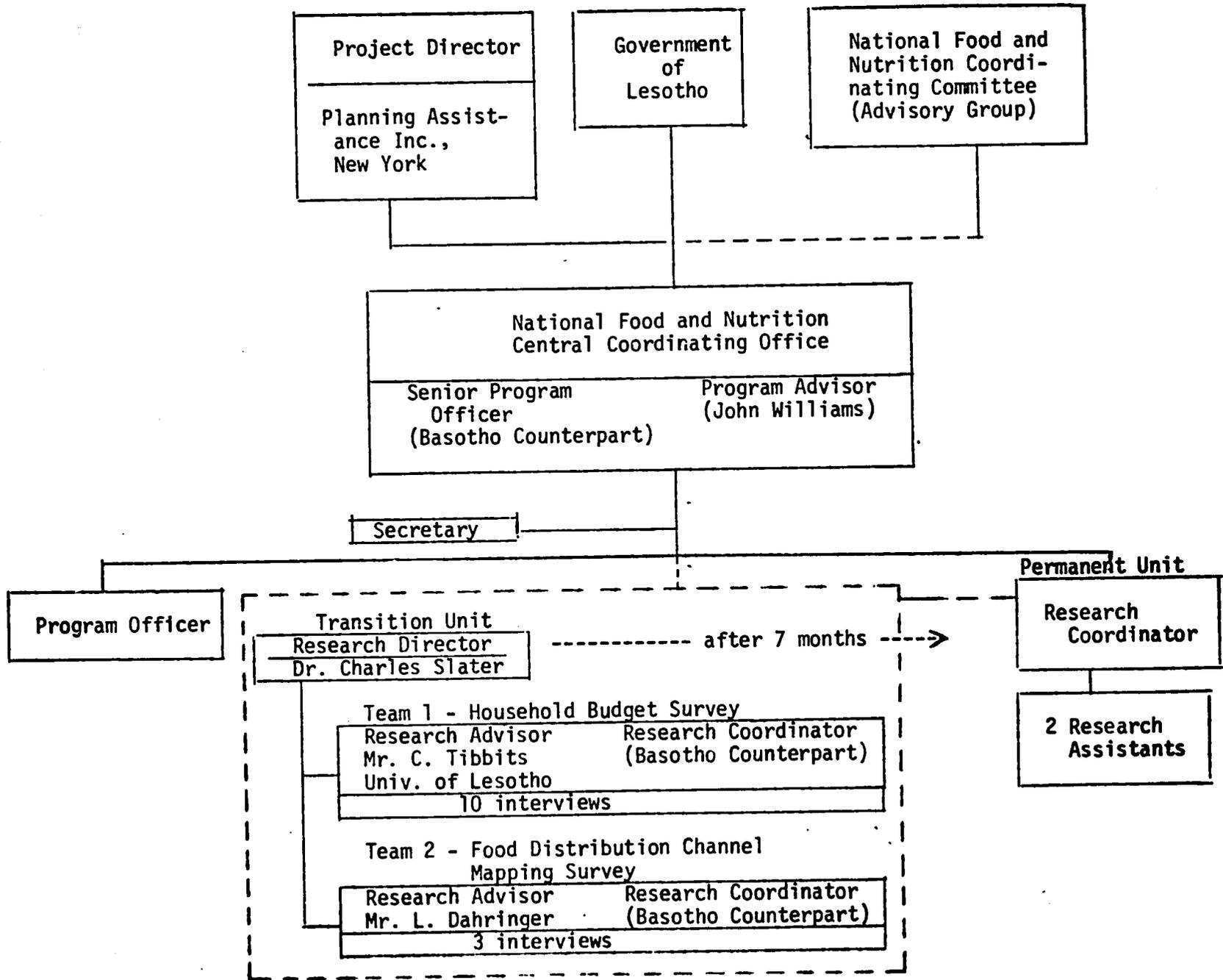


TABLE OF ORGANIZATION - LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE PROJECT

Additionally, PA is asking AID for a field program evaluation in the ninth project month, and hopes to utilize the results of this independent program audit in preparation of first year follow-up activities and proposal for continuing funding.

Our report preparation schedule (preceding section) is timed to provide inputs into the evaluation procedures where appropriate.

Baseline data gathering for use in evaluations will be gathered in the first months of the project.

The following is a listing of those milestones or critical indicators of project performance which may be used to monitor and evaluate results of the project. This listing is keyed to the statements of project goals and objectives presented in sections IV-A and B.

- A1 - By the end of Year 1: Regularly functioning central food and nutrition coordinating office.
- A2 - By the end of Year 1: Written reports and analyses completed on the following subjects: the food marketing system, traditional food production, a food balance sheet, nutrition status, the general food and nutrition system.
- A3 - By the end of Year 1: Basotho staff members of the central food and nutrition coordinating office trained in the techniques of program planning and management.
- A4 - By the end of Year 1: Government financial support of the central food and nutrition coordinating office and the incorporation of its work into the operating plans and budgets of the government.

By the end of Month 1:

- B(1) - Completion of all start-up tasks
- B(5) - (Task 1) Completion of preparations for survey
- B(5) - (Task 2) Survey team recruitment begun

By the end of Month 2:

- B(2) - Staff orientation completed
- B(3) - (Task 1) Review of existing data collection systems begun
- B(5) - (Task 2) Recruitment of survey team completed
- B(5) - (Task 3) Survey Teams trained
- B(5) - (Task 4) Survey Data Collection begun
- B(5) - (Task 5) Coordination with Nutrition Survey Team begun
- B(11) - (Task 1) Task analysis in preparation for design of staff training program completed

By the end of Month 3:

- B(3) - (Task 1) Review of existing data collection system completed
- B(3) - (Task 2) Revision of data collection procedures completed
- B(3) - (Task 3) Monitoring data collected begun
- B(4) - (Task 1) Guidelines for designing a food/nutrition library reviewed
- B(4) - (Task 2) Collection of materials for library begun
- B(5) - (Task 3) Organization of collected library materials begun
- B(6) - (Task 1) Directory/mailling list of ministries/agencies completed
- B(7) - (Task 1 and 2) Review of interagency meeting schedules completed and coordination of meetings begun
- B(8) - (Task 1 and 2) Committee identified and plans for first meeting underway
- B(9) - (Task 1) Routine collection of information on ministry/agency operations begun
- B(11)- (Task 2) Staff development program underway

End of Month 4:

- B(4) - (Task 4) Committee review of information cataloguing and indexing systems completed
- B(5) - (Task 5) Assistance to the Nutritional Status Survey team completed
- B(6) - (Task 2) Management Assistance to ministries and agencies begun
- B(7) - (Task 3) First Interagency meeting held
- B(8) - (Task 3) First National Food and Nutrition Committee Meeting held

End of Month 5:

- B(4) - (Task 5) Cataloguing and Indexing systems for library completed
- B(9) - (Task 2) First Newsletter produced and distributed

End of Month 6:

- B(4) - (Task 6) Routine collection of materials for library begun
- B(5) - (Task 6) Reduction and analysis of research data begun
- B(10)- (Task 2) Preparation for 2nd APM begun
- B(12)- (Task 1) Discussions begun with GOL to develop transition strategy

End of Month 7:

- B(5) - (tasks 6 and 7) Analysis of research data and reports completed
- B(10)- (Task 1) Agenda for 2nd APM planned with input for Interagency Committee and National Food/Nutrition Committee

End of Month 8:

- B(10)- (Tasks 2, 3, 4) 2nd APM preparations completed and meeting held

End of Month 9:

- B(10) - (Task 5) Report on 2nd APM prepared and distributed
- B(10) - (Task 6) Results of 2nd APM reviewed with GOL

V. Budget

The budget for the project appears on the following pages. It is broken down by year, and within each year by PA and GOL categories. The GOL items represent in-kind contributions to the project each year. The PA items represent the request being made to AID through this proposal and indicate what the AID financed line items are in each year. The GOL is contributing

A NOTE ON SALARIES:

Wages and benefits available to employees of this project are expected to conform to standards set in Lesotho and the United States. Expatriot personnel (defined here as those persons who are not citizens of the Kingdom of Lesotho - generally citizens of the United States) will be paid in accordance to standards of their profession in their home country.

All Basotho staff will be paid in accordance to Civil Service standards for comparable work at comparable levels of authority and responsibility paid by the Government of Lesotho during the time of their employment. This point is important in that it enables transition of permanent staff to GOL to take place within GOL standards and processes and without unnecessary dislocation.

approximately 37¢ for every \$1.00 contributed by AID/PA during the life of the project.

V. BUDGET

	Year 1 ^{a/}		Year 2 ^{b/}		Year 3		GOL Maintenance Costs Post-Project
	PA	GOL	PA	GOL	PA	GOL	
SALARIES: c/ d/							
1 Program Advisor (Expatriate)	18000		18900		19845		
1 Senior Program Officer (Basotho)	3500			3675		3859	4052
1 Program Officer (Basotho)	2500			2525		2756	2894
1 Secretary (Basotho)	1000			1050		1103	1158
1 Research Advisor (Expatriate) (\$600/mo. x 7 mos.)	4200						
1 Research Advisor (Expatriate) \$1000/mo. x 10 mos.)	10000						
2 Research Coordinators (Basotho) (\$600/mo. x 7 mos. x 2 persons)	8400						
13 Interviewers (Basotho) (\$40/wk. x 15 wks. x 13 persons)	7800						
5 Interviewers (Basotho) (\$40/wk. x 4 wks. x 5 persons)	800						
1 Research Coordinator (Basotho) (Half-time) (\$300/mo. x 7 mos.) (\$300/mo. x 12 mos.)	2100		3780			3969	4167
2 Research Assistants (Basotho) (\$175/mo. x 7 mos. x 2 persons) (\$175/mo. x 12 mos. x 2 persons)	2450		4416			4637	4869
1 Research Director (Expatriate) (\$500/wk. x 11 wks.) (\$500/wk. x 4 wks.)	5500		2000		2000		
1 Project Director (Expatriate) (\$500/wk. x 8 wks.) (\$500/wk. x 2 wks.)	4000		1000		1000		
5 Government of Lesotho Officials (at an average salary of \$3000 at an average of 10% of time)		5000		5000		5000	5000
30 Government of Lesotho Officials (at an average annual salary of \$3000 at an average of 10% of time)		9000		9000		9000	9000
Sub-Total of Salaries	<u>70250</u>	<u>14000</u>	<u>30096</u>	<u>21350</u>	<u>22845</u>	<u>30324</u>	<u>31140</u>
Fringe Benefits 10% of Salaries	7025	1400	3010	2135	2295	3032	3114

	Year 1		Year 2		Year 3		GOL Maintenance Costs Post-Project
	PA	GOL	PA	GOL	PA	GOL	
OTHER DIRECT COSTS:							
Office Rent	600			600		600	600
Office Supplies	600			600		600	600
Office Machines, Furniture	2000		1000				
8 International Airfares @ \$2000	16000						
4 International Airfares @ \$2000			8000		8000		
Local Transportation (Research Work)	4000			500		500	500
(Project Work)	1500						
Local Training Costs (Includes materials)	600		600			600	600
U.S. or third country training costs (in- airfare, per diem & training fees)	2500		2500				
Materials for Annual Planning Meeting	1000		1000			1000	1000
Per Diem Int'l Staff: (133 days @ \$20) (84 days @ \$20)	2667		1680		1680		
Per Diem Local Research Staff (630 days @ \$5)	3150				5000		
Expatriate Staff Relocation	5000						
Project Evaluation (includes airfare, per diem, report preparation costs, & con- sultant fees)	8000						
Other Research Costs ^{e/} Data Processing	2000						
Supplies	1000						
Annual Planning Conferences ^{f/} (Includes meals and lodging)	<u>(2500)</u>		<u>(2500)</u>			<u>2500</u>	<u>2500</u>
Subtotal Other Direct Costs	50617		14780	1700	14680	5800	5800
Total Direct Costs	127892	15400	47885	25185	39810	39156	40054
Indirect Costs (2% of Direct Costs) ^{g/}	25578	3080	9577	5037	7962	7831	8011
TOTAL COSTS ^{h/}	<u>153470</u>	<u>18480</u>	<u>57463</u>	<u>30222</u>	<u>47772</u>	<u>46987</u>	<u>48065</u>

NOTES:

- a. This proposal requests funding at this time for Year 1 only. Succeeding year budgets remain to be determined following the proposed program evaluation at the end of the first year.
- b. The division of project costs between PA and the GOL will be determined on a year to year basis through negotiations between the two parties. The cost figures presented here for second and succeeding program years should thus be viewed as tentative pending the results of those negotiations.
- c. Salaries and related Fringe benefits have been budgeted in second and succeeding years providing for a 5% salary increment each year to defray cost of living increases.
- d. Actual salaries paid to Basotho staff members recruited to work in this project will conform to prevailing GOL civil service rates and therefore may vary from salary costs listed here.
- e. The costs of a national nutrition status survey which will be done concurrently with the research work described in this proposal are not included in this budget inasmuch as this work will be funded separately and carried out by the University of California at Los Angeles and Catholic Relief Services/Lesotho.
- f. These estimated costs are non-add in Years 1 and 2 inasmuch as these costs are covered under a separate Grant No. AID/pha-G-1126. In the third and succeeding years it is anticipated that GOL will pay these costs.
- g. The indirect rate of 20% is proposed as a provisional rate. The final rate or rates remain to be determined during final grant negotiations and/or audit review.
- h. Total projected costs for the proposed three-year life of the project are \$354,394 of which \$95,689 or 37% are anticipated to be contributed by the GOL.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project
From FY _____ to FY _____
Total U. S. Funding _____
Date Prepared: _____

Project Title & Number: LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: (A-1)</p> <p>A nutritious diet for all citizens of Lesotho by 1980</p>	<p>Measures of Goal Achievement: (A-2)</p> <p>Increases in per capita daily intakes to UN recommended minimums of 200 gms. of green vegetables, 50 gms. of protein and 2,000 calories (1800 from carbohydrates, 200 from fats).</p>	<p>(A-3)</p> <ol style="list-style-type: none"> 1. National nutrition status survey. 2. Review of health statistics for prevalence of morbidity & mortality due to malnutrition. 3. Survey of food intakes. 	<p>Assumptions for achieving goal targets: (A-4)</p> <ol style="list-style-type: none"> 1. Gov't of Lesotho policies favorable to goal achievement. 2. Sufficient available quantities of necessary foods produced in Lesotho and/or imported (purchased and/or donated).
<p>Project Purpose: (B-1) office Establish an office which will lead to the institutionalization of sound planning and management of food and nutrition programs at the national level.</p>	<p>Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)</p> <ol style="list-style-type: none"> 1. At the end of 1 year, gov't financial support of central food & nutrition office. 2. Substantial incorporation each year of its work into annual plans & budgets of gov't & priv. /agencies 	<p>(B-3)</p> <ol style="list-style-type: none"> 1. Review of degree of budget support to central office 2. Comparison of work produced by the central office with work incorporated into plans & programs of government agencies 	<p>Assumptions for achieving purpose: (B-4)</p> <ol style="list-style-type: none"> 1. High enough gov't priority on improving nutrition. 2. That joint planning and management process will produce general support for the work of the central office.
<p>Project Outputs: (C-1) Central office staff, mailing list, newsletters, library, management consultations, coordination meetings, nat'l committee, field visits, annual planning conferences, survey reports & analyses, staff training</p>	<p>Magnitude of Outputs: (C-2)</p> <p>24 staff hired & trained, 1 mailing list, 8 newsletters, 1 library, 10 mgmt. consultations, 10 coord.mtgs, 2 natl. committee mtgs., 12 field visits, 1 annual plng. confs., 7 survey reports.</p>	<p>(C-3) Reviews of project implementation reports, mailing lists, newsletters & library lists, consultants, reports, minutes of mtgs., membership list, reports on annual conf. survey reports, training curricula.</p>	<p>Assumptions for achieving outputs: (C-4)</p> <p>First year delivery of research outputs assumes project approval and funding prior to 1 May 1976.</p>
<p>Project Inputs: (D-1) Grant budget, Planning Assistance mgmt and technical skills, Gov't of Lesotho & other voluntary agency mgmt. and technical skills.</p>	<p>Implementation Target (Type and Quantity) (D-2)</p> <p><u>Budget Schedule</u> <u>Year 1</u> \$128.840</p>	<p>(D-3)</p> <ol style="list-style-type: none"> 1. Fiscal Report 2. Audits 3. Program Report 	<p>Assumptions for providing inputs: (D-4)</p> <ol style="list-style-type: none"> 1. That funding be provided at the level expected. 2. That participating agencies provide the skills expected.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE

Life of Project _____ to FY _____
From FY _____ to FY _____
Total U.S. Funding _____
Date Prepared: _____

Project Title & Number: _____

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Inputs: (D-1) A nutritious diet for all citizens of Lesotho by 1980.</p>	<p>Implementation Target (Type and Quantity) (D-2)</p> <ol style="list-style-type: none"> 1. Minimum per capita daily intake of 200 gms. of green vegetables or its equivalent in vitamin and mineral sources. 2. Minimum per capita daily intake of 50 gms. of protein. 3. Minimum per capita daily intake of 1800 calories from foods rich in carbohydrates. 4. Minimum per capita daily intake of 200 calories from foods rich in fats. 	<p>(D-3)</p> <ol style="list-style-type: none"> 1. National nutrition status survey. 2. Review of health statistics for prevalence of morbidity and mortality due to malnutrition. 3. Survey of food intakes. 	<p>Assumptions for providing inputs: (D-4)</p> <ol style="list-style-type: none"> 1. Gov't of Lesotho policies favorable to goal achievement. 2. Sufficient available quantities of necessary foods produced in Lesotho and/or imported (purchased and/or donated).

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

(INSTRUCTION: THIS IS AN OPTIONAL FORM WHICH CAN BE USED AS AN AID TO ORGANIZING DATA FOR THE PAR REPORT. IT NEED NOT BE RETAINED OR SUBMITTED.)

Life of Project
From FY _____ to FY _____
Total U.S. Funding _____
Date Prepared: _____

Project Title & Number: **LESOTHO FOOD AND NUTRITION PLANNING & RESEARCH ASSIST.**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Program or Sector Goal: The broader objective to which this project contributes: (A-1)</p> <p>Establish an office which will lead to the institutionalization of sound planning and management of food and nutrition at the national level in Lesotho.</p>	<p>Measures of Goal Achievement: (A-2)</p> <ol style="list-style-type: none"> Gov't of Lesotho financial support of its central food & nutrition coordinating office at the end of one year. Substantial incorporation each year of the program plans and management recommendations of the central office into the annual plans and budgets of the gov't and cooperating voluntary agencies. 	<p>(A-3)</p> <ol style="list-style-type: none"> Review of degree of budget support to the central office. Comparison of plans and recommendations produced by the central office with those adopted and implemented by the gov't and cooperating voluntary organizations. 	<p>Assumptions for achieving goal targets: (A-4)</p> <ol style="list-style-type: none"> Sufficient high gov't priority on improving nutrition to induce full budget support. That involvement in a joint planning and management process under the auspices of the central office will result in general support for the work of that office among the gov't ministries and offices and voluntary organizations concerned with nutrition.

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Life of Project _____ to FY _____
From FY _____ to FY _____
Total U.S. Funding _____
Date Prepared: _____

LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE

PAGE 2

Project Title & Number	LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE		IMPORTANT ASSUMPTIONS
NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	
<p>Project Purpose: (B-1)</p> <ol style="list-style-type: none"> 1. Central office staff and organization. 2. An inter-agency mailing list, monthly newsletters and a library. 3. Management consultations and training for cooperating ministries and organizations. 4. Inter-agency coordination meetings. 5. A national food and nutrition committee. 6. Central office staff field visits. 8. Survey reports and analyses. 9. Staff training. 	<p>Conditions that will indicate purpose has been achieved: End-of-Project status. (B-2)</p> <ol style="list-style-type: none"> 1. By Month One: 1 expatriate advisor & 3 Basotho program staff hired full-time; 2 expatriate advisors, 2 Basotho research managers & 13 Basotho interviewers hired for short-term (5 months) research work. By Month Two: 2 Basotho research staff hired full time and 1 half time. 2. By Month Three: A mailing list prepared. By Month Five: Monthly newsletter being published & library established. 3. By Month Three: Management assistance being provided to cooperating agencies through consultations and/or short training courses. 4. By Month Four: Inter-agency coordination meetings begun. 5. By Month Four: Nat'l Food & Nutrition Committee appointed by gov't & quarterly Committee meetings begun. 6. By Month Four: Staff visits to operating projects begun & written reports on each visit being prepared. 	<p>(B-3)</p> <ol style="list-style-type: none"> 1. Review of project implementation reports on staffing & organization. 2. Review of mailing list, copies of newsletters, lists of library acquisitions. 3. Review of staff reports on management assistance provided, interviews with recipients of assistance. 4. Reviews of minutes of inter-agency coordination meetings. 5. Reviews of membership list of national food and nutrition committee and minutes of its meetings. 6. Reviews of reports on field work. 7. Reviews of reports on annual planning conferences. 8. Reviews of Survey reports and analyses produced. 9. Reviews of training curricula offered and received and of staff performance appraisals. 	<p>Assumptions for achieving purpose: (B-4)</p> <ol style="list-style-type: none"> 1. Delivery of research outputs in first year of project assumes project approval and funding prior to 1 April 1976 to take advantage of "summer recess" for participating faculty and students from the National University of Lesotho and the University of Colorado.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK

Life of Project: _____
From FY _____ to FY _____
Total U.S. Funding _____
Date Prepared: _____

Project Title & Number: **LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE**

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Outputs: (C-1)</p>	<p>Magnitude of Outputs: (C-2)</p> <p>7. By project's end: Completion of second annual food and nutrition planning conferences & written recommendation & plans produced. Adoption by the GOL of annual joint planning process as recurring function of cooperating ministries and organizations.</p> <p>8. By Month Seven: Surveys conducted and written reports & analyses completed on: the food marketing system, traditional agriculture, a food balance sheet, nutrition status, the general nutritional system.</p> <p>9. By Month Three: Systematic training program for all Basotho staff begun. By project's end: All Basotho staff trained in techniques of planning & managing food & nutrition programs.</p>	<p>(C-3)</p>	<p>Assumptions for achieving outputs: (C-4)</p>

**PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORK**

Project Title & Number: Lesotho Food and Nutrition Planning and Research Assistance

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p>Project Inputs: (D-1)</p> <ol style="list-style-type: none"> 1. Grant Budget. 2. Planning Assistance management and technical skills. 3. Management and technical skills of Government of Lesotho and other cooperating voluntary organizations. 	<p>Implementation Target (Type and Quantity) (D-2)</p> <p><u>Budget Schedule</u></p> <p><u>Project Year 1</u> \$128,840</p>	<p>(D-3)</p> <ol style="list-style-type: none"> 1. Fiscal reports 2. Audits 3. Program reports 	<p>Assumptions for providing inputs: (D-4)</p> <ol style="list-style-type: none"> 1. That funding be provided at the level expected. 2. That participating agencies provide the skills expected.

APPENDICES

CONFERENCE PARTICIPANTS

Ministry of Agriculture, Cooperatives and Marketing
P.O. Box 24
Maseru, Lesotho

1. Mr. A.S. Ralebitso, Minister of Agriculture, Cooperatives and Marketing
2. Mr. Chaka Ntsane, Deputy Permanent Secretary
3. Ms. Makolitsoe Moonyane, Planning Officer
4. Ms. Anna M. Hlalele, Nutrition Officer
5. Ms. Mamakhantso Phoofolo, Assistant Nutrition Officer
6. Mr. Winston Phamola Ntsekhe, Acting Chief Agricultural Officer, Crops Production Officer
7. Mr. Kent Ntsekhe, Poultry Production Officer
8. Mr. S.V. Montsi, Dairy Officer
9. Mr. M.M. Thatho, Principal, Agriculture College
10. Mr. Godfrey Litaba Mochochoko, Deputy Project Manager, Thaba Bosiu Rural Development Project

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11. Dr. S.G. Mohale, Senior Medical Officer of Health
12. Ms. Manthua Seipobi, Public Health Nurse
13. Mr. Mokuba Petlane, Health Educator
14. Mr. Peter Mokhoko, Graphic Designer (Health Education Unit)
15. Ms. Patricia Goodale, Maternal and Child Health Advisor

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16. Dr. J.T. Lema, Medical Officer
17. Ms. Pauline Alys Wright, Public Health Nurse

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18. Ms. Sybil H. Thompson, Public Health Nutritionist

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19. Ms. Celestina M. Phafane, Education Officer - Home Economics
20. Ms. A.M. Ramakhula, Education Officer - Home Economics
21. Mr. Raphael M. Monku, Chief Education Officer

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22. Ms. E, Mocketli, Lecturer

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23. Mr. Joseph Bofelo, Lecturer

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24. Mr. Jim Anderson, Headmaster

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25. Mr. Pulumo Makheta, Assistant Secretary

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26. Mr. Desmond H. Taylor, Director
27. Ms. Motselisi Monyane, Assistant Secretary

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28. Mr. Thabo Motsopa, Planning Officer
29. Ms. Ntebaleng Felicitas Mutephu, Planning Officer

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30. Mr. Ignatius Lefu Monese, Permanent Secretary

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31. Ms. T.G. Motsamai, Program Officer

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Maseru, Lesotho

32. Mr. Joseph Gerstle, Program Director
33. Ms. Anne Taole, Pre-School Supervisor
34. Ms. Anna Makae, Pre-School Advisor
35. Ms. Cynthia Mohapeloa, Nutritionist

World Food Programme
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36. Mr. James Kehm, Advisor
37. Mr. D. Morton
38. Ms. Mathilda van der Wiel, Nutritionist

Private Health Association of Lesotho
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39. Dr. M. Verhage

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40. Ms. Maye Hagen, Nutritionist

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41. Mr. Brice Atkinson, Director
42. Mr. William Huth, Assistant Director

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43. Ms. Mamosili Mkorosi, Secretary

Lesotho Women's Organization
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- 44. Ms. Susan M. Nthongoa
- 45. Ms. Maleutloa Moteetee
- 46. Ms. Malikeleli Mokokoane

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- 47. Mr. Roger Milton, Deputy Director

Planning Assistance, Inc.
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New York, N.Y. 10010

- 48. Mr. Charles Patterson, Executive Director
- 49. Mr. John Palmer Smith, Consultant
- 50. Dr. Charles Slater, Consultant

LESOTHO NATIONAL NUTRITION PLANNING CONFERENCE

Opening Address By The Honourable
Minister of Agriculture Cooperatives and Marketing
Mr. A. S. Ralebitso

I wish to welcome you all to this important Nutrition Planning Conference, the first of its kind to be held in this country.

The Government of Lesotho attaches great importance to Nutrition programmes and allied subjects, as they have such tremendous effects on the general social and economic development of the country. May I therefore, on behalf of the Government and the people of Lesotho, express our sincere thanks to the Executive Director of Planning Assistance, Inc., Mr. Charles Patterson, through whose efforts the conference was initiated. Our thanks also go to his colleagues, Mr. J. Smith and Dr. C. Slater, who have been fully committed in the planning stages for this conference. Gentlemen, kindly convey our gratitude to your organization for sponsoring the conference.

The high incidence of malnutrition caused concern among the medical staff in Lesotho as far back as the early 1950's. Medical reports had constantly revealed the prevalence of avitaminosis, especially pellagra, and protein and calorie deficiencies. In 1955, the Government of Lesotho appealed to the World Health Organization to give "Technical Assistance towards a nutrition survey within the territory, in order to assess the problem and to devise the best means of combating it." Thus, two consultants conducted a nutrition survey from 1956 - 1960.

Upon completion of the exercise, a report was published by the World Health Organization. The survey revealed that the diet of the Basotho lacked animal proteins, calories, fats, mineral salts, and some vitamins.

The World Health Organization survey team recommended, among other things, the formation of a National Nutrition Council. The idea was well received. The implementation of this idea has, however, been characterized by three main defects:

- (a) lack of adherence to policy guidelines,
- (b) absence of a coordinated planning and implementation machinery, and
- (c) consequent lack of an evaluation system.

The Applied Nutrition Programme, launched in 1962, has been supported by voluntary effort in the activities of Save the Children Fund, CRS, CARE, World Food Programme and others. To them we are very grateful. Laudable work has been done by all of them, but on an individual basis. More could have been, and can be achieved in joint and coordinated effort. The problem that confronts us now is to establish a well-defined policy and plan to be followed by all agencies concerned.

It is in this light that the timing of this conference is considered most opportune, particularly at the beginning of our second plan period.

During this week, discussions and sharing of ideas will enable us to assess what resources are available and whether or not we are making the best use of these resources to achieve nutritional adequacy and self-sufficiency through co-ordination and inter-dependence of agencies.

Our conference must confront tough questions:

Do we indeed have serious nutritional deficiencies in Lesotho?

If so, what are they and which groups in our society suffers from them?

How can we reach them?

How can we help them?

Are we making the best use of our resources to achieve nutritional adequacy and self-sufficiency?

What should we produce?

How should we distribute?

How should we measure nutrition improvements?

In this co-operative effort, we should now put forward proposals as to the best foods to produce in order to meet the nutritional demands, the most effective methods of distribution and storage and last, but not least, measures to be taken to evaluate the improvements brought about by the implementation of the nutrition programme.

With the intensity of the preliminary arrangements for this conference, I am confident that all of you representing various ministries and voluntary organizations and also observers from international organizations are ready to participate actively, so that at the end of the week, you will have reached the targets you set yourselves and that a draft of a detailed plan to implement an improved nutrition programme in Lesotho will have been produced.

I should finally like to reassure you that your efforts are accorded highest consideration. Government recognizes that efforts that go into conservation and productive utilization of natural and human resources are designed to culminate in the field of nutrition. A corollary to this, is that all good efforts begin with good nutrition.

May I take this opportunity to thank the University authorities, in particular the Pro-Vice Chancellor, Mr. Mashologu, for allowing us to use the excellent facilities of this National University. The dinner has been most nutritious and delicious; we have all enjoyed it. On this happy note I now have the honour to declare the National Nutrition Planning Conference open.
Good Luck.

LESOTHO NATIONAL NUTRITION PLANNING CONFERENCE

Agenda

Sunday, December 7

7.00 p.m. Dinner
8.00 p.m. Opening of meeting
- Introductions
- Review of objectives and agenda

Monday, December 8

7.00 - 8.00 a.m. Breakfast
8.30 a.m. Review of Food and Nutrition Problems

- Presentation of latest information
- Listing of problems

12.45 - 2.00 p.m. Lunch
2.15 p.m. Food and Nutrition Problems continued

- Organize problems into common areas for policy-making
- First draft of policy: a list of desires

6.30 - 7.30 p.m. Dinner
8.00 p.m. Review of Resources

Tuesday, December 9

8.30 a.m. Drafting of Specific Policy Statements

- Four year goals (through 1979/80)
- Priorities

2.15 p.m. Setting Goals and Priorities for 76/77

Wednesday, December 10

8.30 a.m. By each 1976/77 Goal--

- (1) Discussion of what the ministries and organizations are currently doing

(2) Discussion of improved strategies
for coordination

2.15 p.m.

By each 1976/77 Goal--

(3) Discussion of what each of the minis-
tries and organizations could be doing
in the future

8.00 p.m.

By each Ministry and Organization--
Annual Targets (1976/77)

Thursday, December 11

8.30 a.m.
2.15 p.m.

Review of Targets by Everyone
By each Ministry and Organization--

Preparation of Plans of Work

Friday, December 12

8.30 a.m.

By each Ministry and Organization--

Preparation of Assessment Measures

2.15 p.m.

Identification of Common Support

(1) Programmatically

(2) Research

(3) Organizationally (i.e. coordination)

Saturday, December 13

8.30 a.m.

Drafting of Common Support Plan--

(1) Program

(2) Research

(3) Organization

2.15 p.m.

Donor Presentations and Closing

LESOTHO NATIONAL NUTRITION PLANNING CONFERENCE

Draft Recommendations for Food and Nutrition Policies and Goals

Preamble

The nutritional problem of Lesotho involves inadequate production of nutritious foods and heavy reliance on imports with an inadequate distribution infrastructure resulting in nutritional insufficiency for significant vulnerable groups in the society--the poor, the aged, the young, the unemployed and the landless.

The sources of food indicate that from one fourth to one third comes from traditional direct farm production. The destinations of food reveal nutritional problems centered among about 25,000 rural and urban poor households, with some additional nutritional problems among the approximately 140,000 migrant workers' families.

The purpose of the national food and nutrition program is to improve the nutritional status of the nation sufficiently to reduce and eliminate the incidence of morbidity and mortality due directly or indirectly to malnutrition.

Food Production Need of Lesotho

A preliminary estimate of the food needs of Lesotho have been developed using United Nations Minimum Daily Requirements as follows:

200 grams of vegetables per capita per day requires approximately 80,000 tons per year valued at approximately R12,045,000 (\$13, 852,000 US).

50 grams of protein per capita per day requires approximately 80,000 tons per year valued at approximately R40,000,000 (\$46,000,000) for a non-animal source of protein and approximately R80,000,000 (\$92,000,000) for animal source protein.

1800 calories per capita per day from carbohydrates requires approximately 180,000 tons per year valued at approximately R16,260,750 (\$18,700,000).

200 calories per capita per day from fats requires approximately 8,000 tons per year valued at approximately R8,000,000 (\$9,200,000).

The minimum diet thus costs from about R70 to 110 million (\$81 to 127 million) per year depending on the source of proteins. Actual needs for the nation will exceed these levels inasmuch as households with higher incomes will consume more than the minimum daily requirements and will more than offset the number of households currently consuming less than the minimum daily requirements.

Food Production Policies

1. Increase the production of nutritious foods.
2. Preserve and enhance the natural resources of soil and water.
3. Provide incentives for the better use and management of arable land.
4. Create agricultural jobs.
5. Improve the training and image of farmers.
6. Foster migrant worker investment in farm improvement.

Food Production Goals 1975/76 to 1979/80

1. To improve the production of vegetables and fruits to make possible the daily intake of a minimum of 200 grams per person of green vegetables or their equivalent.
2. To improve the production of protein-rich foods to make possible the daily intake of a minimum of 50 grams of protein per person.
3. To improve the production of: a). foods rich in carbohydrates to make possible the daily intake of a minimum of 1800 calories of carbohydrates and b). foods containing necessary fats to make possible the daily intake of a minimum of 200 calories per person (approximately 20 grams per person) of fats.
4. To increase production and processing of crops suitable for animal feeds.
5. To increase soil conservation through such methods as:
 - a. planting trees,
 - b. investigation of use of low cost fuel systems, such as methane gas produced from animal wastes,
 - c. terracing the slopes.
6. To increase water conservation through such methods as:
 - a. construction of dams,
 - b. use of windmills,
 - c. diversion of rivers and streams for irrigation.
7. To expand and intensify farmer training programs to enhance production and improve the farmer's image.
8. To encourage agricultural cottage industries in rural areas which will begin to halt the flow of migratory labor out of the country.

Food Distribution Policies

1. Expand and improve the network of roads and access tracks while minimizing soil erosion.
2. Develop local centers for preserving, processing and storing foods.
3. Foster income redistribution to assure nutritional adequacy for the poor.

Food Distribution Goals 1975/76 to 1979/80:

1. To evaluate the road needs of Lesotho by the end of 1976/77.
2. To evaluate the national marketing system by the end of 1976/77, and plan the development of the marketing system by the end of 1977/78.
3. For the lowlands, to make consumer markets available within a radius of 5 kms. of all lowland households.
4. To improve the flow of farm products to the markets by establishing area and satellite depots.
5. To develop and enforce nutritional quality standards for imported food.
6. To develop programs in village level centers and schools for preservation, storage and processing of foods.

Food Consumption/Utilization Policies

Improve and promote intake and utilization of nutritious foods up to at least the standards of the United Nations' Minimum Daily Requirements (or other agreed-upon minimum standards).

Food Consumption/Utilization Goals 1975/76 to 1979/80:

1. To formulate and implement plans for the government to take over on a phased basis all food aid programs and run them from local sources or eliminate the need for them.
2. To establish routine collection of health statistics indicating nutritional status.
3. To establish pension and health and accident schemes for miners and other currently non-pensioned groups.
4. To expand institutional food production schemes, such as school gardens.
5. To implement effective nutrition education activities particularly in the areas of food selection, hygienic handling, preparation and use of food, and in changing negative nutritional attitudes and habits.

Nutrition Education Policies

Communicate (and persuade all segments of the public to adopt) healthy nutritional practices and to train sufficient persons to implement effective nutrition programs.

Food and Nutrition Education Goals 1975/76 to 1979/80:

1. To design and implement a coordinated nutrition education program to arouse an awareness of nutrition problems and their possible solutions among all groups and levels of the society, including policy makers, district officials, field agents, school managers, principals, teachers, church leaders, voluntary organizations, business people, farmers' associations, chiefs and the community.
2. To train more personnel and the public in nutrition and the techniques of health education.
3. To integrate public health training with a special emphasis on nutrition education into all existing educational programs and health facilities.
4. To develop and utilize effective nutrition education materials.
5. To plan and implement an educational campaign to change misplaced social values adversely affecting good nutrition (e.g., excessive alcohol consumption, decline of breast feeding, etc.).

Food and Nutrition Research Policies

Adopt a systematic approach to identify, conduct and maintain research into the food and nutrition system of Lesotho, and to study basic hypotheses to aid in policy formation and program planning.

Food and Nutrition Research Goals 1975/76 to 1979/80:

1. To conduct research in Lesotho to test the extent to which nutrition varies with such factors as income, education, residential location, age, sex, parity and spacing of children.
2. To conduct research in Lesotho to test whether or not market crop expansion improves nutrition.
3. To conduct research in Lesotho to test whether or not improvements in direct farm production and consumption improves nutrition.
4. To test these fundamental hypotheses by collecting and analysing information through:
 - a. household budget surveys
 - b. food balance sheets
 - c. local food tables
 - d. national nutrition system sample survey
 - e. comprehensive statistical information collection and reporting system for continuous assessment of applied nutrition program activities and their impact on health
 - f. measurement of seasonal variations in birth weights.
5. To utilize the agricultural research stations to investigate production of recommended nutritious food requirements.

6. To involve the National University of Lesotho in food and nutrition research.

Food and Nutrition Policy Direction Goals 1975/76 to 1979/80:

1. To establish a central nutrition coordinating body or office within the government. The responsibility of this office will be:

- a. to formulate nutrition policy and to recommend nutrition laws and regulations,
- b. to plan integrated nutrition programs,
- c. to follow-up the implementation of nutrition programs,
- d. to monitor and evaluate nutrition program effectiveness.

2. To establish district-level food and nutrition coordinating bodies or offices whose chairmen shall be the District Administrators.

3. To establish village level nutrition coordinating committees to promote healthful nutrition practices.

N.B. It should be emphasized that the foregoing statements of policies and goals are working drafts only and not to be construed as officially approved. It is anticipated that modifications may well be required before final government approval and implementation.

MINISTRY OF AGRICULTURE CO-OPERATIVES & MARKETING
NUTRITION/HOME ECONOMICS SECTION
THE APPLIED NUTRITION PROGRAMME

BY A.M. HLALELE, NUTRITION OFFICER

HISTORY

The Applied Food and Nutrition scheme, a joint project of the two United Nations bodies FAO and UNICEF and the Lesotho Government, was launched in February, 1962. The scheme came into being as a result of the recommendations made following a WHO nutrition survey which had been conducted in Lesotho from 1956 to 1960. The main objective of the Applied Food and Nutrition Scheme is to raise the nutritional standards of the Basotho people by increased production of nutritious foods.

Previously, malnutrition had been a source of misery and unhappiness to many people in Lesotho. The problem had been increasing annually as reflected in the annual reports of the Department of Health.

The Lesotho Government, therefore, had applied for assistance from the World Health Organization to give "Technical assistance towards a nutrition survey within the territory in order to assess the problem and to find the best means of combating it." Two consultants were sent to Lesotho by WHO. Following their visit to Lesotho, Dr. J. Munoz, Medical Nutritionist, and Ms. Anderson, a nonmedical Nutritionist, were assigned the task of carrying out the nutrition survey which lasted for 4 years.

RESULTS OF THE SURVEY:

Upon completion of their assignment, the WHO experts submitted a report which was published by their organization. This report revealed among other things that the diet of the Basotho was deficient in protein foods of animal origin and in vitamins. Seventy per cent of the population was said to be malnourished in one way or another. In order to alleviate this situation, the experts recommended that agricultural production should be increased. This they advised "could be accomplished by the implementation of an expanded nutrition programme, with the assistance of WHO, FAO and UNICEF." In June, 1961, this recommendation was approved by the UNICEF Executive Board and a plan of operations was drawn up by the Lesotho Government. The Government decided to launch the programme in selected pilot areas in three districts where the people had become aware of their needs and had requested assistance.

In 1961 the scheme was extended to two more areas, and to two others in 1965; thus bringing the total number of pilot areas to seven. In 1969, further expansion occurred and now the programme operates in all the nine districts in the country.

PHASES OF THE APPLIED NUTRITION PROGRAMME

In order to facilitate effective operation, the Applied Food and Nutrition Education Programme is divided into the following phases:

1. Poultry and Egg Production

Earlier in this report, mention was made of the fact that foods containing proteins from animal sources were found to be lacking in the diet of the Basotho, hence the incidence of protein deficiency diseases like "Kwashiorkor." In order to correct this situation, the introduction of a system whereby poultry could be raised and eggs produced on a larger scale than had been the case hitherto, proved to be the most readily apparent solution. Poultry courses are therefore held in the country for prospective poultry keepers. At the completion of such a course, participants who are keen to go ahead with keeping poultry are given loans of fencing materials and cages, depending on the system of poultry raising they wish to employ. These poultry keepers are expected to pay back "in kind" the loans received. This they do by sending eggs to the local schools. This is one of the ways in which the local committees decided to use UNICEF assistance, which is given in material form.

2. School and Home Gardens

In the case of vegetable gardens, courses are held on vegetable production for enthusiasts from the pilot areas. These people are later encouraged to establish communal gardens. Loans of fencing materials are then issued on request; these also have to be paid back in kind by supplying the school with vegetables for school feeding. School gardens are cultivated by the children with the assistance of the teachers and the Assistant Extension Agents. The materials supplied, such as fencing and garden tools, are not subject to repayment by the schools. Individual home gardens are established through the encouragement of the Extension staff, but inasmuch as fencing materials cannot be loaned to individuals, most of the gardens remain unfenced, and are therefore of little effect.

3. School Feeding

The school feeding programme is intended to combat hunger resulting from underfeeding and also from consumption of non-nutritious foods. The program also serves to educate the children about nutrition. The meals served at school become a life-time lesson to the children and the nutritional standard is enhanced. This food assistance has been received through the World Food Programme.

4. Organization of Young Farmers Clubs

This organization is aimed at teaching boys and girls better farming methods, home-making nutrition, co-operation and leadership. Courses

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4. Organization of Young Farmers Clubs

This organization is aimed at teaching boys and girls better farming methods, home-making nutrition, co-operation and leadership. Courses

are held for young farmers club leaders at central places where lectures are given by officials of the Ministry of Agriculture, Co-operatives and Marketing and invited lecturers from other Ministries. At these courses, talks and demonstrations are given on basic subjects such as planning and implementation of a club meeting. The use of locally procured materials like indigenous grasses is encouraged through practical handi-craft lessons. Home Economics Assistants and Assistant Extension Agents assist with the organization of young farmers clubs and are technical advisors to the leaders giving talks and demonstrations regularly to members.

5. Adult Education

In the villages, adults are given regular demonstrations in various nutrition and home economics subjects by the Assistant Nutrition Agents, the Supervisors and, occasionally, by the Home Economics Officer. This is done in order to help them bring up happy, healthy families. Courses are organized at village level and at central points, to train women from all walks of life--housewives and leaders of womens voluntary organizations--to become competent home makers and club leaders. Much contact and teaching is effected through this mehtod as well as through the radio and by the use of visual aids, pamphlets, exhibitions, films and slide shows.

6. Staff Training

From the above-named programme phases, it is obvious that the Applied Nutrition Programme should be manned by well-trained staff, hence it is essential to provide training outlets in this connection. The women who are employed by the Lesotho Government to carry out and fulfill the aims and objectives of the scheme each have received training of some kind before recruitment and selection. Facilities for training are made available to staff through courses arranged locally and abroad. The Agricultural Training College offers a two and one half-year course in Rural Domestic Economy. These trained women have areas assigned to them comprising 4-8 villages and some of them have to cover quite a large geographical area. They are responsible for the smooth running of work within the villages allocated to them. Supervisory staff are stationed at district headquarters and at the central headquarters. The Nutrition Officer is responsible for the overall supervision of the staff, supervisors and field workers in all the nine districts. Refresher courses are held for the staff twice a year; lectures are given by professional people from various government Ministries. On the poultry and vegetable production side, Extension Agents work hand in hand with the Home Economics Assistants.

LONG-TERM OBJECTIVES

The long-term objectives of the Applied Nutrition Programme are:

- (a) To raise the level of nutrition in the country.

- (b) To create a corps of trained and experienced workers which will provide leadership and staff for the Applied Nutrition Programme and continue to expand it.

This is to be done by training school teachers, agricultural and health workers in nutrition.

NUTRITION ACTIVITIES IN THE
MINISTRY OF HEALTH

The Ministry of Health and Social Welfare provides nutritional services in a number of ways.

1. Treatment of nutritional diseases.
2. Provision of foods mostly through pre-school and antenatal clinics.
3. Health Education on nutrition and other subjects at clinics and hospital outpatient sessions and through radio programmes.
4. Inclusion of nutrition as an integral part of the curriculum for nurses on training.
5. Assist other ministries connected with nutrition activities in giving health related training.
 - e.g. (a) Teaching of public health to Home Economics Assistants.
 - (b) Teaching of public health to farmers training schools such as Thaba-Khupa.
 - (c) Participation in various short term courses for Home Economics Assistants.

MINISTRY OF EDUCATION

HOME ECONOMICS DIVISION

In 1970, after long years of dormancy, Home Economics was resuscitated when the Ministry, in its first Five Year Development Plan, placed emphasis on vocational and practical education. At all levels the sole objective of Home Economics is to prepare students for various aspects of home and family living of which food and nutrition is of major importance.

Home Economics as an applied science synthesizes knowledge from the physical, biological and social sciences and arts and applies such knowledge to improve the lives of students as individuals and as members of families, communities and the nation as a whole. As a subject in schools, Home Economics covers a number of aspects of family life such as:

- a) The general health of every person where greatest emphasis is placed on food and nutrition, home nursing and first aid,
- b) The family life and child development,
- c) Housing and general home management,
- d) Textile, clothing and personal appearance,
- e) Consumption and other economic aspects of personal, family and community life.

The Division of Home Economics concerns itself with duties that cover all strata of the educational system in the country in activities such as:

- a) Advising the Minister on policy and policy implementation of home economics education and related disciplines.
- b) Subject organization in home economics:
 1. Curriculum development
 2. Training of manpower to handle various curricula
 - i) pre-service
 - ii) in-service
 3. Inspection and general follow-up
 - i) academic which covers general advisory and guidance and strict assessment in the form of examinations
 - ii) administrative which covers staff, accommodation and other administration aspects
- c) Liaison with other organizations (national and international)

and departments of government that have to do with all or any one or more aspects of Home Economics

- d) Supervision of school feeding programmes
 - 1. Institutional feeding working closely with the World Food Programme. Ministry supervises payment and allocation of secondary schools development funds
 - 2. Primary Schools Feeding. This program has been left in the hands of the Save the Children Fund.

Nutrition in the Home Economics Education

Nutrition has always received attention from the Division of Home Economics. Since 1971, a series of in-service lectures have been given to primary school teachers. These include:

- a) Why nutrition education is essential in our country
- b) The role of the primary teachers in nutrition education
- c) The principles of nutrition
- d) The goals and content of nutrition education
- e) Methods, techniques and aids in teaching nutrition to the primary school child
- f) The school feeding programme and its implications for nutrition education.

Materials in the form of pamphlets and booklets have been prepared and distributed to schools to assist the primary school teachers. They include:

- a) Pamphlets on each of the above-mentioned topics
- b) Booklets on the basic principles of nutrition for use by post-primary students
- c) Booklet "The Good Foods Colouring" for the young children.

A group of ten teachers--one to each inspectorial zone--have been selected and trained to work as resource staff for nutrition education in the primary schools. These mostly work with the Education Officers for short, in-service courses. The primary schools syllabus is currently being revised and nutrition content and activities will be incorporated into the learning activities of the primary school child.

Syllabuses for Home Economics or Domestic Science courses in the secondary schools have food and nutrition as an integral part. (The problems here are that Home Economics is done by girls alone and that it is not compulsory and therefore the male population does not receive any nutrition education. Food and nutrition has been included in elementary

science, agriculture and development studies. A conscious effort is made to inject practical aspects of everyday living into teaching of the sections of the syllabus which deal with nutrition. Though agricultural science is an elective subject, there is a definite increase in the number of schools doing this subject for Junior Certificates. Teachers are being trained to teach in post-primary schools at the National Teacher Training College (NTTC) and at the National University of Lesotho. The Ministry provides schools with radio programmes on food and nutrition.

Teachers Training Curriculum

- a) Pre-service: Both nutrition and agriculture form a compulsory unit for all teacher trainees.
- b) In-service: presently the Ministry and the NTTC have embarked upon in-service courses that are geared towards general improvement of nutrition. The courses cover both food production and preparation. They include topics on basic nutrition, development of recipes and general improvement of kitchen and garden management.
- c) A committee has been set up to review the Institutional Feeding Project and the implications of its termination to the educational system; both the economic and nutritional aspects of the termination are being considered and plans are being worked out to solve the problems associated with ending this project. The Secondary Schools Development Fund derived from this project is now set aside for food production schemes by the schools. The initial plans have started. The purpose of the exercise is to assist schools to start or improve on their existing food production projects. They have been given a target of being self-sufficient in vegetable gardening production by the end of 1976.

Vocational Education: Food and nutrition forms an important part of the Home Economics and other vocational schools syllabuses.

Plans for Nutrition Education

1. Education policy that will make nutrition a subject on its own, and compulsory (not necessarily always examinable) is essential to ensure that students receive a reasonable education in nutrition.
2. Review of primary school curriculum and work with experimental schools to develop a syllabus which will effect integration of nutrition in the activities of a primary school child.
3. Training programmes to increase the number of resource teachers. Review of their duties to cover both the subject matter on nutrition, agriculture and gardening and general supervision of kitchen and storerooms.

4. Extend food production and nutrition improvement in-service courses to the primary school teachers.
5. Reinforce the present University staff by hiring additional staff
 - (a) One or two Home Economics Assistant Education Officers to supervise nutrition education in primary and secondary schools.
 - (b) The same officers to supervise the feeding programmes in primary and post primary schools.
 - (c) One or more Agricultural Officers to supervise both the academic and the food production activities of schools.
6. Create more training opportunities for Home Economics and agriculture teachers through scholarships. This could aim at higher education opportunities.

By C.M. Phafane

DEPARTMENT OF COMMUNITY AND RURAL DEVELOPMENT

PAPER FOR NUTRITION SEMINAR AT

NATIONAL UNIVERSITY OF LESOTHO, 7th TO 12th DECEMBER 1975

ACTIVITIES

The Department of Community and Rural Development is a product of a merger of the Department of Food Aid and the Department of Community Development. The main objective of this Department is to try and improve the standard of living of the Basotho. More emphasis is being placed in the rural areas where the majority of the Basotho live. In its task of trying to change the standard of living, the department had many factors to consider, and among them was the improvement of levels of nutrition.

Although the department is not deeply involved in all aspects of nutrition, it has always worked hand in hand with departments, ministries and organizations that work on the improvement of nutrition. Through the World Food Programme, the department has managed to organize food-for-work projects. Access tracks and roads have been created to bring the people who dwell in the mountains of Lesotho to the towns where they can get their food supplies. Moreover, people who work in these projects are given food rations which, if utilized to a maximum benefit, can serve as a weapon against malnutrition and related diseases.

With the aid of Catholic Relief Services, the Department is able to finance, through food-for-work schemes, projects that are meant to improve soil, and bring an increase in food production. The projects so financed include the following:

- (a) Anti-erosion works
- (b) Construction of fish ponds
- (c) Tree planting

Together with the Save the Children Fund and the Ministry of Education, the department has helped in the distribution of food to primary schools and institutions. Services are also extended to orphans, handicapped children, clinics, and hospitals. Education, good health and good food are essential to stimulate economic and social progress.

Apart from distributing food to the majority of the Basotho, the department is trying hard to improve the standard of living of the people in the rural areas by the introduction of village water supply schemes. In these schemes, village people are being encouraged to install piped water in their villages. Much has been achieved in this direction under very difficult conditions when one takes into account the facts that the terrain of the country is mountainous and that most of the country's able-bodied manpower work in the Republic of South Africa.

It is encouraging to note that Lesotho has reached already the target set for 1980 for the whole of Africa in that 16% of the people in Lesotho drink clean, piped water. The demand is still very high at present with more than 400 pending requests by villagers who are prepared to contribute some cash and voluntary labour without any remuneration and incentives from Government except for donated materials and technical advice.

Apart from using water for drinking purposes, piped water has facilitated demonstration lessons on Home Economics and Nutrition and has also helped to make it possible to carry out primary school feeding programmes under the Save the Children Fund's programmes.

Over-flow water is harnessed wherever possible and leads on to a communal garden and other projects. There are many economic benefits accruing from projects of this nature.

Water is used in rural hospitals and clinics.

Water is used to water orchards and animals.

Water is used in the production of poultry and eggs.

The existence of a nearby dependable supply of clean water will improve the health and hygiene of the villagers and, through time saved in transporting water long distances, will enable the villagers to devote more time to economic activities as listed above.

PROBLEMS:

1. Shortage of staff
2. Shortage of transport

As a result of the shortage of staff we cannot make adequate follow-up of our projects. Food is distributed to people but there is nobody to follow up to see that the recipients utilize food aid commodities fully. Due to lack of transport, the existing staff cannot regularly reach the majority of the people who live in the rural areas.

THE SAVE THE CHILDREN FUND

The work of the Save The Children Fund (SCF) is school feeding. It started in 1960. It operates on behalf of the Department of Community and Rural Development of the Lesotho Government. Schools are now provided with World Food Programme commodities of foods, fencing materials, garden tools and vegetable seeds. Village chiefs and Development Officers are asked to allocate an acre of land in order to grow peas and beans for consumption by the children at each school. An acre has proved to be just enough for vegetables as long as the numbers of pupils are not rapidly increasing in the primary schools.

KITCHENS AND WATER SCHEMES

SCF feeds more than 964 primary schools and has built approximately 762 school kitchens. One of our aims is to give every school clean water for cooking to lessen the rate of typhoid fever in the country. Where there are only springs, we advise the teacher to boil drinking water. The aim of school feeding is to improve food habits in the school through simple nutrition education in the kitchen and to promote a better state of health by eating an adequate balanced diet every school day at lunch time.

SCF has two staff horticulturists who supervise the gardens. They are assisted by five field workers in Qacha's Nek and Mokhotlong. Ms. M. Malefane is the Chief Field Officer of SCF and she organizes her work and travel around the country so that she rotates amongst the schools in order to supervise the work.

COOKING

Every school is given two pots to cook soup and papa. The weekly menu differs, but we have tried to supplement as much as we can the lack of proteins, vitamins and carbohydrates in the students' home diets. We also appeal to the poultry farmers to keep as many laying hens as they can so that they might supply the schools with fresh eggs in the near future.

Besides feeding, SCF has a Sponsorship Scheme, which helps needy families and children with their education. Fourteen hundred children at present are being assisted in this way by Overseas Sponsors. Seventy families are helped through OXFAM Sponsorships which are administered by SCF.

SCF runs two Boys' Villages, one in Maseru and the other in Masite. One hundred crippled and blind boys needing help are cared for, clothed and educated. At the SCF Vocational Workshop in Maseru the boys are taught carpentry and jewelry-making. The blind are taught to knit and do cane work. We have an Agricultural Project at Masite which has attracted much attention and praise from those who have had the opportunity to visit it. Animal husbandry and agriculture are taught there both to youngsters and the nearby villagers as well.

PRE-SCHOOL NUTRITION AND HEALTH ACTIVITIES

CATHOLIC RELIEF SERVICES

The Lesotho Pre-School Nutrition and Health Programme was first envisioned in 1966. During this time the programme was operated in 10 (ten) centers. The average monthly attendance of children and their mothers was 8,000. At present the programme is operating in 66 centers and 79 outstations through the country. Here, a total number of 50,000 children and their mothers are served.

The scheme aims at combatting malnutrition among pre-school age children. It attempts to meet this aim by both short and long term methods. First by provision of supplementary protein foods to the pre-school children and secondly by educating the mother in basic hygiene facts and nutrition. The Pre-School Nutrition and Health Programme is directed to the pre-school age children, where malnutrition and failure of growth is at the same time a major public health problem and a major deterrent to human progress. The programme consists in advising, promoting, sponsoring and carrying out viable measures and activities aimed at maintaining adequate growth of the pre-school age children of the community. Such activities are intended to be complementary to other current nutrition, medical and socio-economic programs operated at the level of the family and the community.

The programme complements any current medical care of pre-school children with:

- 1) Education of the mother and child (health and nutrition)
- 2) Periodical assessment of the child's nutritional progress (physical growth)
- 3) Provision of supplementary foods.

The community contribution to the program is emphasized. The participating families, on a self-help basis, must elect to upgrade their efforts to achieve the aim of their scheme and invest more of their resources for the primary health needs of their children, that is the need of adequate nutrition. The assistance needed and sought is two-fold:

- 1) Guidance in the practice of child care and specifically child nutrition.
- 2) Availability of those foods which are necessary for the maintenance of "adequate child growth" at a cost which is commensurate with the family's income.

Briefly, the procedure of the CRS-sponsored pre-school programme is as follows:

Mothers come with their under five years children to the clinic

operating the programme. There, they attend lectures on hygiene, nutrition and cookery demonstrations of ways to prepare CRS supplementary foods. The supplementary rations provided are made up of:

- 1) A protein-rich food (usually non-fat dry milk or an equivalent product) in a minimum daily quantity for each child equivalent to 30% of the recommended daily allowance of protein.
- 2) Calorie-rich foods, such as:
 - a) cereals
 - b) fats such as vegetable oils.

Each enrolled pre-school age child receives a specially designed Health and Weight Record. This is owned by the child's family and kept by the mother. This record does not replace any other record currently used in the center. It is a unit used to educate mothers; also, each mother is able to assess whether her child is growing up adequately, thus enabling her to consider the type of diet she should give the child. These cards are also used for evaluation purposes. An evaluation conducted in 1974 indicated that children who have attended the pre-school programme have better weights than children of the same age who have not. The average cost of the pre-school programme in Lesotho is \$2.4 million annually.

FUTURE PROJECTIONS

- 1) CRS will aid mothers in growing their own vegetables, this is partly in process as vegetable seeds are purchased by some clinics and sold to mothers attending the clinic.
- 2) Introduction of Kupugani Lesotho which is a local organization selling protein rich foods at low prices.
- 3) Assisting mothers in writing projects which will involve development in fields such as:
 - a) rabbit raising
 - b) poultry and egg production.
- 4) Intensive nutrition education through seminars and workshops conducted by the organization annually.
- 5) The next strategy proposed is the production of weaning products which will permit availability of an indigenous product at about the cost of an import, which is usually the only weaning food available.

RECOMMENDATIONS

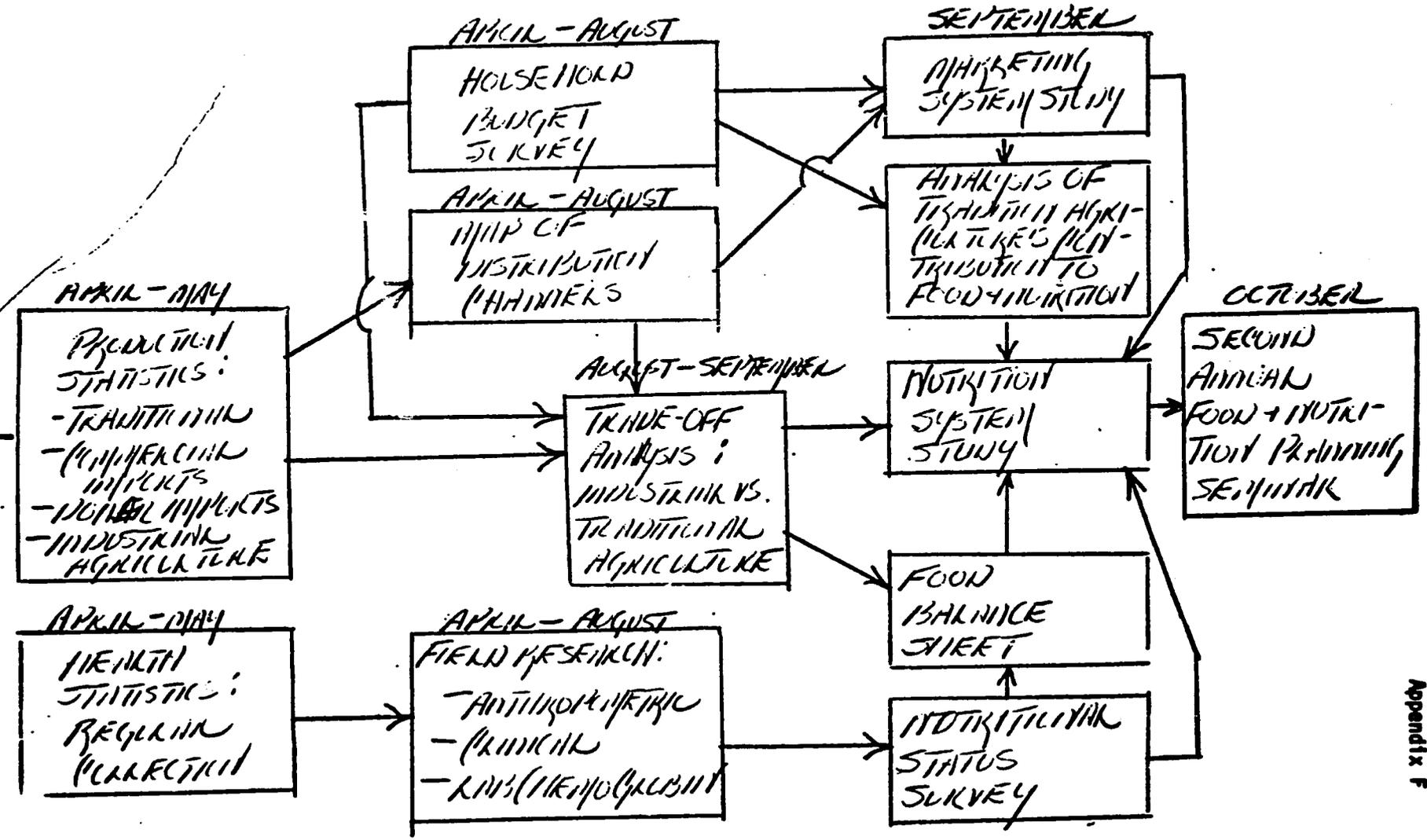
- 1) Establishment of a co-ordinating body which will lay emphasis on nutrition education and production of protein-rich foods.
- 2) The strengthening and expansion of basic health and nutrition services, with particular reference to maternal and child and

the reinforcement by all possible means of nutrition activities, with special consideration to child feeding and lactating mothers.

- 3) Integration of nutrition and technical teaching at all levels of education by various departments covering this activity. The education should reach the consumer, the mother and the family through primary and secondary schools and schools of nursing and other specialized disciplines.
- 4) Establishment of a body within the ministerial structures which will have executive powers, multivalent competence in health, agriculture and nutrition education.

Anne Taole
Pre-School Supervisor

FLOW DIAGRAM AND SCHEDULES FOR THE MAJOR PIECES OF FOOD AND NUTRITION RESEARCH TO BE CONDUCTED IN 1970



Biographical Data

Mr. Charles A. Patterson

Currently, Mr. Patterson is Executive Director of Planning Assistance, Inc., a non-profit agency which provides assistance in planning and general management to government and private, non-profit agencies in the United States and abroad. In his capacity of Executive Director, Mr. Patterson is responsible for the development of the total program of the organization.

Mr. Patterson previously served successively as Director of the Department of Training, Program Planning and Budgeting Officer, Manager of Planning and Controller of Planned Parenthood-World Population. Prior to that, he served as a Peace Corps volunteer in Tanzania where he worked as a secondary school teacher. Later he joined the staff of the Peace Corps in Washington where he served as Operations/Training Officer for Botswana, Lesotho and Swaziland.

Mr. Patterson has an A.B. degree from New York University with a major in history, speaks French, Swahili and Spanish and has traveled extensively throughout Africa, Latin America, South and Southeast Asia and Europe.

Mr. John Palmer Smith

Currently, Mr. Smith is Associate Executive Director of Planning Assistance, Inc. with primary responsibilities for the development and management of its programs outside North America. Before assuming his present position, Mr. Smith worked as a consultant to Planning Assistance in the organization and implementation of a national food and nutrition planning conference in Lesotho.

Prior to his work with Planning Assistance, Mr. Smith was Director of Family Planning International Assistance, the International Division of the Planned Parenthood Federation of America and, prior to that, was Training Program Officer and Director of the Department of Training for the same organization. Mr. Smith served as a Peace Corps volunteer and, later, as a Rural Community Development Advisor to the Agency for International Development in the Dominican Republic. Mr. Smith also worked as a Training Project Coordinator for the Peace Corps Training Center in Puerto Rico and as a Section Chief in the Peace Corps' Office of Selection in Washington.

Mr. Smith has a B.A. degree from Dartmouth College with a major in government, speaks Spanish and has traveled in Latin America, Africa, East Asia and Europe.

Mr. Clark D. Tibbits

Currently, Mr. Tibbits is on leave from his position as Director of Institutional Research and Assistant to the Chancellor at the University of Michigan and is serving as Senior Lecturer and Head of the Department of Accounting and Commerce at the National University of Lesotho.

Previously Mr. Tibbits served as Director of Research, Planning and Development at Genesee Community College and as Director of Program Development of the Genesee County Model Cities Program in Michigan.

Mr. Tibbits served as a Peace Corps volunteer in Lesotho where he was a member of the faculty of the Extension Department, University of Botswana, Lesotho and Swaziland and, prior to that, as Assistant Professor of Business Administration at Oregon State University.

Mr. Tibbits has an M.B.A. degree from Harvard University where he studied general management with special course work in international business operations. He has published an article entitled The Protein Paradox--Malnutrition, Protein Rich Foods and the Role of Business. He speaks Sesotho, the national language of Lesotho.

Charles Slater, Ph. D.

Currently, Dr. Slater is Professor of Business at the University of Colorado and is a Consultant to Planning Assistance, Inc. In this latter capacity, Dr. Slater participated as a technical resource person in the preparations for and staffing of the First Annual Lesotho National Nutrition Planning Conference.

From 1972-74, Dr. Slater served as Economic Advisor to the Government of Kenya under the auspices of the Ford Foundation. His responsibilities included work on the agriculture and commerce sections of the Kenya National Development Plan for 1974-78 with a special emphasis on nutrition policy and program planning.

Prior to that, Dr. Slater participated in a series of large scale studies on food marketing systems in developing societies while at the University of Colorado and, previously, as Professor of Marketing and Director of the Food Marketing Program at Michigan State University.

Previously, Dr. Slater served as Head of the Consumer Marketing Section, Arthur D. Little, Inc. of Cambridge, Massachusetts.

Dr. Slater has a Ph.D. degree in economics from Northwestern University.



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ON OUR WAY

PLANNING ASSISTANCE'S ANNUAL REPORT

FOR

CALENDAR YEAR 1974

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I. A LOOK AT LAST YEAR

If 1973 was a year of development for Planning Assistance, 1974 was a year of application. In our first year, a small but experienced staff was developing and refining its methods of supporting organizations around the world. It was also a time for demonstrating what contributions we could make, for we recognized that we could not hope to be useful and helpful until those we might work with had confidence in the services we could offer. Our successes in 1973 were characterized not only by productive program work but also by the development of the organization's credibility. Thus, in 1974 we were ready to apply our principles and experience to a wide range of projects and begin to make an impact in the worldwide work of human and economic development. In short, we could direct all our thought outward to those we could help. The organization continued to grow in 1974, with further growth assured for 1975, but the growth of the organization is unimportant in itself; it is only a by-product of our increasing ability to provide needed services, which is the real point of Planning Assistance.

Our second year of operation might be called a year of maturity; we were fulfilling the organization's purposes and making advances in the application of our methods and principles. Three developments in 1974 illustrate these points:

1. The Legal Services Program.

From its beginning, Planning Assistance has had four approaches toward helping voluntary and governmental agencies improve their planning, management, and effectiveness of their development programs:

(a) assistance to individual organizations in developing their program and management;

(b) assistance to groups of organizations that provide similar services, helping them both to plan their individual work and to coordinate their work with others';

(c) training in program planning and management for staff members of organizations; and

(d) providing information on planning and management that will continue to help organizations when we are no longer present to provide guidance.

By producing our first book, Too Many Clients, Too Little Time, we were able for the first time to combine all four approaches into one project, a situation that we believe allows us to use our strengths at optimum effectiveness. The book, completed in June, 1974, covered the planning and management of legal service programs and was written in a close working relationship with legal service program directors. Our principles thus were applied to a wide network of similar service organizations, but the flexibility of approach allowed for planning to proceed locally where individual projects had unique problems and for staff training in the individual agencies to be based on the local plans developed.

2. Programs in Bangladesh and Lesotho.

Through major planning efforts in Bangladesh and Lesotho, Planning Assistance was established as an organization that could help many government and voluntary agencies come together for joint planning in nationwide efforts within a single area of development. The lack of coordination of agencies providing similar services has often led to an inefficiency of effort and spottiness of coverage. We provided the planning and management support in the development of national networks of service: family planning in Bangladesh and training of health-care workers in Lesotho.

3. Establishment of an Organization Focus.

In June, 1974, Planning Assistance workers began to concentrate their efforts into three broad content areas:

- (a) health and family planning;
- (b) nutrition, including agriculture; and
- (c) social justice, the attack on racism and sexism.

Our intent was to develop a continuity and consistency of program. The three areas were identified as ones of measurable benefit to the organizations and government with which we work and ones that clearly fit our own organization and personnel's commitments. An example of application was the Lesotho project, where we not only helped design a national training program for health-care workers but assessed interest in establishing a national nutrition program. We will begin work on the nutrition program in 1975; and it appears likely that a family planning-program will follow.

II. SELECTED 1974 PROJECT DESCRIPTIONS

Planning Assistance undertook 24 projects in 1974. They ranged from some that required several persons' time for a number of weeks to others that took only a few days. So that the reader will get an idea of the variety of work the organization performed, 10 selected projects are summarized below. Full reports on these and the other projects are available from our office at 2067 Broadway, New York, New York 10023. Budgetary information on these and other projects is given in Appendices B and C.

1. Planning and Management of Legal Services Programs.

About the same amount of time was devoted to programs in legal services in 1974 as in 1973, but the time was spent quite differently. Most of the first half of the year was devoted to finishing Too Many Clients, Too Little Time, the book on planning and managing the legal service programs. Drafts of the book were reviewed by a number of legal service program directors, and we presented the book's planning approaches at a number of conferences and meetings of program directors. We helped promote a growing acceptance of the idea that program planning sessions should be public, with clients, staff members, and board members working together in setting goals and priorities for the programs.

2. A Book on Family Planning Training.

Later in the year, we worked with the Manpower Development Training Project of the Planned Parenthood Federation of America in beginning a book on planning and managing training of key personnel in a program offering family planning services. The book was to describe the planning, organization, and conduct of the training; the methods for performing the three functions; and the standards for measuring success in each. An early draft of the book

has already been helpful in the continuing work in Bangladesh and in two training programs for managers of family planning training that we participated in.

3. Big Brothers: Management-Information System.

We worked with the staff of the Big Brothers of New York City in developing a management-information system that would provide all staff members with monthly information to help them gauge their progress toward meeting their goals in program services. We assessed the information needs of caseworkers, center directors, agency managers, and the board; revised existing forms and eliminated duplications; and added two new forms that increased the variety of useful information. We then helped the staff work out procedures for the collection and orderly flow of information from caseworkers to center directors, to agency managers and to the board.

4. Penn Community Services: Organization Development.

For several months we worked with Penn Community Services in developing a planning cycle, management system, and administration methods to meet their specific problems. Penn operates four major programs in the six counties of South Carolina, and the programs have influence throughout the rural Black South. Their programs include (a) child development services; (b) cultural affairs; (c) economic development; and (d) a program on retention of ownership and development of Black-held land. Penn was searching for ways to affect greater coordination and cooperation among the four program areas and to provide greater management support to them. A series of staff meetings and work assignments established a coordinated planning cycle, common personnel reporting, more effective administrative procedures and a staff program committee that was to meet regularly to promote collaboration.

5. Africare: Diffa Health Plan.

In 1973, we worked with Africare, a voluntary organization based in Washington and the Sahel to prepare a five-year plan for family health services in one of the seven regions of Niger. We helped collect the data and make the first draft of goals and objectives with the Ministry of Health of Niger. In 1974, we joined Africare in starting up the program, following analysis of the data by the staff of the Harvard School of Medicine and Boston Children's Hospital. The project was for training and support in establishment of village-level health care and the upgrading of maternal and child health services provided by dispensaries and hospitals.

6. Middle East.

Planning Assistance undertook field visits to Lebanon, Jordan, and Egypt to work with church-related voluntary agencies which wanted to develop family planning programs. Four projects were prepared for funding: (a) a radio program with the Middle East Council of Churches; (b) a medical service program with the Near East Ecumenical Committee for Palestine Refugees; (c) an information and education program with the Coptic Orthodox Church Family Life Education Division; and (d) a community-based education and service program with the Coptic Evangelical Organization for social services. Additional field work will be undertaken in 1975, primarily in Egypt.

7. Women's Programming.

One of our staff members, Judith Bruce, was asked to consult with the Health and Population Division of the USAID mission in Bangladesh about how women might be more directly and fully involved in the health, social, and economic development programs supported by bilateral USAID funds. The report developed during this consultancy attempted to define women's programming

and to establish guidelines and categories for the integration of women into social and economic development.

The consultancy in Bangladesh was followed by a request from Family Planning International Assistance (FPIA--the international division of Planned Parenthood Federation of America) that Planning Assistance conduct a review of FPIA's internal and field role in women's programming. This work (to be undertaken in 1975 in consultation with FPIA staff) was to include the development of women's programming guidelines, a women's programming plan of action, and women's program outlines for distribution during International Women's Year.

8. Catholic Relief Services: Annual Planning Workshop.

In the Spring of 1974, we assisted the Sub-Sahara Africa Region of Catholic Relief Services in designing and managing the first annual planning workshop for the region. The directors of all the country programs in the region spent a week in Cotonou, Dahomey with the regional technical and administrative staff from Nairobi, Kenya and New York, USA. The opening sessions were concerned with program needs, resources, and goals for Africa as a whole. With that general background, each director prepared an assessment of the needs and resources of his or her country, and a program and financial plan for the next year (fiscal year 1975). All participants joined in preparing a plan for the regional, technical, and administrative support required to carry out the country program plans.

9. Lesotho Nurse Assistants.

In the Fall of the year, we worked with voluntary agencies providing health-care services and the Ministry of Health of Lesotho in developing a training program and registration to establish nurse assistants as an effective

third cadre of health care workers in the country. There are less than 30 participating doctors and 350 nurses practicing in Lesotho, a country of 1.1 million people. Much of the nursing care is provided by over 400 ward attendants and assistants who have received no formal training for this additional work. The training program we helped design will give the nurse assistants training and accreditation in six areas: (a) basic nursing; (b) first aid; (c) maternal and child health and family planning; (d) nutrition; (e) community health; and (f) health education. The trained nurse assistants will play a critical role in upgrading the quality and completeness of care in hospitals and clinics and will aid in the establishment of additional satellite clinics in unserved rural areas.

10. Bangladesh Family Planning Workshop.

In the latter half of the year, we assisted the design and management of Bangladesh's first annual program-planning workshop in family planning. Representatives of 14 voluntary agencies joined representatives of the government family planning board for a review of the national family planning effort and a discussion of the role of voluntary agencies in expanding services. This session was followed by discussions of family planning strategies and their advantages and disadvantages. Each participating organization prepared plans and budgets for the projects that represented their "best next step" in initiating or expanding family planning services in 1975. A general discussion of the common support needs for implementing all the projects--mostly staff training and production of information and education materials--led to the establishment of a Family Planning Coordination Council to provide technical assistance and other continuing support. In 1975, Planning Assistance was to begin providing training to the council's staff person and to maintain regular contact with the council.

III. A COMPARISON OF 1973 AND 1974 BY PROGRAM CONTENT, GEOGRAPHIC AREA AND METHOD OF WORK

Tables which compare our work in 1973 and 1974 by content area, geographical area and method of work can be found on the following page. The three paragraphs which follow mention some of the more significant changes.

In 1974, we worked in several new program areas: nutrition, programs against sexism, day care, and economic development. This experience with additional content areas will help us in working with integrated development programs, something we hope to do a good deal of in 1975 and 1976. We need also to expand our effort in nutrition programs in 1975, if we are to claim this as one of our areas of emphasis and expertise.

We increased our efforts in Asia and the United States in 1974, and decreased our activities in Latin America and Africa. We began to work in the Middle East. The decrease in efforts in Africa and Latin America were not the result of conscious decisions on our part. They reflect the preferences of our several funding sources. In 1975, we expect our funding to be more general in nature, and therefore anticipate that our effort will be more evenly distributed over the several geographical areas.

One of the most significant comparisons between the two years is the shift in emphasis in our methods of work. In 1974, nearly half our effort was spent in assistance to groups of organizations, a far more economic method of work than assistance to individual organizations. We expect this trend to continue throughout 1975, and we also expect to begin to do training.

COMPARISON OF 1973 AND 1974

By Program Content

	<u>1973</u>	<u>1974</u>	<u>1973</u>	<u>1974</u>
General Health	\$15,010	\$ 8,517	22.2%	8.6%
Family Planning	22,863	35,911	33.8	36.1
Nutrition	--	2,746	--	2.8
Racism	2,380	40	3.5	.1
Sexism	--	2,092	--	2.1
Social Justice	23,216	33,062	34.3	33.2
Day Care	--	1,141	--	1.1
Social Welfare	759	1,888	1.1	1.9
General Community Development	3,463	13,777	5.1	13.8
Economic Development	<u>--</u>	<u>330</u>	<u>--</u>	<u>.3</u>
TOTALS	\$67,691	\$99,504	100.0%	100.0%

By Geographic Area

	<u>1973</u>	<u>1974</u>	<u>1973</u>	<u>1974</u>
Africa	\$18,724	\$11,593	27.6%	11.7%
Middle East	--	2,092	--	2.1
Asia	11,411	29,338	16.9	29.5
Latin America	7,117	--	10.5	--
United States	<u>30,438</u>	<u>56,481</u>	<u>44.9</u>	<u>56.7</u>
TOTALS	\$67,691	\$99,504	100.0%	100.0%

By Method of Work

	<u>1973</u>	<u>1974</u>	<u>1973</u>	<u>1974</u>
Assistance to Individual Organizations	\$27,336	\$26,669	40.4%	26.8%
Assistance to Groups of Organizations	22,243	43,610	32.9	43.8
Training	1,306	--	1.9	--
Information Materials	<u>16,806</u>	<u>29,225</u>	<u>24.8</u>	<u>29.4</u>
TOTALS	\$67,691	\$99,504	100.0%	100.0%

IV. FINANCIAL SUPPORT AND EXPENDITURES

A detailed statement of financial support can be found in Appendix B. The following notes explain the statement and summarize the general situation of our financial support.

1. Funding Deficiencies.

Like most voluntary agencies, we have some difficulty in securing unrestricted funds. This past year, our private contributions were \$15,000, approximately the same as in 1973. But because total financial support increased from \$68,000 to \$88,852, unrestricted money declined as a percentage of total financial support. If we are to keep our promise to work with those groups and geographical areas that need help the most, we must increase the amount of unrestricted financial support. We are fortunate that comparatively larger amounts of money is available in health, family planning and nutrition--the areas in which we do much of our work, But these are restricted funds and their future availability, though mandated by any sense of reason, is still limited.

2. Grant Income.

Fortunately, our grant income rose last year to more than one-third of our total financial support, and there is an indication that in 1975 grant income will be between 50 and 75 per cent of our total financial support. If the remaining 25 to 50 per cent were unrestricted income, we would have the ideal financial situation.

3. Sources of Support.

Our reimbursements were again less than 4 per cent of the total financial support. We have been fully successful in avoiding financial support

from the people with whom we work; we have received all our money from the traditional funding sources that help people in need. Therefore, the people we help have not had to bear any responsibility for helping us find the money to help them.

4. Expenditures.

Finally, we spent more on every project than we received. Our unrestricted money was evenly divided over all the projects; our funds supplemented the grants and contracts for some projects and fully supported others. This means that we made our own contribution, along with that of the funding institution, to all the work we did.

V. A LOOK AT THE FUTURE

Our goal for the future is to be increasingly involved in what we believe is the most important area in which we can be helpful to developing countries: helping them approach development in a more systematic way. Specifically, we are interested in the coordination of work among agencies tackling particular development problems. Too often we find that a country's efforts in a given area are inefficient because there is no system of cooperative approach among the voluntary and governmental areas, leaving some areas with overlapping coverage and others with none at all.

We will begin work in 1975 on the conduct of national planning meetings in nutrition and in family planning in a number of countries around the world. The United States Agency for International Development has funded this work for three years. The grant is \$700,000. This grant will enable us to work directly in this major area of our concern: guiding nationwide coordination of development efforts.

We also intend to devote time to expanding our materials on planning and development with the goal of providing people working in development projects with guidelines on improving the planning and management of their work. We expect to publish one general "how-to" box by the end of 1975 and then follow it up with others addressed to more specific areas in program planning and management.

VI. APPENDICES

A. Expenditures for Projects for CY '74

<u>Content Area -</u>	<u>Project Name</u>	<u>Total</u>
I. General Health	1. Africare	\$ 3,927
	2. Lesotho Nurse Assistants	4,590
	TOTAL	<u>8,517</u>
II. Family Planning	3. FPIA/Bangladesh	29,250
	4. Labor and Industry Family Planning	682
	5. NY State Department of Health	536
	6. PA/Bangladesh	88
	7. MDTP Book	5,355
	TOTAL	<u>35,911</u>
	8. Catholic Relief Services	2,746
IV. Racism	9. Panel of Americans	40
V. Sexism	10. Women's Programming	808
	11. Middle East Women	1,204
	TOTAL	<u>2,092</u>
VI. Social Justice	12. NLADA	33,062
VII. Day Care	13. Penn UCCD	552
	14. Day Care Washington D.C.	589
	TOTAL	<u>1,141</u>
IX. Social Welfare	15. Big Brothers NYC	1,594
	16. TAISSA	294
	TOTAL	<u>1,888</u>
X. General Community Development	17. Penn Organizational Development	3,408
	18. YMCA	182
	19. ASTD-BIA	369
	20. Urban Planning	848
	21. PACT-Evaluation	1,173
	22. Center for Unified Science	104
	23. Project Proposals AID	7,693
	TOTAL	<u>13,777</u>
	XI. Economic Development	24. Partnership for Productivity
<u>TOTAL PROJECT EXPENDITURES</u>		<u>\$99,504</u>

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JESSE G. JOSEPHSON, C.P.A.
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June 13, 1975

Board of Directors
Planning Assistance Inc.

We have examined the balance sheet of Planning Assistance Inc. as of December 31, 1974, and the related statement of support, revenue, and expenses and changes in fund balance for the year then ended. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests of the accounting records and such other auditing procedures as we deemed necessary in the circumstances.

In our opinion, the accompanying financial statements present fairly the financial position of Planning Assistance Inc. at December 31, 1974, and the results of its operations and changes in fund balances for the year then ended, in conformity with generally accepted accounting principles applied on a basis consistent with that of the preceding year.

JOSEPHSON & WEISS

PLANNING ASSISTANCE INC.

STATEMENT OF SUPPORT, REVENUE AND
EXPENSES AND CHANGES IN FUND BALANCE

FOR THE YEAR ENDED DECEMBER 31, 1974

Public support and revenue:

Grants	\$ 73,852	
Contributions	<u>15,000</u>	
Total support and revenue		\$ 88,852

Expenses:

Program services:

General health	6,108	
Family planning	28,516	
Nutrition	1,638	
Racism and sexism	1,551	
Social justice	23,068	
Day care	745	
Social welfare	1,202	
General community development	7,789	
Economic development	<u>221</u>	
Total program services	70,839	

Supporting services:

Management and general	<u>28,665</u>	
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Total expenses		<u>99,504</u>
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Deficit of Public Support and Revenue
Over Expenses

(\$ 10,652)



PLANNING ASSISTANCE, INC.
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1346 CONNECTICUT AVENUE, NW • WASHINGTON, D.C. 20036 • (202) 833-1820

PROGRESS REPORT

For the Period May 15, 1975 - February 15, 1976

Development Program Grant

Contract No. AID/pha-G-1126

This is the first program report describing progress in the work of Planning Assistance, Inc., under the Development Project Grant awarded the organization by the United States Agency for International Development. The grant covers work during the period May 15, 1975, to May 15, 1978; this report covers the period from May, 1975, to February 15, 1976.

The report is organized as follows:

- A. Description of Planning Assistance, Inc.**
- B. Purposes of the Development Project Grant**
- C. Goals and Objectives of the Work Under the Grant**
- D. Detailed Description of Progress to Date**
- E. Prospects for the future**

A. Description of Planning Assistance, Inc.

Planning Assistance is a support organization rather than a provider of services directly to the people who use them. We provide help in planning and management to voluntary agencies and governmental organizations for the general purpose of enabling them to work out methods of using their resources to the full potential in order to reach their program goals. The types of work done by Planning Assistance are summarized as follows:

1. assistance to individual organizations in developing their program planning and management;
2. assistance to groups of organizations that provide similar services, helping both individual agencies to plan and manage their work and the agencies as a group to co-ordinate their work in order to achieve the maximum possible for the people in need of the services;
3. training in program planning and management for staff members of organizations; and
4. providing information on planning and management that will continue to help organizations when we are no longer present to provide guidance.

In our three years of operation as an organization, we have used the four approaches above in various combinations, and occasionally worked under circumstances that allowed us to use all approaches together. In our work in developing countries, we have been impressed with the need for co-ordinating planning because we have found that voluntary agencies and governmental units working in similar areas of service generally worked in an unco-ordinated way, causing overlap in services for some people, disproportionate allocation of resources, unnecessary repetition of work and thus wastage of resources, and a hit-or-miss setup in which some geographic areas go unserved while others have more than needed. Therefore, we have become increasingly desirous of concentrating our work in the second approach above, the co-ordination planning of various agencies' work. This co-ordination is vital in developing countries, especially, and the methods of helping develop co-ordinated planning also bring into use the other approaches with which we have experience.

A final basis of Planning Assistance's work is its commitment to self-development as a method. We firmly believe that all decisions must be made by the people of the country. We may be called a "capacity-enhancing" organization--that is, we aim to help people improve their performances in doing the work they have identified as important. It is not our intention to tell them what work must be done, though it is our responsibility to help them work out methods they can use in determining which work is most important.

B. Purposes of the Development Project Grant

The general purpose of the Development Program Grants, as stated in the law appropriating funds for them, is to assist voluntary organizations in improving "their capacity to plan, formulate, manage, and evaluate programs and projects consistent with the objectives of the foreign assistance legislation and the identified needs of the Lesser Developed Countries."

This description could almost serve as a description of the purposes of the work of Planning Assistance, as well. We applied for a grant because we saw it is as an opportunity for immediate expansion of the kind of work we were already involved in, an opportunity that would enable us to take our proven methods of national co-ordination among similar service agencies and bring them to bear on the development programs on a number of countries in a relatively short time. In developing the program that we wished to conduct under a Development Program Grant, we started with two basic ideas: first, we wanted to work in a number of countries in Africa, Asia, and South America; second, we wanted to help prepare and conduct annual planning meetings (over a three-year period) at the national level, involving all organizations in each country, both voluntary and governmental, that were involved in a common areas of service to the people.

The starting point in planning our program was to find answers to the following questions:

--When is the best time to provide assistance in improved planning and management of development programs?

--Who has the greatest need for this assistance?

--At what geographical level should assistance be provided?

First, we found that the best time to help people with improving the quality and accuracy of their planning is when they are actually faced with the preparation of plans. This occurs, generally, once a year, in conjunction with the fiscal year. Each year, organizations prepare something as a program plan during their budget preparation for the following year. Whether an organization simply marks up the previous year's budget or goes through a detailed, sophisticated session in deciding what needs to be done and how it should be done, the work is planning--and it can usually stand some improvement. We found also, that if we conducted planning at a national level, all the fiscal cycles of various components would have to be made to coincide to that an accurate assessment of the resources would be possible.

Second, we determined that, however much individual organizations needed planning assistance, the greatest need was for co-ordination in planning among all the organizations working toward the same development goal within a country. This, in fact, was a major part of the foundation of our approach to the Development Program Grant, based on our extensive experiences in developing countries.

Third, we had already provided the answer to this question. We wanted to work at the national level. This approach would not preclude planning at regional or district levels as a starting point within a country, but for the best decisions about the allocation of resources, a national plan would have to be the ultimate goal in each case.

Fourth, we selected family planning and food and nutrition as the service areas in which we would work. These are areas in which there is almost universal program expansion and, therefore, a ready need for help in planning. These are also areas in which there is a great need for co-ordinated planning by all the organizations providing the services, partly because of the multitude of agencies in the field and partly because the required work itself cuts across different governmental units--ministries or departments of health, agriculture, education, transportation. Food and nutrition, for example, requires the collaboration of all governmental and other organizations working in food production, food distribution, food consumption, and food utilization. We have found that different ministries are reasonably, so involved with their own mandates--"build better roads," "improve agricultural methods"--that they often fail to discern that all are in fact working toward the same overall goal for the citizens of the country: a more nutritious diet. They, therefore, have not perceived how their separate mandates fit together in the achievement of the overall goal.

Having answered these questions, we were able to set the general goals of our program under the Development Program Grant:

General purposes--To demonstrate and institutionalize annual joint planning and program-development processes in family planning and food and nutrition within selected countries of Africa, Asia, and Latin America over a three-year period, bringing together all organizations within a country involved in each program area.

The goals to be achieved through the program processes were set as follows:

1. to assess needs and resources and set national program goals in the service area;
2. to develop program and financial plans for each organization that are the best contribution each can make toward the achievement of the national goals for each fiscal year; and
3. to prepare a common support plan for the training, commodities, research, technical assistance, and co-ordination efforts that are required to support the work of all individual organizations.

We were prepared to start in these two content areas with only the voluntary agencies of a country (or district, if that turned out to be the starting point), given approval of the government. However, we have been happy that in all the countries in which we have worked, or have plans to work in, the government has been involved from the beginning. Moreover, in three of the five countries in which we have worked during the reporting period, the scope of the planning meeting has been more comprehensive than family planning and food and nutrition alone. The early participation of governments has changed our expectations of a typical pattern in which we would work with voluntary agencies during the first year and that, if the planning were successful, governmental agencies would join us during the second and third years. Regardless of pattern, though, we expected--and continue to expect--that the second and third years of planning will yield ever more comprehensive plans.

Finally, our program is intended to be carried out in 15 countries of Africa, Asia, and Latin America during the three years of the grant. We will be prepared, upon need and request, to provide assistance for three continuous years (with a diminishing role) in each country. Since our program calls for foundation work in five countries the first year, five the second, and five the third, we will have a potential continuing commitment of one year to five countries and two years to five more following the expiration of the grant. We have already begun plans for the continuation of funding, as needed, beyond the three years of the grant.

C. Goals and Objectives of the Grant

The general goal of the first year's work under the Development Program Grant is as follows:

To assist in establishing a co-ordinated planning and program development process involving all of the organizations working toward a common development service goal within five selected countries.

The objectives (which are defined as the results that must be achieved to reach the general goal) for the first year are as follows:

1. to hire staff for the work;
2. to establish criteria for the selection of the countries for the program and to survey these countries for interest in our program;
3. to establish methods for preparing and carrying out annual planning meetings in five countries;
4. to prepare material as necessary for carrying out the planning meeting; and
5. to assist in the preparation for and the conduct of annual planning meetings in five countries.

Objectives 1 through 4 apply to the work of the program throughout the three-year period. Objective 5 involves the specific work of the first year toward meeting the program's overall goal. The progress toward meeting these five objectives is described in the following section of this report.

D. Detailed Description of Progress

We have conducted planning meetings in three countries to date: a country-wide planning meeting in food and nutrition in Lesotho (December 7 - 13, 1975); a planning meeting in health and family planning in Southern India (January 26- February 2, 1976); and a planning meeting for all health services in one of the nine counties of Liberia (February 15 - 21, 1976). A report of the Lesotho meeting is attached to this report for descriptive purposes. Reports of the other two meetings are available from Planning Assistance.

The fourth planning meeting will take place in the Region of the Sahel of Upper Volta on April 7 - 15, 1976 for the purpose of planning all development efforts in the region. The site of the fifth meeting has not been finalized, but it will probably be in Guatemala in one or more of the provinces severely affected by the recent earthquake for the purpose of co-ordinating the planning of continued relief and rehabilitation efforts in the province.

This section covers the progress of the work undertaken and performed under the five objectives of the first year's program through February 15, 1976. Two charts illustrating the activities of the first nine months are on pages 17 and 18.

Objective 1: Hiring and Training of Staff

The staff requirements for the program were as follows:

- Two planning associates at half time.
- Three full-time planning associates with responsibilities as follows:
 - One to direct the program;
 - One to be responsible for family planning content; and
 - One to be responsible for food and nutrition content.
- One full-time administrative assistant.
- One full-time secretary.

The positions of planning associates at half time have been filled by Charles Patterson and Eric Metzner, two regular Planning Assistance staffers who have been with the organization since its beginning, and whose presence in the current program was considered necessary to ensure continuity with the other work of Planning Assistance. They are responsible for the training and development of other staff members.

Mark Muenze was the program director for the first five months of the program; upon his resignation, he was replaced by John Palmer Smith, who began as a consultant and then became a full-time staff member. One additional full-time position of Planning Associates has been filled by Mildred Pollard, who has general responsibilities in health as a whole rather than family planning or food and nutrition separately. That other Planning Associate position is vacant and being filled by two consultants on an as-needed basis.

The administrative assistant and secretary positions have been combined (we found it unnecessary to have two full-time persons). The work is being done by Valerie de Vuyst, with part-time clerical assistance from Maria Ricardo.

We would like to have filled all positions sooner than we have. However we have found that the qualifications and experience that are required to do the work increased greatly as we began to do it and that the job descriptions changed as well. Therefore, we have begun to use candidates for positions on a part-time basis before making a decision to hire them. This has slowed the staffing but results in a more satisfactory staff-with no decline in the productivity in the program and at considerable savings in salary costs.

Objective 2: Criteria for country selection and country surveys

The Criteria for the selection of countries to be surveyed were established in the second month of the program year, and a list of 22 countries to be surveyed by mail was prepared. All countries in Africa, Asia and Latin America were rated as to their economic need, their policies toward food and nutrition and family planning, their program activity in each of these areas, the role of voluntary agencies in these activities and the potential for program expansion in each of those areas.

We then conducted interviews with members of voluntary organizations in New York and Washington who had worked or who are now working, in those countries and discussed the possible utility of annual planning meetings in them. We also wrote to members of voluntary organizations in the 22 countries with whom we had worked and asked for their opinions.

With this information, we conducted surveys of interest in nine countries. A detailed description of the survey process used occurs in the next section as part of the description of the methodology developed for the conduct of the entire program.

Objective 3: Establishing methods

In the second and third month of the year, we designed program methods that consisted of a task analysis of the steps in surveying, preparing for, and carrying out an annual planning meeting. The methods we developed and have continued to use as a staff training device have become a checklist for the work of each of the five projects. The major steps (including illustrations of their use) are as follows:

1. Survey in Country. The purpose of the country survey is to ascertain interest in the use of an annual planning meeting process of the major service providers for the collaborative planning of achievement of one of the goals of the country. The purpose of the survey is to explain the objectives of the planning meeting to a majority of the service providers and our role in it so that they can then make an informed choice as to whether they wish to use it as a process for achieving co-operative planning of programs for a specific development goal.

This consists of talks with the various service providers and, as appropriate, the Ministry of Planning. If a number of organizations are interested, a general meeting is usually called, and a decision taken together. If the decision is favorable, the meeting is used to establish a steering committee, and the committee then takes the decision-making responsibility from that time forward. Our role is to function as staff members to the committee.

As described in the early sections, Planning Assistance's working philosophy is that all decisions should be made by the people of the country. We use the survey period to explain carefully this approach and philosophy. We describe our role as that of staff workers who are prepared to work for a group of organizations that wish to plan their work together, and we explain that we want to do this work only until they find persons from their own number who can provide this service. The initiative, throughout the process, belongs to the people of the country, once they have made the decision to go ahead with a collaborative planning process.

In each of the countries that considered our program; the decision to go ahead was made differently. In Lesotho, the Central Planning Office and the Office of the Minister to the Prime Minister decided to co-sponsor a planning meeting in food and nutrition. They considered family planning, but felt the need for food and nutrition planning to be a greater one at the time. The Permanent Secretary to the Minister to the Prime Minister then appointed a steering committee in which we were represented by one of our staff members, and the steering committee then made all further decisions.

In India, we did a planning meeting in family planning in the state of Andra Pradesh, because several very active voluntary organizations within the state and the Government of Andra Pradesh Family Planning Program wanted to develop programs together. They readily formed a steering committee to carry it out.

In Liberia, we looked at the possibilities of family planning and food and nutrition planning at a national level, and found the work in both areas to be inappropriate for now. The advice of the Ministry of Health was that we should begin work at a county level. We surveyed three of the nine counties of the country and choose Bong County for the purpose of planning all the health services within the county. The work was co-ordinated and carried out under the direction of the County Medical Director and his staff.

2. Preparation within the country. The preparation within the country consists of preparing a meeting plan for the planning meeting. The steering committee has the responsibility for setting the objectives for the meeting, designing the agenda, identifying all participants, selecting the sites and dates, and listing all the tasks to be completed before the meeting. The committee must also assign responsibility for each task.

Through all of this, we work as staff persons to the committee, providing information and effort as needed and requested.

It usually takes a week of meetings and staff work to design the agenda and make the decisions, then several weeks of staff work to carry them all out.

The preparation work usually involves both staff and participants. The Staff produces the agenda and invitation mailing and materials. The Staff also leads in the collection of information on needs and resources throughout the geographic area of the program. A considerable amount of time is taken up with collecting information on what each organization is currently doing so that a base from which to expand or redirect resources can be established.

The participants, who are usually the directors of the voluntary organizations and the secretaries or chiefs of services of the ministries or ministry branches, review needs and resources from the prespective of their organizations, and to consider possible goals and working strategies so that they come to the planning meeting sufficiently prepared with the information which they need to make decisions. This is generally done through a staff meeting or series of information collection activities within the organizations so that the representative can be sure that he or she accurately represents the full experience of his or her organization.

Finally, a good deal of work has to take place to ensure that the opinions of the program population are represented in the planning meeting. This is the group of people most often left out of any planning activity: it is also the group most difficult to include in any planning meeting. It is often difficult for members of the program population to set aside personal and work commitments to participate in planning meetings. Additionally, policy-makers and program directors don't always agree on the importance of including representatives of the program population. Fortunately, this aspect is becoming less of a problem as the high costs of not involving the program population in the program planning process becomes increasingly apparent to anyone concerned with planning and carrying out development programs. However, even when the commitment to encourage the involvement of the program population is made, it is sometimes difficult to appropriate representatives. For instance, if the program goal is a nutritious diet for all residents of the country, who is the appropriate representative of "all residents"?

We did not solve the representational problem in the Lesotho planning meeting. The participants of the Lesotho meeting were policy-makers and program directors. Next year we all plan to do better. In Liberia, the County Supervisor appointed two district commissioners and one paramount chief to represent the people of the county at the planning meeting. The representation could have been improved had further efforts been given to the preparation for it. In Upper Volta, where we will be working in the Region of the Sahel (one of the 11 regions of the country) to prepare coordinated plans for all the development efforts of the region, there will be pre-planning meetings in each of the five geographical sectors of the region. These will be public meetings at which the needs and resources of each sector are listed, the purpose and agenda of the planning meeting explained, and three persons elected from the sector to represent the people at the planning meeting.

3. Preparation of materials for the planning meeting. The third step of the methodology is preparation of the materials for the meetings themselves. Since this is one of the objectives of the first program year, the discussion of materials preparation is given under the discussion of the achievement of that objective.

4. Carrying out the planning meeting. The fourth method is carrying out the planning meeting itself. Again, since this is one of the objectives, in fact the main one of the first program year, the discussion of the achievements of the planning meetings follows under the discussion of that objective.

5. Follow-up after the meeting. We planned, from the beginning for two to four weeks of follow-up assistance after the completion of the planning meeting upon request from the participating organizations. The use of that time and the scheduling of it are usually taken up at the end of each planning meeting, and the decisions have been different in each of the three countries where planning meetings have been conducted.

The follow-up needs in Lesotho are considerable. In their common support plan, the participating organizations decided to establish a food and nutrition program office with two or three staff members who would provide on-going technical assistance to each of the individual organizations and take responsibility for the co-ordination of activities such as the educational efforts, preparation of materials for the various ministries and agencies, and co-ordination of a common transportation schedule that would make better use of the vehicles of all the organizations. In addition, they decided to undertake a large amount of research which would help them make better decisions at the next annual planning meeting. They asked us to help, and because of the need and the amount of work, we have prepared a separate program-funding request to provide that service. We do not have the money to carry out such extensive follow-up assistance under our Development Program Grant.

The follow-up assistance requested at the India planning meeting consists of short periods of work with each of the participating organizations in helping them implement their plans of work. We have the resources to do this within our grant and will do so.

The follow-up work requested at the planning meeting in Bong County, Liberia consisted of our attendance at the semi-annual meeting of the health care providers, when a full review of the plans made at the meeting will be conducted. The health care providers meet on a quarterly basis, and they have selected the semi-annual meeting as the one at which they will make a full review of progress. We have sufficient resources for this follow-up work, and will provide it.

6. Evaluation. The evaluation of the meetings takes place at three levels: (1) the quality of the plans made at the planning meeting, (2) the timeliness with which it is possible to implement them, and (3) the extent to which the program actually solves the problems addressed in the plan.

The test of the quality of any plan is whether it makes maximum use of available resources for attainment of agreed-upon goals. This depends very much on a full assessment of the problems and their causes and a full assessment of the resources available for solving them, plus a good analysis of the most economic and effective strategies for using those resources.

The level of information available in most countries is insufficient for any conclusive analysis in this respect. Our first year's experiences have highlighted the need to collect such information so that such analyses can be made in the second year. By various rules of thumb the plans produced in this year look fairly good, but we find that the collection of information depends upon the collaboration of most of the organizations, and it is the first planning meeting itself which provides the opportunity for that collaboration.

Evaluating the implementation of the plans is somewhat easier. Methods of monitoring and evaluating progress are parts of the plans of each organization. Secondly, the follow-up assistance that is scheduled as part of the meetings provides a useful opportunity to review such progress. We have not as yet provided such follow-up assistance, because we have just finished the meetings, but we don't expect major difficulties in evaluation at this level.

Evaluating a program's ultimate success is difficult for two reasons: the duration of time required and, again, the scantiness of the information. There is, however, much that can be done based upon current and projected program experience. In Liberia, for example, measles is a well-documented killer of children under five; the current program of measles immunizations has reduced the number of measles deaths in children under five. Therefore, the objective of immunizing children as part of the first country-wide goal to reduce morbidity and mortality of children under five by 20% in five years is expected to produce results which can be measured.

In Lesotho, a country which is a heavy importer of food, faced with increasingly poor prospects of being able to pay for that food, programs to increase small-holder production of protein rich foods make good sense. Lesotho has begun to collect, as part of its regular collection of health statistics, information on the incidence of protein-calorie malnutrition among people treated in the health posts, centers and hospitals throughout the country. The effect of programs to increase the protein consumption of small-holder families should effect a decrease in the result of malnutrition reported. Secondly, with the completion of the national nutrition status survey this year, the baseline data will be in place to record the effect of these programs in succeeding years.

Objective 4: Preparation of materials

The preparation of materials for the planning meeting is another staff responsibility. Some of it is done in the country itself and some in our offices in New York or Washington. Basic materials on the planning were prepared at the beginning of the program year and they are available for use in any planning meeting. Materials specific to the content of the planning meeting are prepared in advance of the meeting, and that preparation may take from two to six person-weeks.

At the beginning of the program we wrote a book entitled Planning Successful Programs, a copy of which is attached to this report. The book is a useful description of the elements in the planning process, and it is a part of the preparation mailing to all participants to the planning meeting.

In the mailing for the Lesotho meeting, we included two books from food & agriculture organization series, Manual on Food and Nutrition Policy by Johnston and Greaves and Planning and Evaluation of Applied Nutrition Programmes by Latham. We then prepared specific materials on the elements of a food and nutrition program, and worked with the various ministries in preparing an analysis of sources and destinations of foods for the country.

For the India meeting, we prepared a workbook which included the demographic indicators for India, the health and family planning portions of the draft India's new five-year plan, a number of articles on family planning and, an article on program budgeting in non-profit institutions, along with a copy of Planning Successful Programs.

For Liberia, we prepared data collection forms on which each of the health facilities in the county could record all health problems seen and their incidence by major age groups for the week before the planning meeting. We also prepared additional forms on which the service areas of each of the facilities could be identified, along with the rough percentages of attendance from each of those areas. In Liberia, it was possible to have a one-day meeting of all participants three weeks before the planning meeting itself.

Objective 5: Conduct of annual planning meetings in 5 countries.

Each of the three planning meetings already conducted lasted about a week. This seems to be about as long as policy-makers and service providers can afford to be away from their desks, and up to now, this has been in the three countries which we have worked, sufficient time to cover all items on the agendas.

Although the objectives are set and the agenda designed by the organizing committees in each of the countries based upon their needs, the agendas are generally similar in topics and the products they produce.

This is because the elements of co-ordinated plans are similar, no matter to which national or regional goals they are directed.

There are generally three components to an agenda: (1) the work leading to and culminating in the setting of common goals for the country or region generally set on a five-year basis, (2) the preparation of program and financial plans for the next fiscal year for each voluntary organization or ministry and (3) making a common plan for the support required by each organization in carrying out its individual plan of work research, common training or materials development, common distributions systems, and a common coordinating office.

Two aspects of the planning meeting process are particularly important to its success: the task-orientation of all of the sessions of the planning meeting, and the on-site production of all of the assessments and plans produced. The planning meeting is not a conference or a seminar, although it may appear to contain elements of both. It is a working meeting of people who have recognized a need to work together. Considerable discussion and learning takes place, but it is the discussion and learning that must necessarily precede the production of coordinated plans that make the best use of the resources available to meet the problems to which the plans are addressed. Each working session produces a product--such as a list of specific needs and an analysis of them--which is important information for the work of the next session. Because of this, there is a need for the production and distribution of the results of the session immediately upon its completion. Also, the immediate production, and distribution of the elements of the plans of each of the organizations to all participants has an excellent effect upon the quality of the work and the quality of the participation. What people decide gets immediately recorded and reported.

The objectives and agenda of the for the Upper Volta planning meeting are still in draft form, and are currently being finalized by the representatives of the various government services and voluntary agencies working in the Region of the Sahel. (The region of Upper Volta that falls wholly into the Sahelian zone). The planning meeting, however, will probably take considerably longer than those of Lesotho, India and Liberia because the region is just in the process of being organized as one of the development regions of the country, and because the planning work will encompass all of the development efforts of the region. Ten-year goals and objectives will be set, the regions' portions of the new national five-year development plan will be written, and specific operational plans will be prepared for the remainder of 1976.

E. Prospects for the future

A formal evaluation of the first year of the program will be conducted during June of this year. Certain problems and prospects are already apparent, however, given the experience of the first nine months.

In our initial planning for the program we expected that it might take the whole of the three years' effort to involve fully government ministries in the planning meetings and to take the step toward more comprehensive planning. This has not been the case, and we find ourselves, in the first year where we expected to be in the third year of the program, for the countries which we have worked. This success has created problems for us.

We have had sufficient resources within the program to carry out the first year, but we may not have for the second and third year's work. In Liberia, for example, we have assisted in establishing an annual planning meeting process in one of the nine counties. What about the other eight? There is already interest in establishing the same process in two of the other nine counties. A complete effort would consist of annual planning in each of the nine counties and national support planning by the Ministry of Health, and Social Welfare. The aggregation of the plans of each of the counties, plus the support plan of the Ministry, would make up the annual plan for health for the country. In India, we face a similar problem, and in Lesotho there are indications that some planning at a district level should proceed the second annual planning meeting to be held in food and nutrition this fall. If the work in Upper Volta goes well, the prospects for expansion of efforts could be even greater.

Our initial conclusions suggest that decisions on additional work will vary from country to country. The continuation work in Lesotho is of such size that it requires a separate project all by itself. In India and Upper Volta, we are working with local organizations that are beginning to take over roles that we otherwise would play. In all countries, there is interest in the government in taking greater responsibility for the staff work attending the preparation for and conduct of the annual planning meetings.

Whatever the decision, these are problems that we welcome, because they suggest an appreciation of the utility of annual, planning meetings based upon positive experiences with them.

DESCRIPTION OF ACHIEVEMENTS: 15 May 75 - 15 February 76

	SURVEYS BY MAIL	SURVEYS IN COUNTRY	MEETING PREPARATION	MATERIALS PREPARATION	MEETING CONDUCT	FOLLOW-UP ASSISTANCE	EVALUATION
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AFRICA

SIERRA LEONE	X	X					
LIBERIA	X	X	X	X	X		
LESOTHO	X	X	X	X	X		
TANZANIA	X	X					
UPPER VOLTA	X	X	X	X			

ASIA

THAILAND	X	X					
BANGLADESH	X	X	*				
INDIA	X	X	X	X	X		
SRI LANKA	X	X					

LATIN AMERICA

HAITI	X						
DOMINICAN REPUBLIC	X						
GUATEMALA	X						
HONDURAS	X						
COSTA RICA	X						
EL SALVADOR	X						
BRAZIL	X						

*The work in Bangladesh will be done, but under another program.

Description of Activities:
15 May 75 - 15 February 76

	15 May - 15 June	Jun/Jul	Jul/Aug	Aug/Sept	Sept/Oct	Oct/Nov	Nov/Dec	Dec/Jan	Jan/Feb	Feb/Mar	Mar/Apr	Apr/May
1) Staffing	[Solid bar]											
2) Drafts of Country Selection Criteria	[Solid bar]											
3) Selection of countries to be surveyed by mail	[Solid bar]											
4) Decision on countries to be surveyed	[Solid bar]											
5) Drafts of methodology	[Solid bar]											
6) Staff Training	[Solid bar]											
7) Survey trips:	[Solid bar]											
a) Thailand, Bangladesh, India Sri Lanka	[Solid bar]											
b) Sierra Leone, Liberia, Lesotho	[Solid bar]											
c) Tanzania	[Solid bar]											
d) Upper Volta	[Solid bar]											
8) Lesotho Project	[Solid bar]											
a) Preparation	[Solid bar]											
b) Planning meeting	[Solid bar]											
9) India	[Solid bar]											
a) Preparation	[Solid bar]											
b) Planning Meeting	[Solid bar]											
10) Liberia	[Solid bar]											
a) Preparation	[Solid bar]											
b) Planning meeting	[Solid bar]											
11) Upper Volta	[Solid bar]											
a) Survey	[Solid bar]											
b) Preparation	[Solid bar]											
c) Planning meeting	[Solid bar]											
12) Latin American country	[Solid bar]											
a) Initial survey work	[Solid bar]											
b) Survey trip	[Solid bar]											
c) Preparation	[Solid bar]											
d) Planning meeting	[Solid bar]											
13) Report writing	[Solid bar]											
14) Planning for second year	[Dotted bar]											

Dotted lines represent tasks to
be completed.