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PROGRESS REPORT

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"A Management Module for Nutrition Training"

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TABLE OF CONTENTS

- I. INTRODUCTION
- II. PROJECT GOAL AND STRATEGY
- III. ACTIVITIES DURING THIS REPORTING PERIOD
 - A. Development of Nutrition Training Materials
 - B. Nutrition Management Training: Community Nutrition Action Workshop - Kenya
 - C. Evaluation and Follow-Up of Nutrition Training: Kenya Family Life Training Programme
 - D. Project Development: Family Planning Association of Nepal
 - E. Request for Nutrition Management Training: Senegal
 - F. Request for Project Assistance: Indonesia
 - G. Request for Nutrition Management Training: Peru
 - H. Organizational Diagnosis: Protocol Revised
 - I. Summary
- IV. ACTIVITIES PROPOSED FOR THE NEXT REPORTING PERIOD
 - A. Technical Assistance for Seed-Money Project Development: Kenya
 - B. Nutrition Training Workshop: Nepal
 - C. Project Feasibility Study: Indonesia
 - D. Project Feasibility Study: Senegal
- V. PROBLEMS, ISSUES AND RECOMMENDATIONS
 - A. Funding and Duration of Project
 - B. Extended Timeframe for In-Country Involvement
 - C. Award and Administration of Subgrant
 - D. Training Modifications Planned

Attachment A - Community Nutrition Action Workshop: Kenya
Attachment B - Program Summary Nepal Nutrition Training and Services
Attachment C - Senegal: Plan for Nutrition Training

I. INTRODUCTION

CEDPA first received AID funding for the Nutrition Management Training Project in May 1981. The original project which envisioned development, field testing and distribution of training materials, was expanded in September 1982, to include technical assistance in project design, seed-money support for small nutrition projects, and documentation of the issues and constraints in nutrition project management.

In October 1983, CEDPA begins the second year of the expanded project. This progress report reviews activities and progress made during this reporting period and discusses the management issues shaping CEDPA's approach in the field and our future direction under the grant.

The report is organized as follows: The second section reviews CEDPA's Nutrition Project goals and management training strategy. The third section describes activities this reporting period related to module development, in-country activities in Kenya and Nepal and work on proposed activities in Indonesia, Senegal and Peru. The fourth section presents activities proposed for the next reporting period. Problems and issues related to the organizations, the interventions, the project strategy and its administration are covered in the final section of the report.

II. PROJECT GOAL AND STRATEGY

The purpose of CEDPA's Nutrition Management Training Project is to increase the number of trained managers able to plan, initiate and execute community-based nutrition activities in the Third World. In order to achieve this objective, the project provides nutrition assistance that begins with technical consultancy for needs assessment and project planning. Management training for those expected to plan and/or carry out nutrition activities is subsequently conducted with CEDPA assistance. CEDPA also provides on-going technical assistance to collaborating organizations and, in some cases, seed money funding for innovative nutrition projects requiring financial assistance for start-up. Nutrition management training modules are developed and field tested in nutrition training workshops. A management study designed to identify the issues, constraints and organizational characteristics that facilitate the development and execution of community nutrition projects and the work of project managers is also part of the grant scope of work.

Improving nutrition management skills is seen as a process, with workshop training as the first step. Using technical and managerial skills acquired in training, managers then plan and implement nutrition projects with periodic technical assistance and follow-up training. The end result of the management training process is the trainee's ability to undertake still larger projects, while also acting as a resource specialist to other managers in the development of similar intervention efforts.

III. ACTIVITIES DURING THIS REPORTING PERIOD

Activities performed under the Nutrition Management Training Project during this reporting period include further development and field testing of nutrition management training modules; a nutrition training workshop including training of trainers in Kenya; follow-up evaluation of a previous workshop in Kenya; and technical assistance for project development in Nepal. A summary of these activities can be found in Table 1.

A. Development of Nutrition Management Training Materials

The first training module developed under this grant was prepared in September 1982 and field tested in two workshops in Kenya in November 1982 in collaboration with the Family Life Training Programme (FLTP). This module was designed to improve the abilities of supervisory and extension-level personnel to integrate nutrition into on-going health, agricultural and community development efforts. Because the module was developed to address specific problems unique to Kenya's Family Life Training Programme, this module is being revised to standardize its content for use in different countries and situations.

A second training module, "Developing Community Nutrition Projects," was developed during this reporting period. It is designed to help community leaders and extension workers identify and alleviate the causes of malnutrition and poor health by organizing a set of simple activities.

TABLE 1: NUTRITION MANAGEMENT TRAINING ACTIVITIES TO DATE

ACTIVITY	DATE	COUNTRY/ORGANIZATION	OUTPUT	COMMENTS
<u>Developing Training Modules</u>				
a)Module #1 developed	Sept. 1982			
b)Module #1 field tested	Nov. 1982	Kenya/Family Life Training Programme (FLTP)	Revision on-going	
c)Module #2 developed	March 1983			
d)Module #2 field tested	May 1983	Kenya/CEDPA WIM Unit	Revision on-going	
<u>Project Planning</u>				
a)Feasibility Studies	June 1982	Kenya/FLTP	Training planned 11/82 Proposal submitted 9/82	
	Dec. 1982	Kenya/CEDPA WIM Unit	Training scheduled 4/83	
	May 1983	Nepal/Family Planning Association of Nepal (FPAN)	Project proposal revised/ submitted 9/83	Subgrant pending
<u>Nutrition Manage-</u>				
a)Training of Trainers Workshop	Nov. 1982	Kenya/FLTP	17 trainers/supervisors trained	
-Training of Field Extension Workers	Nov. 1982	Kenya/FLTP	29 FLTP staff and extension workers trained	

TABLE 1: NUTRITION MANAGEMENT TRAINING ACTIVITIES TO DATE

ACTIVITY	DATE	COUNTRY/ORGANIZATION	OUTPUT	COMMENTS
b) Training of Trainers	March 1983	Kenya/CEDPA WIM Unit	4 Unit Coordinators trained	
- Training of Community Leaders	May 1983	Kenya/CEDPA WIM Unit	24 Representatives of community groups trained	
<u>Post Training Evaluation and Seed-Money Project Development</u>				
a) Follow-Up Evaluation of training	April 1983	Kenya/FLTP	Proposal submitted Proposal revised	Funding desired
b) Subgrant for training follow-up	Sept. 1983	Kenya/CEDPA WIM Unit	Subgrant awarded 9/83	

Module content is divided into units with the first unit covering the symptoms, causes and consequences of malnutrition in women and young children. Unit 2 presents techniques for identifying growth failure and malnutrition through growth monitoring. Unit 3 is divided into sessions dealing with specific practices and services that can protect and improve the nutritional status of individuals and the community. Community nutrition objectives - prolonged breastfeeding; appropriate introduction and use of locally available weaning foods; early treatment of diarrhea; child spacing; and universal immunization, are explored in these sessions. Sessions can be used separately or in different combinations depending on specific training objectives.

The fourth unit of the module deals with project planning including: assessing needs and resources in the community; setting goals for projects; deciding which activities will help to reach those goals; and, programming resources needed to carry out the activities. The fifth unit, still in the production stage, will include several case studies of community financing schemes that could be considered by groups looking for ways to fully or completely subsidize nutrition, health and other community services. The sixth unit covers monitoring and evaluating community nutrition services.

The module is versatile and can be adapted in many different situations. Specific sessions and units can be extracted or supplemented depending on the needs of a training program. The methodology used is participatory, with case studies, problem-solving exercises, small group discussions and field visits forming the basis for learning activities.

Additional comments and problems encountered with the use, content and approach of the training modules will be discussed in Section V of this report, Problems, Issues and Recommendations.

B. Nutrition Management Training: Community Nutrition Action Workshop-Kenya

A feasibility study for nutrition management training in Kenya was conducted in December 1982 at the request of CEDPA's Women in Management (WIM) Follow-Up Unit. A workshop training was designed at that time to improve the ability of community leaders to plan and manage nutrition-related activities.

In March 1983, a three-day training of trainers workshop was conducted with the four Unit members in preparation for the nutrition training scheduled for May. Objectives of the training of trainers included review of workshop content and objectives, adaptation of training materials, review of training methodologies and identification of resource specialists. Logistical arrangements for the workshop were made by the Unit members.

The workshop was held from May 2-7, 1983, at Kanamai Training Centre in Mombasa. Twenty-four (24) representatives of community groups participated. Criteria for selection of participants stated that

groups with on-going projects interested in adding and/or improving nutrition/health activities would be invited to send one to two representatives each. All of the groups responding to the invitation of the Unit fit this criteria. Besides members of groups, several advisors to the groups also participated.

The purpose of the workshop was to enable community leaders to identify problems of malnutrition in their own communities and initiate action to solve these problems. Workshop content was based on the CEDPA training module, "Developing Community Nutrition Projects". The objectives, content, process and participant response to the workshop are discussed in detail in attachments to this report. (See Attachment A: "Workshop Report - Community Nutrition Action Workshop, Kenya".)

Participants departed from the workshop with a list of the activities they intend to carry out with their groups to address the problem of malnutrition. Unit members will supplement the training received in the workshop with individual follow-up visits. Unit members will next provide technical assistance for project development. Where funding is needed and justified to carry out planned activities, Unit advisors will help groups prepare proposals for outside support. To enable the CEDPA Kenya WIM Unit to visit and provide additional training and technical assistance to the 17 groups represented in May's workshop, a subgrant of \$4,300 U.S. was proposed, and approved by AID in August 1983. This is the first subgrant to be awarded under the Nutrition Grant.

CEDPA anticipates that four to six proposals for seed-money project support will be submitted by the Unit by February 1984 for funding under the Nutrition Project, with groups requiring from \$500 to \$1,500 each. The Project Coordinator will visit Kenya in late January 1984 to help the Unit finalize seed-money project proposals for funding consideration. It is our goal to have at least four new community nutrition projects underway by June 1, 1984.

C. Evaluation and Follow-Up of Nutrition Training: Kenya Family Life Training Programme

Family Life Training Programme (FLTP) is a program of the Kenyan Ministry of Culture and Social Services, operating eleven nutrition rehabilitation and training centres in various parts of the country. CEDPA first responded in June 1982 to a request for project assistance by Margaret N. Thuo, Head of the FLTP and a CEDPA WIM training alumna. At that time, a feasibility study and the planning for a nutrition management project with FLTP were conducted. The project envisioned two stages for CEDPA involvement: First, CEDPA would develop and support training of headquarters and field staff members to improve on-going management of FLTP services; and second, we would provide financial and technical support for a community-based project designed to extend FLTP's nutrition services outside of the central, residential facilities.

In November 1982, CEDPA trained 17 FLTP trainers/supervisors and 29 Family Life Training Centre (FLTC) staff members and affiliated

extension workers with the goal of improving FLTC outreach, enrollment, and client follow-up. The proposal for a pilot community-based project with FLTP as follow-up to workshop training had been written and reviewed by the end of the previous reporting period; however, major difficulties remained both in the scope of the project proposed and in finding an acceptable mechanism for administering funds and providing on-going technical assistance to FLTP during project implementation.

Findings of the Evaluation

Findings of the evaluation reveal that enrollment, follow-up and coordination of nutrition activities had substantially improved in at least one centre as a result of the nutrition training received in November 1982. It is encouraging to note that new skills and techniques introduced during the training have been so quickly and successfully integrated into on-going activities at the centres. After only five months, it is certainly too early to judge how well other centres will apply the new nutrition techniques. CEDPA will continue to follow with interest signs of improvement in the implementation of nutrition activities at the FLTP centres.

Action on Proposed Follow-Up Project with FLTP

A proposal for a community nutrition project as follow-up to the November workshop series was also discussed during the Project Coordinator's May-June visit. The scope of the original project, which was to involve five to six FLTCs, required significantly more supervision and on-site visiting than the Ministry budget could be expected to support. The mechanism suggested by CEDPA for awarding and administering funding to FLTP through the CEDPA Kenya WIM Unit had also been rejected by the Ministry.

CEDPA responded to these problems by suggesting that the number of centres involved in the project be reduced to one or two, allowing for adequate supervision and technical assistance from the FLTP headquarter's level without outside assistance. Funding in that case, could be administered through the local FLTC administrative committee, a registered and audited entity under government supervision but with autonomous spending authority. These suggestions were discussed with Margaret Thuo, and she was asked to submit a revised proposal to CEDPA.

Margaret Thuo submitted a revised proposal to the Project Coordinator during the April-May visit. The approach she proposed for the project is an excellent one - training village women's groups to identify malnutrition, to provide counseling and to refer severe cases to FLTCs. The project again proposed working in five to six FLTCs, and called for formation of a non-governmental, Nairobi-based unit, headed by Mrs. Thuo, that would play the primary role in identifying, training and monitoring women's groups. Unfortunately, we felt this arrangement would neither be cost-effective nor fiscally acceptable.

After four attempts in the past sixteen months to develop a suitable project with FLTP, it is our assessment that conditions within the

organization do not favor development of a follow-up project at this time. It is apparent that the size of the effort CEDPA would be willing to fund is not in line with the FLTP's expectation or past experience. The inability of headquarter's staff to provide support and supervision to individual centres is also a concern. At the same time UNICEF, FLTP's primary funder, is ready to support a community-based nutrition project in one of the FLTCs that was not included in CEDPA's training workshops last year. UNICEF will provide funding for the project as well as technical assistance. The UNICEF/FLTP project is very similar to that originally proposed by CEDPA. Under the circumstances, it is our feeling that a CEDPA-supported project, initiated simultaneously and in competition with the UNICEF effort, would not be in the best interest of either FLTP or CEDPA.

For a variety of reasons then, it does not appear that a viable, follow-up project will emerge with FLTP. This is unfortunate, however, we feel that investment of grant funds and staff time would be better spent where potential for success is greater. We will continue to monitor the situation with FLTP. If the circumstances should change to favor a feasible project effort supported by CEDPA, we would be willing to reopen discussions with FLTP. This decision has been communicated to Margaret Thuo and Dr. Rose Brittanick, Public Health Advisor, USAID/Nairobi.

D. Project Development: Family Planning Association of Nepal

Background

In October 1982, CEDPA received a request for assistance and a draft project proposal from the Family Planning Association of Nepal (FPAN). The request was initiated by CEDPA WIM alumna, Rani Urvashi Shah, Chairperson of the Population Policy/Women in Development Subcommittee of this national, non-governmental organization. The proposal requested funding for a year-long project that would integrate nutrition services with the family planning and rural development activities of FPAN's Baudha-Bahunepati Family Welfare Project. Primary project inputs included training for project supervisors and field workers; support for staff travel, equipment and supplies necessary to run fortnightly nutrition clinic sessions at one of the four Family Welfare Centre clinics in the project area; and costs for evaluation of the pilot effort.

Feasibility Study Conducted

The Project Coordinator traveled to Nepal for discussions with the Family Planning Association of Nepal and the USAID Mission/Kathmandu. The duration of the visit was 17 days, from May 16 through June 2, 1983. The objectives of the trip were: 1) to review with FPAN details of the project proposal submitted to CEDPA for support; 2) to gain a better understanding of FPAN and the Baudha Bahunepati Family Welfare Project; and, 3) to revise the project plan in line with assessed needs and available resources.

The feasibility visit included extensive discussion with the PP/Women in Development Project Coordinator (also FPAN Training Officer), the

Baudha Bahunepati Project Manager, and the FPAN Chief Executive. A ten-day visit to the area proposed as the site of nutrition activities in Sindupalchok District, allowed for interviews with field staff and volunteers, observation of living conditions and examination of health care records. A review of existing nutrition resources and possible collaborating programs was also made in discussions with UNICEF, the Ministry of Health Nutrition cell, the Rural Health Integrated Project (USAID, John Snow International), World Neighbors, Nepal Children's Organization (World Food Program), Agriculture Program Support Centre, and the United Missions Hospital.

Nutrition Project Proposal Revised

The FPAN proposal to CEDPA was revised on the basis of the Project Coordinator's recommendations and discussion with FPAN officers. The revised plan calls for the addition of nutrition-related services to on-going family planning, health and agriculture inputs in 10 of the 43 panchayats (subdistricts) covered by the Baudha Bahunepati Family Welfare Project. A target population of approximately 42,000 lives in the two project blocks around Family Welfare Centres in Gunsa and Mahankal panchayats. This is a middle-to-remote hill region, where population density reaches over 1,000 per square kilometer of arable land and the terrain severely limits access to available health and development services.

The Baudha-Bahunepati Project has made impressive progress in the acceptance of family planning and reduction in the crude birth rate in the target area. Family planning acceptance by eligible couples in the area in 1982 was estimated at 22%. (FPAN estimates the national rate to be 8.5%.) The crude birth rate in 1982 in the project area was only 22.6, just over half the national figure of 42-43. However, health status indicators for women and young children show that little progress has been made to improve the quality of life and survival of these groups. Infant mortality rates for the target area show 142 deaths per 1,000 live births in 1982, a figure very close to the national IMR of 152 in 1976. There is also indication that death rates for children under five years of age are similar to national figures that show only one-half of the children born surviving past five years of age. While nutritional status information for the project area is not available, it is safe to assume that high rates of infant and child mortality indicate even higher incidence of moderate and severe malnutrition in the target population.

The fragile Nepalese ecosystem and the well-documented pressures of population and deforestation on that system, require that any action designed to save human life be housed in the context of simultaneous efforts to control population growth and improve methods of agricultural production. FPAN has the opportunity to do just that with the nutrition project proposed for CEDPA assistance. A three-level service delivery structure is in place; family planning services and educational messages are well accepted within the project; and agriculture reforestation efforts are a priority focus of the Baudha Bahunepati Project. Nutrition services can be incorporated with minimal investment in staff training and project

start-up, and there is every indication that resources will be available to continue nutrition services after the pilot effort.

The revised project and activities proposed are directed towards:

- 1) Increasing community-level nutrition/family planning activities in order to reach isolated families who are not likely to attend periodic nutrition clinics.;
- 2) Making nutrition/health education and growth monitoring regular services of the Family Welfare Centre clinics;
- 3) Strengthening the training and participation of a new cadre of Women Volunteers who will work both in family planning and nutrition at the village-level; and
- 4) Integrating family planning, nutrition and development assistance in response to the multiple unmet needs of rural families. (For additional detail see Attachment B: Program Summary Nepal Nutrition Training and Services.)

The revised proposal was reviewed with the PP/Women in Development Subcommittee members, the FPAN Central Executive Committee, and the Chief Executive. Further revisions were made subsequent to the departure of the Project Coordinator and the final proposal was received in Washington in mid-August. Subgrant documentation to cover total in-country project costs of approximately \$12,000, was prepared and is currently pending approval of the AID Contracts Office. We anticipate that the request for approval to subgrant to FPAN will be granted by mid-October.

E. Request for Nutrition Training: Senegal

CEDPA has received a request from CEDPA-Senegal (a WIM Follow-Up Unit) to assist them in conducting a nutrition training program scheduled for May 1984.

CEDPA conducted the first Women in Management training workshop in Senegal, May 24 - June 4, 1983, under a Family Health Initiatives Cooperative Agreement from AID/Africa Bureau. Twenty-three (23) women, all mid-level managers of family planning, health and community development programs working within the Ministries of Public Health and Social Development, participated in the two-week program.

The workshop was planned and coordinated with four Senegalese alumnae of CEDPA's Women in Management Washington workshops conducted in 1981 and 1982. At the close of the two-week training, the WIM coordinators announced the formation of the CEDPA Senegal WIM Follow-Up Unit and pledged to help participants further design projects, put them into final proposal form and search for sources of outside project funding where necessary. In line with their supportive role, the Unit has requested CEDPA assistance under the Nutrition Project to conduct a second training for those participants interested in developing their own nutrition skills, and in perfecting project proposals for delivery of nutrition-related service.

Ms. Awa Gueye, one of the CEDPA Senegal Unit members was in Washington in August and September as a participant in CEDPA's Supervision and Evaluation workshop and as a recipient of a Ford Foundation Individual Study Award Grant. We were able to discuss with her, in greater depth, the Unit's request for assistance under the Nutrition Project, as well as the predominant nutrition problems in Senegal and the training and project resources available. On the basis of our discussions, a preliminary training proposal was developed for a two-week workshop to be held in Dakar in May 1984. Details of the plan are found in Attachment B - Senegal Plan for Nutrition Training.

F. Request for Project Assistance: Indonesia

Dr. Nafsiah Mboi, an alumna of CEDPA's "Supervision and Evaluation as Management Tools Workshop" submitted a formal letter requesting CEDPA assistance under the Nutrition Project in May 1983. The project she proposes would focus on upgrading technical and managerial skills of provincial and district level supervisors of the PKK, Indonesia's Village Women's Movement, in NTT Province. Dr. Mboi, as the wife of the governor of NTT, heads the PKK in that province.

As the national village-level women's development entity, PKK is charged with carrying out numerous intersectoral programs including those of the Ministries of Health, Agriculture, and Education and the BKKBN (National Family Planning Board). Most important in the present context, is the role of PKK as the implementing arm at the village level of the National Family Nutrition Improvement Program. While PKK should receive supervision, training, and logistical support to implement its projects, such support is seldom provided. The general knowledge of PKK leaders and supervisors in health, nutrition and family planning is deficient. They have no preparation in most cases in project management.

Dr. Mboi is committed to developing the potential of PKK in health and nutrition, as well as other development areas. The assistance she requested from CEDPA is in the training and skill development of PKK supervisors. It is her desire to improve the effectiveness of PKK in the National Family Nutrition Improvement Program, as well as to involve them in the more recently initiated CHIPPS Project (Comprehensive Health Improvement Project) funded by USAID.

CEDPA has been in contact with Dr. Mboi since early 1983, and more recently with the USAID Mission in Jakarta. In August, we received indication that the Mission would approve CEDPA involvement with PKK and an initial feasibility visit to Indonesia by the CEDPA Nutrition Project Coordinator. The feasibility study has been scheduled for late November in conjunction with the Project Coordinator's travel to Nepal under this grant.

G. Request for Nutrition Management Training: Peru

Discussion with two members of the WIM CEDPA Follow-Up Unit, Peru-Mujer, were held in Washington during this reporting period. Earlier discussions were held in November 1982, with one of the

organization's members, to explain the purpose and assistance available under CEDPA's Nutrition Management Project. Discussions during this reporting period, focused on the kinds of training, the criteria for selection of participants and the training follow-up and project support that would be required of the Unit and available from CEDPA. Advisors to community projects, i.e., social workers, and extension workers, have been identified as the most appropriate participants in a workshop designed to generate nutrition activities or projects. Participants will include individuals who had previously participated in CEDPA Peru WIM training in 1981. Several WIM in-country trainees have health/nutrition project proposals pending for CEDPA seed-money funding and would benefit from further assistance in designing their projects at this time.

We are awaiting a formal letter from Peru-Mujer outlining their expectations and requesting assistance under the Nutrition Project. A feasibility visit will be scheduled for early 1984.

H. Organizational Diagnosis: Protocol Revised

CEDPA is involved under this grant in a study to identify and document issues in the introduction and implementation of community-level nutrition activities by counterpart organizations. During the previous reporting period CEDPA contracted a management consultant, Jacqueline Rumley, to develop with us a protocol for collecting and analyzing information about the organizations we work with and the process of training and project development in those organizations. The protocol is currently in its second draft, after trial application of the preliminary set of questions with two organizations, Family Life Training Program and the CEDPA WIM Unit, in Kenya.

The revised study protocol focuses on collection of information about:

- 1) The organizational setting in which each nutrition management project is developed including: predominant nutrition problems, on-going health and nutrition programs, national policy and precedent for nutrition and community-based programming, degree of centralization and control over health and development resources, etc.
- 2) The characteristics of the organization including: goals and objectives, management structure, linkages to the community, leadership styles of managers, organizational relationship to resources and decision-making power.
- 3) The project inputs: specific objectives for CEDPA involvement, duration and content of training, quantity and type of technical assistance provided, seed-money awarded, etc.
- 4) The immediate project outcomes: managers trained, secondary training conducted, type and scope of projects started, changes in management systems and organizational structure.

This information has been and will continue to be collected with each of the organizations CEDPA works with under the grant. CEDPA is also exploring the adaptation and use of several assessment tools that focus on leadership style and organizational climate. A variety of instruments are available and frequently used in CEDPA's Washington training workshops. Ideally, a self-administered questionnaire or a set of questions to be administered and scored prior to the workshop training would allow for better understanding of individual managers, their organizations and their projects.

Documentation of project experience and organizational issues will address positive as well as negative factors in project development and implementation. The diverse nature of organizations and environments in the five countries where projects are planned, will make comparison of results and organizational issues difficult. At present, we anticipate that information will be analyzed and presented in the form of case studies that detail environmental, organizational, and project circumstances and results obtained. There are some general issues, in particular those related to the set of interventions promoted in CEDPA's project and the training/project development approach that will also be discussed in the documentation of project experience.

I. Summary

A summary of activities and progress to date can be found in Table 1. A new nutrition training module was developed for the use of community leaders and extension agents this reporting period. The module was field tested in a community nutrition action workshop in Kenya. Twenty-four community leaders representing seventeen different groups were trained in a six-day program planned and coordinated by CEDPA Kenya WIM Follow-Up Unit with technical assistance from CEDPA. A subgrant to the Unit was approved to enable Unit members to provide follow-up technical assistance to participants of this nutrition workshop.

An evaluation of the impact of nutrition training received during the last reporting period was also performed. Three of six Family Life Training Centres in Kenya were visited with findings of the evaluations revealing a positive impact on the involvement, follow-up and coordination of nutrition activities in at least one of the centres visited.

CEDPA continued work this period with the Family Life Training Programme in Kenya to develop a suitable project for funding under this grant. It was concluded that the deepening economic crisis in Kenya, and demands for FLTP staff time by other projects would not favor further project planning attempts at this time.

In Nepal, CEDPA assisted the Family Planning Association to prepare a project proposal for integrating nutrition services with the family planning and rural development activities in one of the association's isolated project areas. A subgrant document for project support is pending AID approval and a nutrition training workshop with CEDPA assistance is scheduled for December 1983.

CEDPA received proposals for nutrition management training from Senegal and Indonesia and an expression of interest in such training from Peru. These proposed projects will be discussed in greater detail in the following section.

In addition to training module development and field work, significant progress was made this period in developing the framework within which issues in the introduction and implementation of community-level nutrition activities can be examined.

IV. ACTIVITIES PROPOSED FOR THE NEXT REPORTING PERIOD

Work begun in Kenya and Nepal will continue during the coming period, with feasibility studies planned for new in-country projects in Senegal and Indonesia. Portions of the training modules will be field tested in a workshop with FPAN in Nepal. Collection of information on organizations and managers will continue. A summary of activities planned during the coming reporting period can be found in Table 2.

A. Technical Assistance for Seed-Money Project Development: Kenya

Follow-up evaluation of the nutrition workshop held in May 1983 is scheduled for January 1984. The Project Coordinator will work with the CEDPA Kenya WIM Unit and training graduates to develop four-six community projects for nutrition seed-money funding. A subgrant will be prepared to cover seed-money for approved projects and the Unit costs for monitoring and providing on-going assistance to funded activities.

B. Nutrition Training Workshop: Nepal

The first project activity proposed under the FPAN project, is a nine-day workshop for 15-17 FPAN supervisors and personnel from the two Family Welfare Centres in the project area. Training will prepare participants to provide regular nutrition services at Family Welfare Centres, and to support community workers in identifying and counseling high risk families in their villages. The workshop is scheduled for November 10-20, 1983, in Mahankal Family Welfare Centre. Training content will be based on CEDPA's "Developing Community Nutrition Projects" training module. The Project Coordinator will travel to Nepal in November, to work with local resource specialists to conduct the training. Training of supervisors will be followed by a training workshop for Family Welfare Workers and Women Volunteers in the project area. CEDPA will assist project personnel to plan and prepare materials for the second-level training. The five-day training will be carried out by FPAN officers.

C. Project Feasibility Study: Indonesia

The Project Coordinator will travel to Indonesia in November 1983 to conduct a project feasibility study with Dr. Nafsiah Mboi and the provincial board of the National Village Women's Movement (PKK) of NTT Province.

Ideally, CEDPA project assistance would include the feasibility study and technical assistance for project designs, training of PKK field supervisors, and periodic technical assistance for development of community-level activities. Dr. Mboi has requested that CEDPA's involvement in NTT be of sufficient duration and scope to insure that new management and technical skills can be reinforced over time. At present, funding under the AID grant is insufficient to guarantee long-term (two years) involvement or support. We have made this clear to Dr. Mboi, and to USAID Jakarta. We agree that there is both a need and potential for a demonstration project with PKK, one that focuses not only on the role of supervisors, but also on training village women to plan, carry out and evaluate nutrition and health interventions. The Mission has suggested several possibilities for additional funding if a project beyond the scope of the centrally-funded nutrition grant appears feasible. We will explore these possibilities further as part of the feasibility/planning study.

D. Project Feasibility Study: Senegal

In December 1983, the FHI Project Coordinator will conduct a feasibility study with the CEDPA Senegal Unit to further define the approach and content of the proposed nutrition training. The following issues will be addressed:

1) USAID/Dakar Nutrition/Health Strategy

The USAID Mission supported the CEDPA WIM training program in Senegal, seeing training and project development goals as consistent with its own in health, family planning and women's development. A review of USAID/GOS project documentation and consultant reports indicates that CEDPA's nutrition management training approach will also fit into overall Mission and government health strategies. The USAID-supported projects in Senegal including the Rural Health Care Project in Sine Saloum and the Casamance Regional Development Project, give high priority to the problem of malnutrition and have adopted a set of interventions similar to those promoted in CEDPA's Nutrition Management Training. The National Family Planning Program, also USAID-supported, will incorporate nutrition intervention with family planning services during its second phase beginning in 1985. These AID projects encourage the involvement of multi-sectoral extension workers in the initiation and management of community health and nutrition activities. This again is consistent with CEDPA's approach.

The Mission's interest and approval for our involvement with nutrition training and project development will be explored during the feasibility study. If approved, CEDPA staff will work closely with USAID to develop training content that reinforces and complements on-going efforts.

2) Translation of the Nutrition Management Training Modules

The Senegal workshop will be conducted in French. Use of the training modules developed by CEDPA in the Senegal workshop is

desirable; however, costs for translation of the modules into languages other than English were not included in the original project budget.

During the feasibility study, training materials available in French, particularly those developed for use in Senegal, will be collected by the CEDPA advisor. Based on the materials available and discussions with resource specialists, CEDPA proposes to proceed with translation of an abbreviated version of the two-week training module. The potential for use of all or portions of the French module in the four other francophone African countries included in the FHI project, and with participants of our annual WIM/Washington training conducted in French, makes translation into French a reasonable and cost effective expenditure.

3) Budget for Workshop and Follow-Up

The final budget for the in-country program will be developed during the feasibility study. Follow-up of participants after the workshop may be carried out by the CEDPA Senegal Unit in conjunction with their work and support under another CEDPA project. CEDPA can also make seed-money funding available from private sources for projects with family planning service delivery components that might be planned as a result of the workshop.

TABLE 2: ACTIVITIES PLANNED FOR NEXT
REPORTING PERIOD, SEPTEMBER 15, 1983 - JANUARY 15, 1984

ACTIVITY	LOCATION	PROPOSED DATES	COLLABORATING ORGANIZATIONS
1. Feasibility study for in-country project activities	a) Indonesia	November 1983	National Village Women's Movement (PKK)
	b) Senegal	December 1983	CEDPA/Senegal WIM Unit
2. Nutrition Management Training Workshop	a) Nepal	December 1983	Family Planning Association of Nepal (FPAN)
3. Technical assistance: Post-training seed-money project development	a) Kenya	January 1983	CEDPA/Kenya WIM Unit
4. Seed-money project start-up	a) Nepal	December 1983	FPAN
5. Training Module: Field testing	a) Nepal	December 1983	FPAN
6. Organizational diagnosis: Information collection	a) Nepal	December 1983	FPAN
	b) Senegal	December 1983	CEDPA/Senegal
	c) Indonesia	November 1983	PKK
	d) Kenya	January 1983	CEDPA/Kenya

-17-

7

V. PROBLEMS, ISSUES AND RECOMMENDATIONS

This section covers problems encountered in implementation of the overall project as well as those addressed with counterpart agencies in the development of in-country training and seed-money projects. Both have had an important impact on the evolution of CEDPA's strategy and training content and will determine our future direction under this grant.

A. Funding and Duration of the Project

The rescope agreement signed September 1982, appropriated funding for project activities through FY84, with spending authority to September 30, 1985. In compliance with the approved scope of work, CEDPA will have developed two nutrition training modules and field tested them in the training of project managers in Kenya and Nepal by January 1984. A one-year nutrition demonstration project will also be underway in Nepal and several small seed-money projects will be in the final stages of planning in Kenya. Feasibility studies and planning for new projects in Senegal and Indonesia will have been completed, as well. Our projections show that these potential projects in Indonesia and Senegal, as well as one proposed in Peru, will only be initiated if additional funding can be secured to guarantee CEDPA assistance through FY85.

The three projects proposed in Senegal, Indonesia and Peru, offer very different and potentially illustrative environments for further testing, adaptation and modification of this project's unique strategy. Each of the potential project counterparts represents a different organizational type: in Peru, the counterpart is an established PVO working to improve the status of women in Lima's peri-urban settlements; in Senegal, the WIM Unit is newly-formed PVO working to enhance the government's rural health and development efforts; and in Indonesia, the counterpart is a provincial branch of the national women's movement charged with carrying out village development programs. These groups are also set within different policy, program, and regional environments. Their diversity would enhance our knowledge about the types of organizations, the possible strategies, and the environmental factors related to initiating and improving community-level nutrition interventions.

Increasing the number and types of organizations included in the overall project would also lead to improved opportunity for replication and dissemination of project information. Translation of training modules into French and Spanish, for workshops in Senegal and Peru would make them available for use in future CEDPA training workshops planned in francophone Africa and Latin America. It would also expand the possibilities for use of the modules by CEDPA trainees in second-level training in their countries. In Indonesia, project involvement comes at a key time. The PKK's potential for strengthening the role of women in the development process is of increasing interest to donors and to the Indonesian government. CEDPA has the unique opportunity to assist PKK in one province to develop a model for improving the Movement's on-going educational and mobilization efforts in health and nutrition.

The additional experience offered by the three projects proposed is desirable, if CEDPA and USAID are to realize the full potential of the Nutrition Management Project. Obtaining additional funding for support of activities in Senegal, Indonesia and Peru will be a primary objective during the coming reporting period. During feasibility studies in each country, CEDPA will identify and tap funding available from sources outside of the present grant. In Indonesia, there is indication that the funding needed for a demonstration project with PKK may be available through a larger AID-funded project. In Senegal, the feasibility study will determine whether support from local PVO's, the USAID Mission and other foreign donors can be generated for a nutrition training activity. In short, CEDPA will investigate and develop project proposals with counterparts in Senegal, Indonesia and Peru that reflect complementary sources of support. Besides efforts to identify outside support for proposed activities in Senegal, Indonesia and Peru, CEDPA will also submit a revised project budget and request for additional appropriation to cover project activities through fiscal year 1985, for AID consideration.

B. Extended Timeframe for In-Country Project Involvement

The Nutrition Project strategy is based on a series of assumptions about how to best prepare, encourage and provide support to managers of community nutrition projects. Perhaps the most important assumption, and the one to which the project workplan and budget are closely linked, is that related to the amount of time required for CEDPA to initiate, conduct and evaluate assistance to in-country counterparts.

Estimates for staff time required to 1) conduct feasibility studies, 2) plan and conduct workshop training, and 3) monitor the development and funding of small projects, were based on CEDPA's previous experience working with in-country WIM Units. Original estimates, projecting approximately one and one-half years of active CEDPA involvement from feasibility study through completion of funded seed-money projects, have proven to be inaccurate for a number of reasons.

First, the amount and type of technical assistance required to develop nutrition management training activities with counterpart groups has been considerably greater than anticipated. It was originally thought that a standard packet of training materials and a similar approach could be used with all of the potential counterpart groups, with minimal adaptation of materials to fit the local situation. In reality, because of the variety of organizations we are working with, their different levels of experience with nutrition intervention, and their different settings, considerable time and effort have been devoted with counterparts to needs assessment, project design, and modification of interventions to fit national policies and local needs. The result will be a stronger set of training materials, one that can be adapted to the needs of many types of organizations and settings. However, this has also meant more time spent in development and experimentation with training materials and technical assistance than planned.

CEDPA had also planned to combine Nutrition Project input with that of other CEDPA projects, particularly those in support of the WIM Follow-Up Units. Costs for planning and follow-up of training workshops would ideally have been covered in this way. Delay in funding approval for a major Unit project in support of WIM Units has hampered our ability to combine project resources in this way. Because this was not possible, it has been necessary to subgrant costs for such activities. Neither the time nor the staff input required to process such subgrants were anticipated in the original workplan. For this and other reasons, extended periods of time have been required between management training and the funding and start-up of seed-money projects. Since a full year or more is needed for monitoring and evaluation after funding is awarded, CEDPA assistance to in-country counterparts and extend as much as three years or more from initial feasibility study through project evaluation.

The extended period of assistance to counterparts has implications both for the staffing and the scope of future involvement under this grant. At present, one year of funded activity and two years of spending authority remain. This is insufficient to allow for commitment of resources to new projects, that we would only partially complete by the end of the grant period. With secure appropriation through 1985 and important steps taken to minimize delays identified in the first in-country projects, CEDPA involvement with counterparts in the three additional countries, Indonesia, Senegal and Peru would be possible.

C. Award and Administration of Subgrants

Staff time required for documenting and processing subgrants and delays inherent in the AID approval process for such subgrants were not anticipated in the original project scope of work. In addition, some of the small groups we are working with through the CEDPA WIM Units, do not have the bookkeeping systems to meet AID and CEDPA fiscal requirements as subgrant recipients. As a result, the number of small subgrants originally projected in support of seed-money projects and counterparts, poses serious problems.

We propose to solve these problems by awarding combined subgrants for several small projects to the CEDPA Unit or counterpart agency. Units and other counterparts with approved bookkeeping and management systems will then administer, account and be accountable for subgrant funding. By combining several awards for small efforts into one larger subgrant, we will also be able to decrease the number of subgrants awarded and the corresponding documentation, delays and staff time required to process them.

D. Training Modifications Planned

Training has focused on both technical nutrition information (why we do what we do) and the steps in planning and managing projects (how we do it). The particular mix or emphasis on the two basic areas of content has depended on:

- 1) nutrition problems, and existing program response to those problems;
- 2) the level of knowledge about nutrition and project planning that managers have before training;
- 3) whether training is designed to help participants develop their own projects or to carry out pre-determined activities as part of projects; and
- 4) the quantity and quality of technical assistance available post-training.

Technical nutrition information has remained basically the same in the training workshops in Kenya and those currently planned for Nepal and Senegal. However, management content has varied greatly. In most cases, we can say that "the why" of nutrition intervention has received significantly more attention than "the how". This is because we are not only dealing with the transfer of information to managers, but must in many cases also convince and make them advocates for certain methods of intervention and service delivery before moving on to "how to" organize and implement specific interventions.

The alternatives we are currently exploring to improve training outcome include:

- Lengthening training to include field study and structuring it in two distinct stages (Nepal);
- Selecting only participants who have a basic understanding of nutrition and community work and providing training that reviews technical content while focusing on the design and management of community nutrition projects (Senegal); and
- Improving follow-up of in-country participants through indepth consultation during project development, this would either replace or reinforce the management content of training workshops. (This is basically the strategy we have adopted with the Kenya WIM Follow-Up Unit.)