

**United States Agency for International Development
Bureau of Democracy, Conflict and Humanitarian
Assistance
Office of Food for Peace**

Fiscal Year 2009 Annual Results Report

Food for the Hungry/Mozambique

Award Number

FFP-A-00008-00086-00



Submission Date: 10/30/09

FH Headquarters Office Contact:

**Andrew Barnes
Director of Food Security
236 Massachusetts Ave, Suite 305
Washington, DC 2002
Tel: 202-547-0560
Fax: 202-547-0523
e-mail: andy.barnes@fh.org**

FH Mozambique Contact:

**Mapanza Nkwilimba
Country Director
No. 288 Avenida Cahora Bassa
Sommerschild I, Maputo, Mozambique
Tel: (258) 49 1850
Fax: (258) 49 7894
e-mail: mnkwilimba@fh.org**

List of Acronyms

AER	Annual Estimate of Requirements
AMODEFA	Associacao Mocambicana para Desenvolvimento da Familia
CBO	Country Backstop Officer
CCB	Community Capacity Building
CDC	Community Development Committee
CHA	Community Health Agent
CIC	Conselho Intrahospitalario de Cooperacao
CS	Cooperating Sponsor
DAP	Development Assistance Program
DIP	Detailed Implementation Plan
EGPAF	Elisabeth Glacier Pediatric AIDS Foundation
ENA	Essential Nutrition Actions
EHA	Essential Hygiene Actions
ER	Emergency Resources
ESR	Environmental Status Report
FFLG	Farmer Field and Life Group
FFP	Office of Food for Peace
FFP/W	Office of Food for Peace-Washington
FFPIB	Food for Peace Information Bulletin
FFW	Food for Work
FGD	Focus Group Discussion
FH	Food for the Hungry
FY	Fiscal Year
IAM	Instituto De Investigacao Agraria De Mozambique
IPM	Integrated Pest Management
IPTT	Indicator Performance Tracking Table
JAM	Joint Aid Management
LOA	Life of Agreement
MCA	Millennium Challenge Account
MOA	Ministry of Agriculture
MOH	Ministry of Health
MT	Metric Ton
MUAC	Middle Upper Arm Circumference
MYAP	Multi-Year Assistance Program
NER	Non-Emergency Resources
NICRA	Negotiated Indirect Cost Rate Agreement
PREP	Pipeline and Resource Estimate Proposal
PSI	Population Services International
PSO	Program Support Officer
PVO	Private Voluntary Organization
REO	Regional Environmental Officer
RFFPO	Regional Food for Peace Officer
SG	Savings Group
TA	Transfer Authorization
USAID	United States Agency for International Development

1. Introduction: Annual Food Aid Program Results

Cabo Delgado is one of the most vulnerable provinces in Mozambique and much of its population is chronically food insecure. The Food for the Hungry (FH) MYAP under implementation encompasses a comprehensive, integrated program with the goal of reducing food insecurity by addressing food availability, access and utilization. The program is being implemented in three districts, Mocimboa da Praia, Nangade, and Palma and targets 49 communities. The strategic objectives of the program are:

- 1) Protect and enhance livelihood capacities of vulnerable farming households via agricultural production and marketing.
- 2) Protect and enhance human capabilities through improved health and nutritional status of pregnant women, preschool children and HIV+ individuals.
- 3) Increase community capacity to influence factors that affect food security and resiliency to shocks.

As per the USAID guidance, Cooperating Sponsors (CSs) are expected to submit Annual Results Report at the end of each fiscal year. The current report was compiled based on FH/M's internal annual monitoring tools. The report mainly focuses on program level outputs and to the extent possible gives an indication of the impacts attained during the 2009 fiscal year. Where applicable, the report presents the results achieved in FY09 compared to the annual targets.

Strategic Objective 1: Protect and enhance livelihoods of vulnerable farming households via agricultural production and marketing

Intermediate Result (IR 1.1): Agricultural productivity and production diversified and increased.

In order to achieve the above objective, the following primary activities took place:

- Increased areas of production by promoting farmers groups that received extension services
- Promotion of improved farming techniques
- Provision of improved variety high value yielding crops

The target for FY09 was to work with a total of 100 farmers groups. By the end of the year however, a total of 182 farmer groups and 77 leaders received trainings from the program PSOs. A total of 3,276 households benefited from participating in the groups during the year. The key activities and technical messages transmitted included the following:

- Introduction and use of Farmer Field Life Groups (FFLGs) as the core method for community training.
- Use of FFLGs to develop capacity of the groups to generate ideas and exchange information among themselves.
- Provision of high yielding short season crop varieties from IIAM and other seed sources.
- Conducting trials and seed multiplication through the FFLGS.
- Integrated Pest Management (IPM) methods.
- Natural resource and soil conservation methods and techniques.
- Vegetative propagation methods- mainly grafting and budding.

- Savings and income generation.
- Commercialization and Associativism.
- Joint/consultative planning with MOA and other partners.

The photo below shows a group of farmer leaders in Quissenge Community, Palma District. They had just received training on sesame production in the field.



The farmer of this field received an improved sesame variety (Nicaragua White) and benefited from the harvest by selling the entire produce in the local market. He used the proceeds mainly for his children's clothes, school items and medical expenses. He expects to produce more during the following season. The program trains farmers on the production of high yielding value chain crops in addition to nutritive plants such as moringa and consumption of cowpea leaves.

Intermediate Result (IR 1.1.1): Diversify and Increase Crop Production

Although agricultural activity is common throughout the three target districts, production is limited as farmers are often reliant on very few local crop varieties. The program addressed this issue by introducing a range of improved seed varieties. The following primary indicators were used to gauge progress in production:

Area of improved food and cash crop production (ha): The target for FY09 was 62.5 ha of improved crop production. FH distributed the initial seed to 77 groups and an estimated 152.7 ha was put under production. This was more than double the annual target. It is also hoped that non-direct beneficiaries will begin to adopt the improved seed varieties in coming seasons. If this occurs it is expected that the agriculture survey in the second year of the program will result in comparatively higher figures.

Percentage of HH with intensive dark green leaf production: Although the exact percentage was not measured during this past year, 27.5 ha (7.6 ha groundnuts and 18.9 ha of cow peas) of improved dark green leaf crops were cultivated, primarily on demonstration plots. These crops are useful as a food source in addition to being cover crops that help retain soil moisture and improve soil fertility.

Percentage of HH adopting and diversifying production by including at least 1 new leguminous nutritious food crop in farming system: Training of the beneficiaries conducted

during the year resulted in strong interest among farmers. There have been requests from farmers for early seed distribution the following season. This is a positive indicator that adoption of new legumes will be realized. Like the above indicator, percentage adoption of a leguminous crop variety could not be established as adoption could not be accurately determined after only one planting season. This will therefore be measured in the second year of the project after production has gone through at least two seasons.

Productivity kg/ha

Program staff conducted a crop cut on the trial and multiplication plots to establish the output per hectare realized by the sample farmers. A total of 129 trials and 205 farmer field plots were covered in this exercise. The crop from the area harvested was weighed and the result extrapolated to provide production per hectare. The achieved production is provided in the table below:

Indicator	Baseline	2009 Target	Original IPTT Target	Achieved 2009
Productivity (kg/ha) sesame	87	87	300	397
Productivity (kg/ha) groundnuts	286	286	400	396.7
Productivity (kg/ha) cow peas	161	161	400	478.5
Productivity (kg/ha) rice (Nerica)	293	293	400	431.15

It is worth noting that the revised 2009 targets, which were altered when the revised IPTT was submitted to FFP, were too low. When the original IPTT targets are compared to the actual 2009 achievements, they are more realistic. The program will therefore use the original productivity targets when making comparisons with the actual results. In all cases other than ground nuts, the kilograms produced per hectare were higher than the annual target. The results demonstrate the positive affect that improved seed and farming practices had on production and the potential for improvement is very significant.

Intermediate Result (IR 1.1.2): Diversify and Increase Fruit and Cashew Tree Production

In order to facilitate increased fruit and cashew production, a total of 6 fruit tree orchards (two per district) were established and stocked with a variety of grafted seedlings including litchi, tangerine, orange, mangos, soursop and guavas. A total of 30 farmers/entrepreneurs (13 from Nangade, 6 from Palma, 11 from Mocimboa de Praia) participated in a week-long training at the nurseries of Incaju. These farmers received training on the vegetative propagation methods of grafting, layering and budding, which will facilitate the use of the orchards as a source of grafting stock for surrounding communities. Additionally, all of the 30 entrepreneurs planted cashew trees provided by the project. A total of 2,880 seedlings were distributed to the trainees. Improved cashew growing techniques were also demonstrated in the FFLGs where cashews were a relevant crop.

Indicator	Baseline	Target 2009	Achieved 2009
# Nurseries, 2/district, 200 trees/orchard	0	3	6
# entrepreneurs trained in fruit tree grafting and seedling care	0	6	30

Intermediate Result (1.1.3): Build Capacity in Farmer Field and Life Groups:

The core strategy of the agricultural program is to support field based learning of improved agricultural techniques at the community level through the farmers groups. Building capacity within the groups is an essential strategic component that will help ensure uptake of techniques and long term sustainability. As the indicator table below indicates, the target of 100 active FFLGs in FY09 was surpassed. The key areas of focus in capacity building included:

- Effective management of FFLG
- Effective training of the farmer leaders
- Continued training on improved technical messages to the group by the farmer leaders.

Indicator	Baseline	Target 2009	Achieved 2009
# of active Farmer Field Life Groups	0	100	182
# of farmers (individuals) that received extension/outreach services	NA	2,500	3276
# of sustainable agricultural technologies being transferred	NA	4	8

Although the initial program target was to work with 320 FFLGs, the target has been increased to 400 by the LOA. The increase is due to the fact that average group size is more realistically 20 members instead of the original 25. In order to reach the target of 8,000 direct beneficiaries the total number of groups needed to be increased. The 182 active groups had 3276 members, just above half the final goal of 8,000.

Percentage of beneficiaries (farmers) using at least 3 sustainable agricultural technologies in the past year: This activity has yet to be evaluated as the program has only gone through one season, hence adoption cannot be meaningfully determined for at least two seasons.

Technologies promoted included:

- Minimum tillage
- Use of green manure/cover cropping
- On farm planting of multipurpose agro-forestry trees
- Selected soil conservation measures, including reduction of uncontrolled fires
- Integrated Pest Management
- Crop rotation
- Intercropping
- Mulching

Percentage of HH adopting sustainable non chemical grain and seed storage protection techniques: The use of Neem tree is one of the key technologies being promoted. The aim is to use the tree's products for non-chemical grain storage and as an organic pesticide. These activities include boiling crushed leaves for application on crops and placing dried leaves in storage grains to repel pests such as weevils. Unfortunately the seed collected for planting in the first year was from a poor source and did not germinate. Fresh seed will be sourced in the second year and planted to make up for the loss in the first year.

Intermediate Result (IR 1.2): Natural Resource Bases Protected and Enhanced

Number of hectares under improved Conservation Agriculture practices: Conservation agriculture practices were integrated into general topics shared in all the FFLG. For demonstration purposes however, one hectare plot was established in each of the three districts to act as a training ground for the rest of the communities. Technologies promoted included minimum tillage, cover crop usage and mulching. The program also introduced Sesbania, Gliricidia and a variety of cover crops (primarily legumes) to improve soil fertility.

Intermediate Result (1.3): Market links established and households making use of economic opportunities

In order to expand the availability of improved seed and increase the number of farmer group members in the second year, FH purchased quantities of seed back from many farmers. In order to facilitate sustainability, market links are in the process of being established with the plan to have groups linked to produce buyers. Thus far contacts have been made with OLAM and IKURRU in Nampula. It is estimated that they will be able to buy all the planned production for the second year. FH is also linking communities with smaller buyers to ensure a competitive climate and improve prices.

The formation of community savings groups also took place as an additional strategy designed to provide further economic opportunities. Due to budgetary constraints which resulted in lowered staff numbers, most of the groups were not formed until the latter half of the fiscal year. Despite these challenges, 24 groups were formed during the year with a total of 440 members. High numbers of women participated in the groups with 45% female membership and 5 women only groups. The table below summarizes the progress made in the savings groups during the year:

Indicator	Baseline	Target 2009	Achieved 2009
# of savings groups functioning	0	20	24
# total members in savings groups (240 men and 200 women)	0	300	440
% of total women's participation in savings groups	0	10	44
# women's only savings groups	0	2	5
# women in savings group management committee	0	30	63
# of groups reaching "independent" status	0	0	0
# of loan disbursement per group per cycle	0	2	3
Average credit disbursement per group per cycle (US\$)	0	200	80.6
Average distribution value per group at end of cycle	0	100	152.7
Total funds generated for all groups per cycle (US\$)	0	8,800	3,740

The total funds generated by all groups were comparatively lower than the target. There are a variety of factors that may have influenced results:

- The primary mobilization of groups only started in May hence none reached maturity nor accumulated significant savings during the last months of the year.
- Full staffing to cover the target population only materialized late in the year, thus affecting formation of groups.
- Levels of poverty are comparatively high in the target communities.
- Slow rate of conception of the methodology of savings by the members.

The target number of groups continues to expand now that the planned number of staff have been hired. Although the focal point of the groups will continue to be through the FFLGs, entrepreneurs involved in other sectors will also be encouraged to participate, expanding the income base beyond farmers. Results during FY10 will help determine whether the original targets are achievable in the present context.

Strategic Objective 2: Protect and enhance human capabilities through improved health and nutritional status of pregnant women, preschool children and HIV+ individuals.

The health and nutrition component is designed to reach 56,411 individuals through the Care Group model where information and improved behavior practices are disseminated through Mother Leaders. The program will directly benefit 12,493 children less than 24 months, 17,177 children between 24-59 months, 11,452 mothers and 7,027 pregnant women.

One specific program challenge was the original population targets. When the proposal was written the population of the three districts was estimated at 223,006 and the health/nutrition program was intending to cover 87% of the total population by working in 45 communities. However, due to low population density, the 45 target communities later selected only had a total population of 98,100, which is 51% of the original population target. In order to ensure the scope and impact of the program was not significantly reduced, 4 additional communities were added (totaling 49). Two of these communities, Mocimboa da Praia and Palma towns, have significant populations totaling over 63,000 people. Once these were added the total population of the target area is 157,756, with direct beneficiary targets (pregnant women, mothers and children) of 56,411.

Changes were also made to the original work plan regarding the use of Community Health Agents (CHA) as the key training and support facilitators for the Mother Leaders. It was decided that it would be difficult to use the CHAs for several reasons. The MOH is in the process of hiring them as polyvalent agents who will be responsible for all public health programs in their areas, leaving them little time to work/monitor additional activities. When the staff hiring process was taking place the MOH was not yet paying the CHAs salaries or incentives and they were undertaking responsibilities without supervision. Expecting them to conduct their duties appropriately without receiving government assistance would have been a serious challenge. The program's behavior change promotion requires constant follow up, support, and encouragement for the Care Groups and this would have been difficult to achieve with volunteers. Instead individuals were identified by each community and Community Facilitators were hired and placed on a monthly salary. The cost of hiring these additional staff was covered by not hiring one Nutrition Project Coordinator whose duties were shared amongst the three Liaison Community Coordinators. The altered staffing plan is as follows:

District	DDS Liaison Coordinators	Program Support Officials (PSOs)	Community Facilitators	Number of Care Groups
Palma	1	2	12	33
Mocimboa da Praia	1	3	18	88
Nangade	1	2	6	27
Total	3	7	36	139

The majority of health and nutrition activities in FY09 were focused on start-up of administrative, logistical and programmatic issues. The following specific activities took place during FY09:

- Presentation of the proposal to the Governor's office.
- Coordination with Provincial and District Health departments concerning the activities that were to be developed.
- Census of pregnant women, children less than 24 months, and children between 24-59 months in the target communities.
- Analysis of the health related indicators based on the baseline results.
- Initiated the formation of 139 care groups (15,290 members).
- The health and nutrition staff (3 DDS Liaison community coordinators, 7 nutrition program officials and 36 nutrition community facilitators) were hired.
- Training and attainment of motorbike licenses for nutrition staff.
- Coordination took place with the Community Development Committees (CDC) regarding the health and nutrition plan in each community.
- Program materials (Salter scales, MUAC tapes, motorbikes, bicycles, staff equipment) were purchased.
- A quality verification list was developed and distributed to staff.
- A reporting format was developed for multi-tiered information collection, ranging from the first (mother leader) to the last level (district).
- Coordinated activities with other NGOs including the Malaria Consortium, PSI, Medicos de Mundo, Caritas, CIC (Conselho Intrahospitalario de Cooperacao), and EGPAF (Elizabeth Glaser Pediatric Aids Foundation). This took place through a monthly NGO meeting for all actors involved in health activities.

Intermediate Result (IR 2.1): Improved use of Essential Nutrition Actions (ENA) by pregnant women and mothers of young children.

It should be noted that the majority of indicator targets relating to the SO2 are set for FY10 as FY09 was designated as a preparatory period. Therefore, this section of the report does not analyze related indicators and focuses primarily on activities that took place during the year.

Establishing nutrition related baseline indicators was of primary importance during the year and these were established through the anthropometric and baseline study that took place in late January. In addition to the baseline, a barrier analysis study concerning complementary

feeding and hygiene behavior was conducted and its results were used in the development of the module curriculum.

In preparation for the formation of the Care Groups, the specific curriculums for modules 1 (Care Group orientation & Essential Nutrition Actions), 2 (Complementary Foods and Micronutrients), and 3 (Essential Hygiene Actions) were developed. Fifteen hundred copies of module 1 were also printed. In order to complement the upcoming behavior messages to be shared in the Care Groups, radio spot messages developed by the MOH concerning exclusive breastfeeding and nutrition of pregnant women will be played for one month in November 2009.

Intensive training for newly recruited health and nutrition staff in topics relating to Module 1 took place, including:

- Introduction and program objectives
- Care Groups orientation
- Educational methods
- Maternal nutrition
- Anemia prevention
- Early initiation of breastfeeding
- Exclusive breastfeeding
- Monitoring and evaluation system (forms, reports)

Intermediate Result (IR 2.2): Improved mother's ability to prevent, diagnose and manage diseases that exacerbate malnutrition, including dietary management of illness.

The main activities relating to this result will take place in FY10, but during the year coordination with MOH and other health related NGOs (Malaria Consortium, PSI) took place in order to identify and join efforts in relevant sectors. FH also supported the MOH in a vaccination campaign during the "week of the child" by providing staff assistance and fuel for vehicles.

Intermediate Result (IR 2.3): Improved access to clean water, sanitation facilities and Essential Hygiene Behaviors (EHB).

No specific wat/san activities were scheduled to take place in FY09 but a barrier analysis concerning essential hygiene behaviors was conducted and the results were used in the planning process for upcoming activities with the Care Groups and CDCs.

Strategic Objective 3: Increased community capacity to influence factors that affect food security and resiliency to shocks

Intermediate Result (IR 3.1): Increased leadership capacity of existing formal and informal community leaders to address factors that affect food security.

The main activities related to increasing leadership capacity focused on developing CDCs. Specific activities during the year included:

- An MOU was signed between FH and 48 communities, stipulating the community's responsibilities for each program area and FH's responsibilities in the partnership.

- After selecting and training 9 Program Support Officials (PSOs), a Holistic Community Appraisal (HCA) was conducted in each community. These participatory appraisals highlighted communities' unique histories, their strengths and challenges, and established a relationship of trust and partnership between FH and the communities.
- Staff were trained on the criteria for CDC member selection and internal governance. The communities were assisted in the formation of the CDCs, most of which consist of 10 to 12 members. The community selected committee members are typically composed of traditional leaders (Regulo, Nfumos), men/women of influence, religious leaders, and school and health representatives.
- A curriculum was developed and CDC members trained in internal governance, role of CDC members, participatory meetings, holistic community development and conflict resolution

The FY09 target of 30 PRA/HCA's was surpassed as the team was able to complete appraisals in all 48 target communities during the year. Also of significance was the number of CDC leaders that participated in leadership/management trainings. The goal was to reach 450 leaders, but due to the addition of three communities (in order to standardize programming with the health/nutrition initiatives) and average committee sizes greater than 10, the total number reached was 570. Trainings were conducted on a bi-monthly basis with a total of 768 trainings taking place. This was short of the planned 810 trainings mainly due to the delayed procurement and delivery of motorcycles, which limited the mobility of staff. A positive trend which demonstrated community ownership and support for the CDCs was the occurrence of 172 CDC meetings that took place without FH assistance.

Also of note was the percentage of CDC members who are women. The goal was to ensure at least 30% female membership and 33% was achieved. Although this is only marginally higher than the target, it was a substantial success when one considers the conservative cultural dynamics of the communities, many of whom are Muslim. In addition to general female membership, a number of committee leadership positions such as secretaries, treasurers, and counselors were held by women.

Although small scale infrastructure projects are not scheduled to take place until FY10, the CDCs did begin a number of small initiatives on their own accord which included:

- The CDC in Naida, Nangade District, developed a plan and mobilized community members to dig six shallow wells. They are in the process of protecting the wells with cement and bricks.
- In Chicuaia, Nangade District, the CDC and community members decided to construct a school and local market. Thus far the community has contributed 21 zinc roofing sheets while \$320 was also collected. The contributions are ongoing.
- The CDC in Quissengue, Palma District, mobilized the community to build a boarding school. Community members have prepared 300 wooden poles and are now discussing roofing materials.
- Panjele and Mitope communities in Mocimboa da Praia are in the process of liaising with Nango, a neighboring community, in order to build a bridge over a section of

2. Success Stories

Improved Farming Practices Produces Good Harvest

Antonio Rafael lives in Mumu, a community in Mocimboa da Praia District in northern Mozambique. Antonio's life was positively impacted during the past year as he participated in a food security program funded by USAID and implemented by FH. In Antonio's community 183 farmers organized themselves into 8 farmer field and life groups where they had the opportunity to access improved seed varieties and learn improved farming techniques.

Antonio was selected as a farmer leader responsible for sharing and disseminating improved agricultural practices with fellow group members. He benefitted from the improved seed varieties and knowledge he received and stated, "I am very grateful for the assistance FH has given me and the rest of the members of my community, especially regarding improved agriculture. I learnt a number of new farming techniques including plant density, agriculture conservation, preserving produce using ash, planting legumes to improve soil fertility and much more."

Antonio received a variety of improved seed varieties produced a decent harvest despite erratic rains that seriously impacted other farmers. He was given 2 kilograms of cowpeas which produced 75 kilograms, 6 kilograms of beans which produced 75 kilograms and 14 kilograms of peanuts which produced 95 kilograms. Antonio sold some of his crop and purchased \$70 of clothes for his family in addition to putting \$25 into his community savings group, which FH is also assisting with technical expertise. He hopes to use the savings he is putting into the group to purchase iron sheets for the roof of his house.

Antonio is really encouraged by the knowledge he gained and plans to continue to increase his crop production as he has preserved seeds for the forthcoming agricultural season.



Antonio's peanut harvest

Savings and Opportunities

Momade Bacar is a member of the Bhati Community Savings Group in Nantelemule community, Mocimboa da Praia District. FH assisted in the formation of Momade's group as a component of its USAID food security program. He joined the group eight months ago and has been a regular contributor. During his eight months he has managed to save \$42.

Momade intends to use his first savings to purchase iron sheets for a house he intends to build. His family currently lives in a grass thatched house that leaks during the rainy season, hence his priority to improve their housing situation.

Momade says that he is very happy with the progress he and his savings group are making and he hopes to increase his savings along with the other members. The savings group will enable Momade to increase his family's food security situation. His future plan is to use his savings to expand the crops he cultivates and to begin buying and selling produce for further income generation. He also believes that the project introduced by FH will expand even if the organization ends direct support as new groups can easily learn from the established ones such as his.



Savings in Progress



Bhati Savings Group

3. Lessons Learned

- Livelihoods in many of the coastal communities are primarily reliant on fishing with farming being a secondary activity. This affected program efforts to increase production by opening up large fields as many individuals only spent limited time on agriculture activities. Despite this challenge, there has been interest in increasing agricultural production in many of these communities and it is hoped that successes from the first season will encourage others to devote more time to agriculture in subsequent years

- The seasonal rainfall calendar in the coastal areas is not well defined, affecting the process of planning and timely planting. This past growing season some areas received rainfall in December while others only in January and February. This makes it difficult to harmonize activities across the three districts. Efforts will be made to ensure that planting takes place on a context specific basis for each district to ensure that activities occur at the most appropriate time possible.
- Human-animal conflict was a major issue that affected some communities in all three of the districts. Of significance was crop destruction by elephants and monkeys. FH is assessing different methods that have been used to deter animals such as growing peri-peri (chili) perimeters around gardens and placing bee hives near fields.
- Although the program was designed so that CDCs would be formed and active in the first year prior to the implementation of health/nutrition program activities, it is important that clear messages are given to communities about the objectives of upcoming programs. There was confusion in some communities that were expecting assistance in health problems instead of promotion and prevention actions. This could be remedied by ensuring that initial program staff are well oriented on complementary upcoming programs or by initiating all programs simultaneously.
- It was extremely difficult for the health/nutrition program to identify qualified female Community Facilitators. This was mainly because each facilitator is responsible for filling out supervision forms and consolidating care group reports, requiring a minimum educational level of class 7. As a result, only 47% (17) of the total Community Facilitators (36) are women. Although this is not ideal, the requirements of the position left limited alternative options.
- The importance of adequate refresher training and supervision for those performing anthropometry measurements was highlighted during the baseline survey. FH hired qualified MOH nurses to conduct the anthropometry measuring, but found that some were rounding measurements, leading to problems with precision. In order to ensure that the indicators are accurate FH is in the process of conducting an additional survey solely dedicated to anthropometry indicators.

4. Attachments

- A. Indicator Performance Tracking Table
- B. Detailed Implementation Plan
- C. Standardized Annual Performance Questionnaire
- D. Tracking Table for Beneficiaries and Resources
- E. Expenditure Report
- F. Monetization Tables
- G. Baseline Survey
- H. Completeness Checklist