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Planning and Research
Assistance

Project Location: Lesotho, Southern Africa

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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.

*now done as HCC
p. 11
p. 12
p. 13*

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

Need formal agreement

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 - Team 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-AMH Participation							---	---	---	---	---	---

*At the APM held 15 Dec. 1975, schedules were prepared for meetings to take place periodically around 19 specific subject

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.

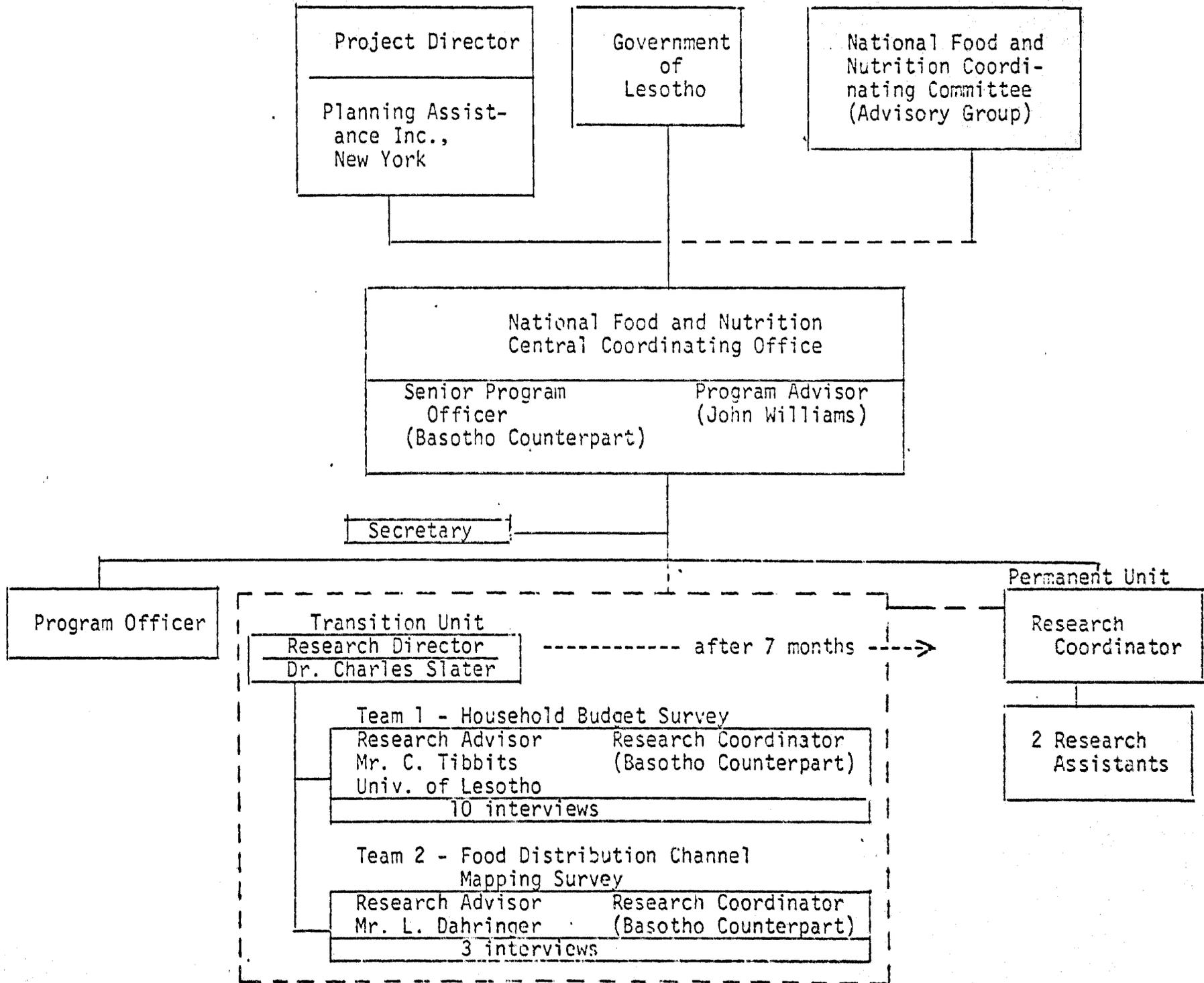


TABLE OF ORGANIZATION - LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE PROJECT

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(11) - (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		2755	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		
Government of Lesotho Officials (at an average salary of \$5000 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	70250	14000	30096	21336	22345	30324	31140
Fringe Benefits 10% of Salaries	7025	1400	3010	2135	2235	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	15000 ✓						
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)	2660 ✓						
(84 days @ \$20)			1680		1680		
Per Diem Local Research Staff (630 days @ \$5)	3150 ✓						
Expatriate Staff Relocation	5000				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)	(2500) ✓		(2500)			2500	2500
Subtotal Other Direct Costs	50610		14780	1700	14680	5800	5800
Total Direct Costs	127892	15400	47885	25185	33810	39156	40054
Indirect Costs (20% of Direct Costs) ^{g/}	25578	3080	9577	5037	7962	7831	8011
TOTAL COSTS ^{h/}	153470	18480	57463	30222	47772	46987	48065

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 FRAMEWORKLife 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 Achievements: (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)</p> <p>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)</p> <p>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)</p> <p>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)</p> <p>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: _____
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: _____

PAGE 1

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"> 1. Gov't of Lesotho financial support of its central food & nutrition coordinating office at the end of one year. 2. 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"> 1. Review of degree of budget support to the central office. 2. 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"> 1. Sufficient high gov't priority on improving nutrition to induce full budget support. 2. 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 officials and voluntary organizations concerned with nutrition.

PROJECT DESIGN SUMMARY
LOGICAL FRAMEWORKLife of Project: _____
From FY _____ to FY _____
Total U.S. Funding _____
Date Prepared: _____Project Title & Number: LESOTHO FOOD AND NUTRITION PLANNING AND RESEARCH ASSISTANCE

PAGE 2

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<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 MEASURABLE 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 co-operating 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

PAGE 4

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.

Grant No.: AID/afr-G-1270

Project Title: Lesotho Food and Nutrition
Planning and Research Assistance
632 006600

Total OPG
Request: (1 October FY76-79)

OPG Request
Years II and III: \$188,639.00

GOL Contribution
Years II and III: \$109,633.00

PVO Name and Mailing
Address of Central
Headquarters: Planning Assistance, Inc.
141 Fifth Avenue
New York, New York 10010
United States of America

Contact Person: Mildred Pollard

Telephone: 212-677-4372

Cable: PLANASSIST, New York

Project Contact: Christopher Thorne, Program Advisor
Food and Nutrition Coordinating
Office (FNCO)
P.O. Box 630
Maseru, Lesotho
Phone - 3811

Date of Submission: 29 August, 1977
(AID/Maseru)

Summary

As of 30 September, 1977, the Lesotho Food and Nutrition Planning and Research Assistance Project will have completed the first year of a three-year operation to assist the GOL in establishing an institutionalized national food and nutrition coordinating mechanism. The purpose of this document is to seek AID funding in support of Years II and III of this effort. This proposal describes progress to-date, as well as proposed refinements in project direction which are instructed by first-year experience. The proposal provides a detailed plan of work for Years II and III.

SECTION ONE: INTRODUCTION

Project Background*

Over the past 20 years, the GOL has employed a variety of program approaches aimed at improving the nutritional status of the population.

During the period 1956-60, WHO conducted a national nutrition survey and, based on that study's findings and recommendations, a Permanent Bureau of Nutrition (PBN) was established by the GOL under the jurisdiction of the Ministry of Agriculture. The PBN's purpose was to coordinate nutrition-related activities within Ministries, and to direct the operation of a large-scale, multi-faceted Applied Nutrition Programme (ANP), which began operating in 1962 with support from FAO and UNICEF. The ANP remains a vital operation within the Ministry of Agriculture. The PBN, however, enjoyed only moderate success as a coordinating agency and, by 1975 had become essentially defunct. The PBN's single function at this time is to administer the FAO/UNICEF funds which support the ANP.

Currently, in addition to the ANP, some type of attention is given to food acquisition, consumption, or nutritional impact, within the Ministries of Health, Education, Rural Development, Commerce and Public Works. Food and nutrition-related activities within the GOL are partially supported, or augmented by international donor and voluntary agencies, notably, World Food Programme, USAID, Save the Children Fund and Catholic Relief Services.

* Refer also to APPENDIX A Grant Proposal submitted to AID 12 May 1976.

This was the general extent of food and nutrition-related activities in the country when, in December, 1975, a National Nutrition Conference was held under the joint auspices of the GOL and Planning Assistance, Inc., involving relevant Ministries, international donor and voluntary agencies. That conference resulted in a substantial revitalization of GOL initiatives to establish nationally - coordinated food and nutrition policy and program implementation. Policy Guidelines drafted during the 1975 Conference* provided national goals and objectives in the areas of:

- Food Production
- Food Distribution
- Food Consumption/Utilization
- Nutrition Education
- Food and Nutrition Research
- Policy Management

Policy Management included the establishment of village, district and national level coordination of all efforts related to food and nutrition, and called for the establishment of a central nutrition coordinating office within the government, whose responsibilities would include:

- a) formulation of nutrition policy and recommendation of nutrition laws and regulations,
- b) planning of integrated programs,
- c) providing follow-up implementation of nutrition programs,
- d) monitoring and evaluation of nutrition program effectiveness.

* A complete account of the proceedings of the Conference is contained in APPENDIX B, "First Annual Lesotho Food and Nutrition Planning Conference".

The work of Planning Assistance, Inc., and the charge of this Project now under consideration for second and third year funding, is to assist the GOL in establishment of the central nutrition coordinating office.

Project* -
Summary -
Year I

The nature of the assistance role played by Planning Assistance changed significantly during the course of the first project year. Goals and objectives spelled out in the first year assistance project proposal made little distinction between the project's developmental charge and the activities that would be carried out by office staff (under PA guidance) once the office became fully operative.

Explicit in the first-year approach was provision for interim operation of the office, allowing for orderly transition - in by GOL (including complex policy decisions regarding the organizational position of the office within the government structure, identification of appropriate civil service personnel and location of permanent office quarters). At inception the assistance project operated as if it were the office. Under this arrangement, a major objective of the office's first year plan of work was accomplished - namely completion of a comprehensive study of the nation's food system. (See Appendix C).

* An independent year I evaluation was conducted 15-26 August, 1977. Report available through USAID.

This study responded to policy guidelines regarding food and nutrition research drafted at the 1975 Nutrition Conference, and was carried out with technical input from the University of Colorado, in cooperation with the National University of Lesotho. About the time of completion of the basic research activities, two factors entered into the operation of the "interim office":

1) the ad hoc National Nutrition Steering Committee*, which was concerned with directing the government's activities in establishment of the office, took a particularly strong position regarding the organizational level and the operational powers with which the office should operate. The Committee was very keen not to repeat errors that had been made in establishing the now defunct National Bureau of Nutrition. (The major difficulty of the Bureau apparently had stemmed from placing it within a Ministry while charging it with responsibilities that would require inter-ministerial coordination, and no policy-maker (program director linkages). The conclusion was that authority for a Lesotho National Nutrition Council (LNNC) should originate from Cabinet level. A Cabinet Committee on Nutrition would be primarily concerned with national policy formulation. Policy

* An outgrowth of the 1975 Conference.

administration and coordinative functions* would be delegated to a Secretariat, the Food and Nutrition Coordinating Office (FNCO) which would have the additional benefit of routine operational and policy guidance from an Advisory Group made up of tertiary-level Ministerial representation as well as delegates from international donor and voluntary agencies. The work of the FNCO would be further facilitated by the appointment of Resource People from within Ministries who would serve as intra-ministerial liaisons, and technical advisors on policy implementation. This was a significant development: a highly desirable task on the part of GOL, which it would have been reasonable to expect would take one- two years to evolve, was very early on in the project being clearly articulated by GOL decision-makers;

2) given the structural level of the office, as determined by the GOL, and the government's moves toward early institutionalization of the coordinative mechanism, any but the most minimal, interim office operations would have been inappropriate prior to staffing of the office by the GOL Civil Service Commission. Accordingly, a major aspect of the Assistance Project work during its first year in Lesotho has involved advice, support, and facilitation to expedite Cabinet approval of the LNNC, followed by appointment of staff and physical location of the office.

* Components of the Office would be: Management; Conference Administration; Policy Development; Program/Organizational Development; Information Services; Continued Research.

As of this submission, the LNNC structure has been fully authorized by Cabinet. Office positions have been posted, job descriptions developed and submitted to the Cabinet Personnel Officer, along with a short list of potential candidates. Staffing awaits final processing and selection by the GOL Civil Service Commission. The office remains for the time being housed within the building occupied by the Central Planning and Development Office (CPDO). The office - temporarily referred to as the "Lesotho Nutrition Project" until such time as staff comes aboard when it will take on its permanent designation of the "Food and Nutrition Coordinating Office" (FNCO) - receives day-to-day GOL support and access through a Liaison Officer designated by CPDO.

In addition to its contributions to the organizational structuring of the LNNC, and completion of the "first generation" research studies, the Assistance Project has conducted meetings to review and discuss the research findings; has commissioned a study of the state of the art of nutrition education in Lesotho, as a preliminary step in technical development of national nutrition education strategies; and has begun the coordination of a multi-ministerial/agency project which will determine the effect of nutritional supplements on the productivity of road construction

workers, test the feasibility of using lay data collectors and will ultimately provide guidance on improving the cost-effectiveness of food-for-work schemes. Objectives of the first-year plan which relate to the office's information services (i.e., library, newsletter, etc.), and its program and organizational development services (i.e., revamping of ministry reporting formats and program monitoring) will not be undertaken until office staff has been brought on-board.

With the prospect of a fully-staffed office on or about the commencement of program Year II*, it is now possible to clearly define those duties that will be carried out by the Assistance Project (e.g. Program Advisor) as opposed to those activities that will be performed by office staff under guidance of the Advisor. At a meeting held 17 and 18 August, the Chairman and members of the ad hoc Steering Committee, as well as candidates for office staff appointments (several of whom have been involved with the LNNC and the Permanent Bureau of Nutrition), all came together to develop operating guidelines for the FNCO. Their recommendations are reflected in the Plan of Work which follows.

* This milestone is approximately 10 months behind original projections.

SECTION TWO: PLAN OF WORK

Project Purposes

The purpose of the Project is to assist the GOL in establishing an institutionalized mechanism for policy guidance and coordination of all developmental activities relating to food and nutrition in Lesotho. The structure and scope of operation of the coordinative mechanism is to be determined by the GOL, with advice and support of the Project, and assistance is to be carried out in such a way as to ensure governmental status and support for these activities by Project end.

Project Goals:

1. To finalize with all due speed, all structural matters relating to establishment of the LNNC*. These include final selection of staff, identification of permanent office quarters, appointment of permanent Advisory Group and ministerial Resource People as well as refinement of directive and response processes within the LNNC (between Cabinet, FNCO and Advisory Group).
2. To work closely with the Office Director and staff in establishing operational procedures, and to conduct formal and/or on-the-job training with all personnel, to a level of self-sufficiency in the techniques of policy development (preparation of policy packages for review by Cabinet) program planning and management including administration of second-generation research, program monitoring and evaluation, program coordination and technical assistance (i.e. planning/management assistance, conferences, and information services).

* The LNNC to be totally staffed by GOL commencing Year II, with cost-sharing in Years II and III (USAID/PA and GOL) totally supported by GOL thereafter.

Project Objectives and Associated Work Tasks

Goal I - Objective I

To provide any appropriate and necessary services to the GOL to finalize FNCO staffing.

- Task 1. Through inquiry clarify and document (for future reference), the steps involved in GOL job creation, civil service processing and selection.
- Task 2. Follow-up on any processing details that may have been overlooked; provide additional information, if necessary.
- Task 3. Assist the Director as necessary in initiating any future request for staffing modifications.

Objective II

To facilitate the convening of meetings between the Sub-Committee and FNCO, to finalize LNNC appointments, and to refine the procedures by which the Sub-Committee, the Advisory Group and the Office and Resource People will interact.

- Task 1. Provide technical input at a meeting in which those persons who have been identified as Resource People during Year I discuss the feasibility of carrying out their roles as generally defined and determine changes that would have to be made (either in the criteria for selection of Resources People, or in Ministry operations) to ensure effectiveness.
- Task 2. Assist the Director in formulating guidelines for the identification of Resource People and Advisory Group members, and in securing written communication from relevant Ministries and agencies on the nomin-

ation of each individual who is to serve permanently as a member of either group.

Task 3. Assist in preparation of a nominations list for review and approval by the Sub-Committee.

Task 4. Once permanent members of the LNNC are identified, conduct one or more meetings in which the operational charge of each component of the LNCC is clarified.

Objective III

To assist the Director in working with appropriate GOL units in finalizing office location, and in acquisition of necessary supplies, equipment and materials.

Task 1. Working from the Project Plan of Work and Budget further specify office space and equipment requirements.

Task 2. Make request for office space to appropriate GOL units.

Task 3. Determine if any in-kind resources, (related to facilities) other than space are available.

Task 4. Assist Director in expediting purchases of supplies and equipment.

Goal II - Objective I

To provide management and administrative guidance to the Director and serve as the key technical resource in all matters related to organization of tasks and performance of tasks by office staff.

Note: At the meeting held 17-18 August, 1977, the Ad Hoc Steering Committee has recommended that the FNCO Plan of Work

be submitted to the Cabinet Committee for approval. If staff begins operating about 1 October, 1977, this approval will likely occur within the following six weeks.

Task 1. Organize and conduct a detailed, formal orientation of office staff. This will include history of the development of the LNNC, familiarization with Year I activities and the Plan of Work for Years II and III, and technical instruction regarding nutrition planning (the research and its implications, food systems concepts, the nature of policy development, the principles of program planning, monitoring and evaluation, etc.).

Task 2. Serve as group facilitator in a session in which office staff refines and further specifies the FNCO Plan of Work.

Task 3. Participate as a technical backstop at all progress briefings between the office and the Sub-Committee.

Objective II

To serve as a key technical resource and on-job trainer in implementation of the Office's program/organizational development functions.

Note: These functions include:

- Monitor Ministries/Volag/Donag impact and stated goal achievement.
- Compare and coordinate Ministry reporting procedures.
- Initiate cross training, team building and other management assistance activities.
- Develop methods of improving inter/intraministry communications systems.

- Specifically define FNCO resource persons for circulation to involved Ministries.
- Produce background/position papers stressing importance and benefits of food and nutrition program planning and coordination.
- Develop core curricula for formal and non-formal nutrition education.

At a meeting held 17-18 August, 1977, the Ad Hoc Steering Committee recommended that the following general steps should be followed with regard to establishing a monitoring system.

- 1) The Cabinet Committee will later decide the decision-making process by which monitoring/evaluation criteria will be established.
- 2) The office will expand these criteria into instrumentation, working closely with the Bureau of Statistics and relevant Ministries and agencies to develop a standard data-base for measurement purposes.
- 3) The monitoring/evaluation system should be reviewed/approved by the LNNC.

Task 1. Following development of the FNCO detailed Plan of Work, meet separately with each staff person to determine those areas in which specific training or support will be required.

Task 2. Carry out training/assistance on a routine basis.

Task 3. Conduct a review at least once monthly with the office Director, to review FNCO progress and staff performances; increase or reduce assistance activities as necessary.

Task 4. If necessary, perform or confer with the Director to engage short-term outside resources to support staff in accomplishment of discrete assignments.

Objective III

To provide advice to the Director, train staff and assume specific task assignments in organizing and conduct of all LNNC meetings.

Note: These meetings include:

- Interagency/interministry coordination meetings.
- Meetings of the whole Lesotho National Nutrition Council (LNNC).
- The Second Lesotho National Nutrition Conference.

Task 1. Participate in decisions regarding Year II meeting and conference schedules.

Task 2. Develop a standard job task analysis for administration of large and small-scale meetings/conferences.

Task 3. Assist staff in carrying out standard procedures for administration of large and small-scale meetings/conferences.

Task 4. Making reference to the job task analysis, conduct a joint evaluation with Director and/or staff persons to determine the level of self-sufficiency that has been developed within the office to organize and conduct large and small-scale meetings.

Objective IV

To serve as a key technical resource and on-job trainer in implementation of the office's information service functions.

Note: These functions include:

- Develop and staff Food and Nutrition Data Center.
- Develop and staff Food and Nutrition library.

- Develop an information directory of nutrition-related resources, activities and locations.
- Publish a monthly Food and Nutrition Newsletter.
- Compile comparative analyses of current nutrition policy in other countries.
- Write a history of the development of the LNNC.
- Produce a directory of nutrition-related resource personnel.

At a meeting held 17-18 August, 1977, the Ad Hoc Steering Committee recommended that the establishment of a Data Centre proceed cautiously until better information could be developed regarding the scope and physical requirements. It was recommended that a thorough investigation be made of already existing documents, books and housing within various ministries and agencies. The investigation should also look at future possibilities for housing a comprehensive collection of food and nutrition materials in the new National Library (now under construction). In the interim, it was recommended that part-time consultant services be budgeted to do the necessary developmental work (resource assessment, acquisition and cataloging) and if a full-scale facility operated by FNCO seems warranted, the Government will make budget provisions for it during FY79. On another point, the Ad Hoc Steering Committee stressed the importance of the office developing a capability to serve as a manpower clearing house for nutrition-related programs in Lesotho (program planning, research, education, administration, etc.). It was suggested that the Offices' capability might include personnel training in those skills areas.

Task 1. Following development of the FNCO detailed Plan of Work, meet separately with each staff person to determine those areas in which specific training or support will be required.

Task 2. Carry out training/assistance on a routine basis.

Task 3. Conduct a review at least once monthly with the Office Director, to review FNCO progress and staff performance; increase or reduce assistance activities as necessary.

Task 4. If necessary, perform or confer with the Director to engage short-term outside resources to support staff in accomplishment of discrete assignments.

Objective V

In collaboration with the Director assume total responsibility for further structuring of the office's research capability and provide on-job training and orderly turn-over of these responsibilities to designated office staff by end of the Year III Project.

Note: At a meeting held 17-18 August, 1977, the Ad Hoc Steering Committee recommended that both the Bureau of Statistics and the National University of Lesotho (NUL) be utilized as research resources. It was felt that the University had particular contributions to make, given its previous involvement in food and nutrition research work, its cadre of trained and/or available manpower and its place in the long-range picture for large-scale research capability in Lesotho which includes an Institute for Southern Africa Studies at the NUL and its eventual incorporation into a National Research Institute. On the other hand, there was concern that the Bureau of Statistics become more integrally involved in the food and nutrition research. The Bureau can, as it has in the past, play an important role in research design. It also has the capability for tapping into data collection manpower which is available within the government and at times when NUL may not

be able to respond because of academic schedules. Additionally, 2903 computer equipment is available for data reduction and analysis and should be used to its fullest extent.

- Task 1. Conduct needs assessment within LNNC (questionnaire to each individual, to determine interests and projected requirements on the part of Ministries and LNNC-related organizations during the next 1-2 years.
- Task 2. In concert with the office Director, convene a meeting with the Bureau of Statistics and National University of Lesotho (NUL) to develop criteria for division of work and responsibilities so that each can develop its capability to respond to ad hoc requests.
- Task 3. Develop a formal task order agreement between the LNNC (on behalf of the GOL) and NUL. (NUL budget to be supported by USAID/PA in FY78 and 79).
- Task 4. Acquire necessary Advisory Group and Cabinet Committee reactions and Cabinet Committee approval of NUL agreements.
- Task 5. Incorporate research recommendations of the 2nd National Nutrition Conference into the research program.
- Task 6. Hire and monitor as necessary, consultant resources to support either NUL or Bureau of Statistics research activities.
- Task 7. Once research component is organized, involve designated office staff in research administration (orient and provide on-job training to ensure transfer of capability to administer research efforts).

	PA	GOL	PA	GOL	PA	GOL	PA	GOL
<u>PERSONNEL</u>								
Program Advisor*			19,260		20,223			
FNCO Director			4,118	4,118		8,237		
FNCO Deputy Director			3,120	3,120		7,591		
Program Officer			1,837	1,837		3,800		
Secretary			1,532	1,532		3,162		
2 Research Advisors*								
2 Research Coordinators			1,800	(1,800)	1,800	(1,800)		
2 Research Assistants			1,100	(1,100)	1,100	(1,100)		
Research Interviewers			2,150	(2,150)	2,150	(2,150)		
PA Officials			2,538		2,664			
GOL Officials				(14,000)		(14,000)		
Sub Total	80,251	(14,000)	37,455	32,867	27,937	42,736		
<u>FRINGES @10% of Salaries</u>			2,179		2,288			
<u>CONSULTANTS</u>								
Librarian (Data Center)				(3,000)				
Management Trainers			(2,580)		(5,160)			
Other Technical Assistants			9,000		6,000			

*Expatriate

	PA	GOL	PA	GOL	PA	GOL	PA	GOL
<u>TRAVEL</u>								
International								
- Air Fares	35,193		12,000		12,000			
- Per Diem			2,000		2,000			
Local								
- Transport			1,660	2,334		4,000		
- Per Diem	8,018		1,312	1,838		3,150		
Subtotal	<u>43,211</u>							
<u>OTHER DIRECT</u>								
Project Vehicles			195					
Vehicle Maintenance			500		500			
Office Rent		(1,058)		(2,500)		(2,500)		
Equipment & Furnishings		(505)		(500)		(500)		
Materials & Supplies			2,000		500	500		
Data Processing			2,000	(2,000)		(2,000)		
Project Evaluation					3,680			
Staff Development			12,000					
Staff Relocation					5,000			
Meeting Costs				(500)		(500)		
National Conference			(2,500)			2,500		
Reproduction			1,500					

	PA	GOL	PA	GOL	PA	GOL	PA	GOL
Telephone/telegraph			480	(180)	480	(130)		
Storage Fees			2,000		2,000			
Subtotal								
TOTAL DIRECT COSTS	22,218		85,281	14,779	62,385	32,940		
INDIRECT COST	48,601		17,256	2,956	12,477	6,498		
TOTAL EXPENDITURES	194,281.		103,537 (85%)	17,735 (15%)	74,862 (65%)	39,438 (34%)		
(In-Kind Contributions)		(15,563)	(5,080)	(27,730)	(5,160)	24,730		
TOTAL BUDGET	*	15,563	108,617 (70%)	45,465 (30%)	80,022 (55%)	64,168 (45%)		
	194,281		154,082		144,190			

* Actual and estimated
to 9/30/77