

PD-AAJ-181

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ATTACHMENT B - Progress Report



PLANNING ASSISTANCE, INC.  
141 FIFTH AVENUE • NEW YORK, N.Y. 10010 • (212) 677-4372 • CABLE: PLANASSIST  
1546 CONNECTICUT AVENUE, NW • WASHINGTON, D.C. 20036 • (202) 333-1820

PROGRESS REPORT

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

Development Program Grant

Contract No. AID/pha-G-1126

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

The report is organized as follows:

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

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## A. Description of Planning Assistance, Inc.

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

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

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

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

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## B. Purposes of the Development Project Grant

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

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

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

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

--Who has the greatest need for this assistance?

--At what geographical level should assistance be provided?

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

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

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

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

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

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

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

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

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

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

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### C. Goals and Objectives of the Grant

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

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

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

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

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

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#### D. Detailed Description of Progress

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

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

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

#### Objective 1: Hiring and Training of Staff

The staff requirements for the program were as follows:

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

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

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

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

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

#### Objective 2: Criteria for country selection and country surveys

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

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

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

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### Objective 3: Establishing methods

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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#### Objective 4: Preparation of materials

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

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

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

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

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

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

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

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

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

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

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

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

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## E. Prospects for the future

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

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

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

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

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

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**NO. 16**

DESCRIPTION OF ACHIEVEMENTS: 15 May 75 - 15 February 76

	SURVEYS BY MAIL	SURVEYS IN COUNTRY	MEETING PREPARATION	MATERIALS PREPARATION	MEETING CONDUCT	FOLLOW-UP ASSISTANCE	EVALUATION
<u>AFRICA</u>							
SIERRA LEONE	X	X					
LIBERIA	X	X	X	X	X		
LESOTHO	X	X	X	X	X		
TANZANIA	X	X					
UPPER VOLTA	X	X	X	X			
<u>ASIA</u>							
THAILAND	X	X					
BANGLADESH	X	X	*				
INDIA	X	X	X	X		X	
SRI LANKA	X	X					
<u>LATIN AMERICA</u>							
HAITI	X						
DOMINICAN REPUBLIC	X						
GUYANA	X						
HONDURAS	X						
COSTA RICA	X						
EL SALVADOR	X						
BRAZIL	X						

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

Description of Activities:  
15 May 75 - 15 February 76

	15 May - 15 June	Jun/Jul	Jul/Aug	Aug/Sept	Sept/Oct	Oct/Nov	Nov/Dec	Dec/Jan	Jan/Feb	Feb/Mar	Mar/Apr	Apr/May
1) Training												
2) Review of Country Selection												
3) Review of countries to be												
4) Review of countries to be												
5) Review of project												
6) Staff Training												
7) Survey trips												
a) Thailand, Bangladesh, India												
b) Sierra Leone, Liberia,												
c) Guinea												
d) Niger, Volta												
8) Training Project												
a) Preparation												
b) Planning Meeting												
9) Intra												
a) Preparation												
b) Planning Meeting												
10) Tickets												
a) Preparation												
b) Planning Meeting												
11) West Africa												
a) Survey												
b) Preparation												
c) Planning Meeting												
12) Latin American country												
a) Preparation												
b) Survey												
c) Preparation												
d) Planning Meeting												
13) Report Writing												
14) Planning for second year												

Dotted lines represent tasks to be completed.

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