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International Nutrition Network Exchange
Second Annual Implementors Convocation
"Empowering Families"

Washington, DC
6-7 May 1991

Meeting Summary

SESSION 1

INTRODUCTORY REMARKS AND WELCOME

The meeting was convened at 9:00 a.m. by Dr. Timothy A. Morck, International Nutrition Network Exchange (INNE) Secretariat Director. Dr. Morck reviewed the purpose of the convocation, indicating that such convocations are important to the effort of the Agency for International Development (A.I.D.) to communicate its new perspectives on programs and policies to those who are responsible for translating these perspectives into effective development programs in the field.

Dr. Norge Jerome, Director of the A.I.D. Office of Nutrition, introduced Mr. Bradshaw Langmaid, Acting Director of the Food and Agricultural Directorate of A.I.D., who, in turn, welcomed participants on behalf of the Agency Director for Food and Agriculture. Dr. Jerome then introduced Dr. Richard Bissell, Assistant Administrator, Bureau for Science and Technology.

Dr. Bissell reported that while assessing the complex and changing environment of the 1990s A.I.D. has also reassessed its role, purpose, and direction as an agency. The result is a renewed clarity of purpose for A.I.D., which is captured in a revised mission statement. A.I.D.'s program strategy for the 1990s will emphasize three major program initiatives: the Family and Development Initiative, the Democracy Initiative, and the Partnership for Business and Development Initiative.

Dr. Bissell also reported that A.I.D. is striving for more effective strategic management, with an organizational goal of quality assurance in programs, services, and operations. Quality assurance is more than purely technical because it will force

the Agency to focus increasingly on the impact of programs; providing selection criteria and direction to nutrition programs in various countries.

These initiatives, established for A.I.D. under the direction of the Agency's new leadership, clearly signify where and how the Agency expects to make an impact during the 1990s. They contain important concepts that can be translated into practical programs by implementors such as participants in this convocation.

Dr. Bissell briefly described the Family and Development Initiative. Many programs have been developed over the years that have sought to address macroeconomic issues, and much good work has been accomplished at that level. Attempts to reach individuals through development programs have allowed the Agency to bring conceptual tools to bear on development issues. However, barriers exist between the individual and macro issues at the practical level of program implementation. These barriers may be cultural, economic, or psychological in nature and origin. By looking more closely at the family unit, the Agency hopes to bridge the gap between the micro and macro levels.

It is well recognized that many sociological changes have occurred that have caused a shift in decision-making from the individual to the family. Consequently, efforts to educate must reach the family as a whole rather than be targeted to individuals.

Through the Family and Development Initiative, A.I.D. will focus on three areas: research and analysis, where changes in the role of the family with regard to a particular sector are to be examined at the conceptual level; program implementation, where the dynamics of inter- and intrafamily reactions to and interactions with society at large are to be considered; and project design, where the family unit cuts across sectoral boundaries, particularly in relation to nutrition and projects must be redesigned in response to the greater interplay of family issues. Dr. Bissell indicated that the Family and Development Initiative is not purely an A.I.D. initiative, but rather a cooperative exercise between different units of A.I.D., contractors, and people from developing countries.

Dr. Jerome provided an overview of the convocation, expanding on the comments of Dr. Bissell. She indicated that, from the perspective of the Office of Nutrition, the family unit has always been linked with an intersectoral, community-based approach.

FIRST KEYNOTE ADDRESS:

EMPOWERMENT FOR HOUSEHOLD FOOD SECURITY

Keynote Speaker

Dr. Jane Jaquette, Professor of Political Science, Occidental College

Following her introduction by Dr. Norge Jerome, Dr. Jaquette prefaced her remarks by indicating that the literature on families is now providing information on how families fit into sectoral policies and is also considering the family as a new evaluation unit. This approach is a departure from the economist's view of the family as the invisible unit. The traditional way of looking at families was to treat the household as a productive unit rather than to consider the issues of intrahousehold dynamics and resource allocation. The new approach is sensitive to the variety of existing family forms and looks more closely at the roles of culture and tradition in assigning rights and responsibilities as well as decisionmaking and resource distribution. Intrahousehold dynamics show who does what, what decisions are made, and how input is provided for and used by members of the family unit.

This new thrust of linking development with the family unit involves empowering the family. This objective must be viewed, however, in light of the current devastation of families by modernization, which has resulted in a breakdown of values, destruction of kinship patterns, and reinforcement of some patriarchal aspects of traditional family forms by the state. Institutionalized family distribution patterns, with mothers and children getting fewer benefits than other members of the family, have significant nutritional implications.

Modernization has also induced more migration, which destroys family structures. The number of households headed by women is increasing, and in all cultures these constitute the poorest households. It has also caused women's sources of power to decline and has increased male dominance, e.g., greater incidence of rape and imposition of dowries. In some societies, e.g., religious fundamentalist, there is a resurgence of older family forms that deny the complementarity of gender roles. These trends, which run counter to the prerequisite climate for empowerment, must be recognized and addressed.

Current literature on the family also focuses on survival strategies, with family decision-making the unit of analysis. Unfortunately, many development interventions worsen the ability of families to survive and increase the rapid process of family breakdown. Preserving family integrity is particularly important for the survival of mothers and children. Women's decisions on the health and feeding of children make it incumbent upon project personnel to focus on women as a unit of income allocation within the family. Women should also be seen as a unit of production, and it cannot be assumed that only men farm and generate income.

The issue of food availability must be viewed in relation to how food is allocated within the family. In most developing countries, there is a pecking order by which women, even pregnant and lactating women with recognized superior nutritional needs, are deprived of their nutritional rights. The household food-allocation strategy followed in these societies tends to favor men at the expense of women and children.

Household economic theory in the past looked at the family as a unit of consumption, which differs from the contemporary view of it as a unit of production. Current thinking also looks at intrahousehold resource distribution and on women's entitlement to resources based on their productivity. Productivity may include measures of status as well as economics. Shifts in status may encompass components not necessarily measured by economic indices but may determine whether women will have entitlements and whether their decision-making will have an impact within families.

Some broad examples reflecting household economic theory are illustrative. As women's incomes rise, the family's nutritional level also rises. It is women's, not men's, income that is correlated with family nutritional well-being. Adult men, not children, eat better when men's incomes rise. In Africa, women are expected to provide for their children, but when their resource base shrinks as a result of modernization, they are still expected to provide for their children's needs. Further, women's longevity is directly related to access to nutritional resources and health care in both developing and industrialized societies. This has implications for girls because of differing perceptions of female productivity. Both women and girls are viewed as a wasted investment in S.E. Asia, whereas in Latin America, where children are relied upon as old-age insurance, there are equal education rates for both boys and girls.

Conclusions

1. When women can accrue income, their role in family decision-making increases. Thus, it is important to increase women's income because their decisions will protect female children and bring equity into the family decision-making structure.
2. A generally accepted feeling on the part of North American program designers is that increasing women's income somehow undermines the family. In Latin America and S.E. Asia the opposite perspective prevails. Men view the cost of the family as too great relative to their own input, often resulting in male migration. The addition of women's incomes increases the possibility that men will look on the family as an asset. The net result of both men and women perceiving of the family as an economic unit will enhance rather than undermine family stability.
3. There are benefits to be derived for women's health through increasing women's income. If women are perceived as having more value, efforts will

be made to enhance and prolong their lives. This has implications for the health of children as well. It also implies that one of the best investments a family can make is to add 1 year of female education.

4. Measurement of intrahousehold dynamics is essential in evaluating the total impact of programs. Efforts to put women back into a limited role within the family decrease their productivity and mobility and are counterproductive to the goals of family stability and economic viability.
5. Empowering the family through programs and projects requires an understanding of family structure and the nature of intrafamily dynamics. Sensitivity to the generational differences in some cultures with respect to access credit, land titles, and resources by women is imperative.
6. The role of women's organizations and other organizations outside the family needs to be assessed with respect to improving women's perceptions of their own productivity and in support of their empowerment.
7. The empowerment of women has implications for the success of development interventions and their impact on women.

Question and Answer Session

Dr. Jaquette's responses to specific questions posed by participants are summarized below:

- Factors such as the availability of technology, marketing, and food policies that allow the movement of food to the household are all important in addition to gender and interhousehold dynamics, but unless the latter are taken into account, these other factors may not have an impact on what happens at the household level and may not reach the family. Many policies are gender-blind and as a result fail to get resources to women.
- Culture-sensitive approaches should be used in gathering empirical information on family dynamics and on family-community relations for project planning. The availability of rich and varied data on women and intrafamily dynamics resulting from the work done by independently funded researchers can help project planners to acquire greater sensitivity to these issues.
- The time constraints on women involved in both productive and nurturing roles reflect the scarcest resource in the development equation. Projects should consider the use of women's time in tasks that cross sectoral lines and devise intersectoral responses.

- Although modernization is disempowering to the household, projects and policies nonetheless should regard increases in women's income as increasing women's options and should recognize the connections between increases in household income and household well-being, i.e., family survival and improved nutrition. Although a trade-off, projects and policies must be gender-sensitive, particularly when dealing with households headed by women.

SESSION 2

EMPOWERING FAMILIES TO ACHIEVE HOUSEHOLD FOOD SECURITY

Dr. Frances R. Davidson, Nutrition Advisor, Office of Nutrition

Dr. Davidson, serving as chair of the panel discussion on this topic, opened the session by defining food security as access by all people at all times to enough food for an active, healthy life, including, at a minimum, the ready availability of nutritionally adequate and safe foods and the assured ability to acquire acceptable foods in socially acceptable ways. Dr. Davidson also suggested that measuring the achievement of food security involves the use of reliable, clear, culturally relevant indicators identified through an intersectoral perspective. She then introduced the members of a panel assembled to speak to this topic.

Panelists:

Dr. Timothy Frankenberger, Office of Arid Lands Studies, University of Arizona
 Dr. Eileen Kennedy, International Food Policy Research Institute
 Dr. David Tschirley, Dept. of Agricultural Economics, Michigan State University
 Dr. Jane Jaquette, Occidental College

The main points raised by panel members during their opening remarks are summarized below:

- The dilemma facing farmers with limited resources when coping with threats to their household food security comprise a trade-off between immediate subsistence and long-term sustainability. To effectively empower farm families to meet their food security needs, timely interventions must be implemented that allow the families to retain their productive assets and enable them to pursue nondegrading coping strategies. Interventions oriented toward improved natural-resource management during drought years will reduce the vulnerability of these farm families to future droughts. The timeliness of these interventions will depend solely on the effectiveness of decentralized food-security monitoring for detecting food-deficit areas early enough and the preparedness of the local government and other development organizations to respond.

- There is a strong relationship between increased household income and household food security as well as increased household income and nutrient security. Yet, as household income and expenditure rise and there is a corresponding increase in caloric intake, with caloric intake of children usually lower than that of adults. The common assumption is that mothers do not understand their children's caloric needs and do not give them enough food, but ethnographic research shows that children in poor societies become adjusted to a lower food intake. Research has shown that women's control over household income has statistically significant implications for household food security, but strategies are needed to increase nutrient density of foods. When income-generation policies are developed, the long-term implications of women's work outside the home in relation to household food security should be considered.
- Developing efficient and flexible marketing systems is one strategy for achieving food security at the household level. Effective policy reform for markets depends on using former indigenous nonmarket coping strategies to ensure improved food security. Examples of such coping strategies are seasonal migration, collection of wild foods, changes in crop planting practices, and use of interhousehold transfers. When markets function effectively, they can play a major role in determining household entitlement to food and the options the household can exercise in achieving food security.
- Women's motives about family nutrition in general are influenced by their role as consumption decision-makers, whereas markets and state policies affect household decision-making on survival issues. Factors influencing these decisions include the status decisions resulting from their productive roles, i.e., employment-yielding, increased family income may lead to abandonment of breastfeeding.

SESSION 3

WOMEN: THE KEY TO FAMILY NUTRITION

Co-Chairpersons

Ms. Susan Anthony and Dr. Eunyong Chung, Office of Nutrition

Dr. Chung opened the session with brief remarks followed by introductions of the panel members assembled to discuss the topic in depth.

Panelists:

Ms. Margaret Parlato, Academy for Educational Development, Inc.

Ms. Maria Otero, ACCION International, Inc.

Ms. Bibi Essama, Educational Development Center, Inc.

A summary of the main points made by panel members during their opening comments follows:

- The commercial food production sector uses information on family decision-making in its effort to develop communication campaigns. To determine target groups, commercial food producers need to know who shops for and prepares food and who makes food-related decisions. They have found mothers to be the chief decision-makers. However, fathers play a pivotal role in controlling the amount of food accessible to the family and the access to resources for purchasing food. Consequently, multifaceted strategies aimed at diverse audiences are critical to effect behavioral change in women. For example, all family members should be included in message formulation to ensure that an environment encouraging the desired behavior change is created. Nutrition education field studies find similar patterns.
- There is an emergence of a growing urban economy composed of self-employed people practicing a wide variety of income-generating activities outside the formal economy. Survival strategies are available to women in urban settings in food-related activities, i.e., the production of food or its distribution--purchasing, preparing, processing, and selling food. Because their limited resources usually necessitate working through intermediaries, the establishment of credit becomes a necessary adjunct to their activities. The acquisition of even small amounts of credit can increase their negotiating power, enable them to produce more, and improve the quality of their goods. Because their income can have a substantial impact on overall family income, credit not only empowers women but translates into family empowerment. At the same time, women increasingly are the sole source of family income. Credit not only enables them to continue earning an income but also increases their control of their productivity and allows them to reinvest their income in their families and related human resources, e.g., education.

Question and Answer Session

During the question and answer session the comments focused on two primary points: the effectiveness of credit programs and of family-focused nutrition-education programs.

- With respect to effectiveness of credit programs, panel members responded that the experience with women's credit programs is that they work, contrary

to the prevailing myths about poor people's capacity to produce and save. Loans provided to the segment of society that need small loans are economically sound and financially viable. Eligibility criteria include current employment in a productive situation. Simplicity of awarding credit is important in light of literacy and numerical skill levels.

- In regard to family-focused nutrition-education programs, small demonstration projects that target the entire family were cited, but without definitive statements as to their effectiveness.

SESSION 4

SECOND KEYNOTE ADDRESS

EFFECTIVE EMPOWERMENT -- WHY TEACHING A MAN TO FISH IS NOT ENOUGH

Keynote Speaker

Mr. G. David Miller, Associate Professor,
Community Economic Development Program, New Hampshire College

Mr. Miller began his remarks by suggesting that the program goals of development policies must be framed in the "language of empowerment." Social and economic development goals must now be accomplished by a consideration of where and how the beneficiary will achieve full participation in the process, with full control over actions and resources necessary to live a healthy and productive life. If empowerment is not seen as the ultimate goal, programs will be patronizing and elitist. Programs should be approached in a manner that redefines the concept of donor, beneficiary, and recipient. To empower in a measurable way involves using participation as an indicator.

"Teaching a man to fish" means teaching him to participate more fully in managing his own life, but this is not enough because he lacks the rights and privileges of control. The goals should be economic growth, social welfare, and empowerment. He may be given the authority to make decisions but is far from being empowered; he needs to have power to participate in the control of exogenous factors impinging on his life.

Conclusions

1. Empowerment is a goal, not just a means to an end. Those in a dependency relationship, no matter how well taken care of, are not fully empowered because the giver of benefits retains the capacity to withdraw them.

2. Empowerment is a developmental agenda that looks at poverty as a lack of access to the control mechanisms determining the quality of life. Empowerment requires building new kinds of relationships and networks of people, power-sharing, and dialogue.
3. The process of empowerment applied to projects means forming a power-sharing partnership between projects and target populations. People will become activators of their own development when they are asked how projects work and have worked. Facilitators should recognize that both problems and solutions exist with the people. They should enable people to define problems and formulate and articulate the right questions and should prepare people to conduct research leading to solutions.
4. When looking at empowerment in households, attention should be given to the different roles people play in managing and controlling resources and in redistributing and reallocating time. Nutritionists have to identify and measure process indicators related to these activities. This is as important as measuring access of the household to external resources.
5. Families and communities should be encouraged to participate in a process of self-evaluation whereby they will be able to determine the factors that will lead to their empowerment and measure the extent to which these are achieved.

SESSION 5

EFFECTIVE EMPOWERMENT

Presenters

Dr. Samuel G. Kahn, Senior Nutrition Advisor, Office of Nutrition
Mr. G. David Miller, New Hampshire College

Dr. Kahn and Mr. Miller offered key variables for a successful empowerment program: institutions that might be involved, long-term goals to achieve through empowerment, ways to measure achievement of these goals, potential problems that may be encountered and selection of appropriate strategies. In addition to these decisions, it is important to identify the following key individuals at the local level: beneficiary, workers, owners of needed resources, trainers, supervisors, managers, and policymakers. Effective coordination of these individuals is an essential component of a successful empowerment program.

Three small discussion groups were charged with identifying:

- Who are the beneficiaries of our activities and who are we empowering?
- What are our objectives?
- What are the results of the empowerment?
- What are the measures of success?

SMALL GROUP SESSIONS

CHILD SURVIVAL AND HUMAN DEVELOPMENT

Discussion Leader

Ms. Susan Anthony, Office of Nutrition

The discussion centered on empowering the caretakers of children to help ensure a better quality of life for the children.

HOUSEHOLD FOOD SECURITY

Discussion Leader

Dr. Frances R. Davidson, Nutrition Advisor, Office of Nutrition

The discussion focused on modifying projects to incorporate strategies for training people to access resources. As a precondition, factors that are necessary to achieve food security should be identified and assessed at the household level, and inhibitors that prevent the achievement of food security should be defined. It was pointed out that food security differs from nutritional status because the latter involves making choices within the family and/or household.

NUTRIBUSINESS

Discussion Leader

Ms. Carolyn Coleman, Policy Analyst, Office of Nutrition

This session focused on the role of the private sector in providing foods to meet the nutritional needs of various populations. It was suggested that to ensure that nutribusiness does in fact provide quality foods and food products at affordable prices, both sides of the producer-consumer equation should be addressed. Nutritional

empowerment implies an increased level of participation by consumers in food production via the establishment of consumer groups. These groups could include both consumers and producers to ensure liaison.

SESSION 6

EMPOWERING IMPLEMENTORS

Chairperson

Ms. Brenda Colwell, Program Analyst, Office of Nutrition

Panelists

Mr. Jay Bergman, Food and Agriculture Branch, Office of Procurement

Ms. Carolyn Coleman, Bureau for Science & Technology, Office of Nutrition

Mr. Barry Sidman, International Science and Technology Institute, Inc.

Ms. Nena Vreeland, Policy & Program Coordination, Center for Development Information and Evaluation

Panelists representing A.I.D. presented operational information and concerns. Salient points raised are as follows:

- A strategy planning process whereby each country focuses on a small and specific number of objectives to be achieved within 3-7 years is relevant to empowerment. The process must include the ability to measure the impact of nutrition programs. Information on family nutritional status and food security will continue to be among the chief resources drawn on over the next 10 years. Experience indicates that the process of selecting objectives is not easy and that measurement criteria indicating success relevant to a country's specific circumstances are difficult to define, especially those that are intermediate indicators. Experience also suggests that evaluations have not generally been objective, because they are carried out by program managers who are ego-involved in the project. These difficulties notwithstanding, serious efforts to strengthen evaluation skills and measures, including measures of the strengths of the supported institutions, must be continued.
- A contract implies an acquisition relationship based on a legal document. The focus should be on the scope of the evaluation, whether a grant for financial assistance or a cooperative agreement having greater A.I.D. involvement. A.I.D. uses design specifications, i.e., contracts for service at a given level of effort on the assumption that if the design specs are followed, the goals, objectives, and targets will be accomplished. In the future, A.I.D. will move

more in the direction of performance specifications as the basis for awarding contracts for services, i.e., a results-oriented approach.

- A.I.D. uses a variety of contractual forms, including cost-reimbursement contracts, where the contractor is reimbursed up to a predetermined ceiling; fixed-price contracts, where A.I.D. agrees to pay a given amount on submission of a receivable or completion of a task (indefinite quantity contracts meet short-term needs with little lead time); and buy-in contracts where activities funded elsewhere are combined into one contract. In each instance procurement integrity needs to be maintained.
- When communicating with missions, implementors are viewed as representatives of A.I.D.'s programs. Missions are the intermediaries between A.I.D. and the government, and communications need to be clear, concise, and precise to ensure that programs are in line with the scope of work and implementation mechanisms. Nutritional concerns are addressed through various aspects of the missions. The program needs to relate to what the mission is already doing to effectively integrate nutritional concerns that should complement other programs.

Cables are the official means of communication and are preferable to telefacsimiles. Telephone calls must be confirmed in writing. Cables should contain background information sufficient for recipients to understand the facts presented.

Regular reports help missions assist in full implementation of projects by keeping them fully informed. Quarterly reports are monitoring reports. Semiannual reports are standard agency requirements, are circulated to all missions, and are filed in the library.

SESSION 7

THE FAMILY-HOUSEHOLD FOCUS AND THE SCIENCE & TECHNOLOGY/OFFICE OF NUTRITION PORTFOLIO

Presenter

Dr. Norge W. Jerome, Director, Office of Nutrition

Dr. Jerome began her discussion by indicating that interventions to prevent disempowerment of families and people involved in development programs should be based on offering them the resources to do what they know needs to be done. As the contemporary family experiences change, changes in survival strategies need to

be recognized by policy makers and program designers, whose roles may also require modification.

Dr. Jerome related this to A.I.D. by asking the question: What kinds of opportunities can be provided via the new initiatives to establish partnerships that will achieve family well-being and serve to anchor the family, and how can A.I.D. use its focal areas to incorporate concerns related to the family? She suggested that modernization in all of its forms is changing the contemporary, nonnuclear family. The contemporary family must always be viewed within a specific context. Macro as well as immediate micro changes are taking place at national and local levels. New family forms and structures, e.g., the blended family, are emerging. There is a loss of traditional support structures and the growth of new ones that are not necessarily replacements. There are changes in the roles of family members in styles and patterns of communication, patterns of resource, time and empowerment allocations, and shifting dynamics within the family structure.

Project field personnel, if they are to provide the tools to advance the process of development, must first consider these changes. The coping strategies of prototypical families should be developed as partnerships. The challenge is to find new opportunities for partnering to help families achieve well-being as part of their social and economic development.

In her closing remarks, Dr. Jerome summarized the major themes of the convocation. She thanked all of the convocation leaders and participants for making the Second Annual INNE Implementor's Convocation a success, while recognizing that the true measure of success will only become evident as their effectiveness as facilitators and agents of change is evidenced by improved nutrition of peoples around the globe.

Second Annual INNE Convocation
Empowering Families
6-7 May 1991

DAY 1

6 May 1991

- 0800-0900 *Registration*
- 0900-1045 **Session 1 Introductions, Overview and Keynote Address**
- 0900-0905 **Introductory Remarks**
- Dr. Timothy A. Morck
INNE Secretariat, The Nutrition Foundation, Inc.
- 0905-0910 **Welcome**
- Mr. Bradshaw Langmaid
Acting Director, Food and Agriculture Directorate
- 0910-0925 *A.I.D.'s Family and Development Initiative/Reorganization*
- Dr. Richard Bissell
Assistant Administrator, Bureau for Science and Technology
- 0925-0940 **Convocation Overview and Introduction of Keynote Speaker**
- Dr. Norge W. Jerome
Director, Office of Nutrition
- 0930-1030 **Keynote Address I: Empowerment for Household Food Security**
- Dr. Jane Jaquette
Professor of Political Science, Occidental College
Los Angeles, CA
- 1030-1045 **Discussion**
- 1045-1100 *Break*
- 1100-1215 **Session 2 Empowering Families to Achieve Household Food Security**
- Chair: Dr. Frances R. Davidson, Nutrition Advisor, Office of Nutrition
- Panel: Dr. Timothy Frankenberger, Office of Arid Lands Studies,
University of Arizona
Dr. Jane Jaquette, Occidental College
Dr. Eileen Kennedy, International Food Policy Research Institute
Dr. David Tschirley, Dept. of Agricultural Economics, Michigan
State University
- 1215-1330 *Lunch on your own*
- 1330-1445 **Session 3 Women: The Key to Family Nutrition**
- Co-Chairs: Ms. Susan Anthony and Dr. Eunyong Chung, Office of Nutrition
- Panel: Ms. Bibi Essama, Educational Development Center, Inc.
Ms. Maria Otero, ACCION International, Inc.
Ms. Margaret Parlato, Academy for Educational Development, Inc.

1445-1500 *Break*

1500-1615 **Session 4 Keynote II - Effective Empowerment: "Why Teaching a Man to Fish is Not Enough"**

Mr. G. David Miller
Associate Professor, Community Economic Development
Program, New Hampshire College, Manchester, NH

1630-1900 **Nutrition in Action**

Implementor Displays and Wine & Cheese Reception

DAY 2

7 May 1991

0830-1030 **Session 5 Effective Empowerment (continued)**

0830-0900 **Plenary Session**

Co-Chairs: Dr. Samuel Kahn, Senior Nutrition Advisor, Office of Nutrition
Mr. David Miller, New Hampshire College

0900-1030 **Small Group Sessions**

Focus	Chair
Child Survival and Human Development	Ms. Susan Anthony
Household Food Security	Dr. Frances R. Davidson
Nutribusiness	Ms. Carolyn I. Coleman, Policy Analyst, Office of Nutrition

1030-1045 *Break*

1045-1145 **Discussion: The S&T/N Portfolio**

1145-1300 *Lunch on your own*

1300-1415 **Session 6 Empowering Implementors**

Chair: Ms. Brenda Colwell, Program Analyst, Office of Nutrition

Panel	Topic
Mr. Jay Bergman, MS/OP/W	Contracts
Ms. Carolyn Coleman, S&T/N	Communicating with Missions
Mr. Kenneth Fries, GC/CCM	Implementation - Legal Issues
Mr. Barry Sidman, ISTI	Project Buy-ins
Ms. Nena Vreeland, PPC/CDIE/PPE	Evaluation Initiatives

1415-1430 *Break*

1430-1600 **Session 7 The Family/Household Focus and the S&T/N Portfolio**

Chair: Dr. Norge W. Jerome

1600 **Evaluation and Adjournment**

**International Nutrition Network
Exchange Convocation
6-7 May 1991**

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