

findings of the crop assessments. Only very limited and targeted food aid should be continued in areas of food deficit where vulnerable populations lack any financial means to procure food. USAID and other donors should monitor the crop assessments and advise WFP accordingly.

7.7 Collaboration on project designs with other donors in contract farming and conservation farming: Donors, such as DFID, EU and GTZ, are in the process of developing new development strategies. In our interviews with these groups, we found the common theme of food security being expressed. The most favored development interventions discussed were contract farming and conservation farming. Since the Mission is designing its new country strategy, continued collaboration with other donors who are exploring similar development approaches makes sense. We would encourage pooling efforts and resources with other donors to plan and implement joint food security and economic growth projects in the agricultural sector.

7.8 Development and Implementation of National Nutrition Policy and Guidelines: The National Food and Nutrition Commission (NFNC), a quasi-governmental organization that operates under the Ministry of Health in Zambia, has a draft National Nutrition Policy/Guidelines document pending approval with the Ministry of Health. Zambia currently does not have an official national policy on nutrition in place. USAID is encouraged to facilitate the approval of this new policy and to provide technical assistance to the NFNC in follow up and implementation.

SECTION 8. MISSION MANAGEMENT IMPLICATIONS FOR RECOMMENDED ACTIONS

SO 5 Increased Competitiveness of the Private Sector

Recommendations for enhancing the Mission strategy deal with the "quality" of the program and should not entail "additional" management other than what has already been envisioned by the Mission. While we do not know how many project managers the SO5 team will be recommending for implementation of the new country strategic plan, it's evident that the proposed range and types of activities will be very labor intensive and require strong technical background and experience on the part of its SO5 managers to effectively manage. The overall manager of the SO5 team should be an experienced agricultural officer with strong private sector and natural resource management background. In reality, this program requires a range of specialties in agriculture, agribusiness, small-medium enterprise development, natural resource management and policy reform. The long-term team leader should be experienced in most of these areas as well as his/her staff.

The second important area of expertise is food security. As strongly discussed in this document, economic growth strategies do not necessarily contribute to food security unless there is targeting and focus on food security and better nutrition as objectives of the program. For this reason, staff should be experienced with the production, income and nutrition factors affecting vulnerable households and have the ability to effectively implement SO5 programs to achieve both economic growth and food security objectives. The Mission has indicated that it would like to have a long-term food security specialist to guide, design and implement the food security programs and activities. The Mission has also discussed its preference to have DCHA/FFP fund this position. Once the country strategic plan is eventually approved in USAID/W, DCHA/FFA and AFR would discuss and evaluate with the Mission such a request for assistance.

SOs 6-9 Management Implications:

It is very important that that the Mission hire an experienced multi-sectoral HIV/AIDS Team Leader who can speak the language of the other sectors. In each SO there should be at least one person who is the liaison with the SO9 Team Leader and who has the flexibility to participate on the multi-sectoral working group. To better assist the SO5 team with the food security and nutrition aspects of the economic growth program, a Health/Nutrition person should be assigned to work with the SO5 staff on development of the PL480 Title II program so that targeted feeding of vulnerable groups is improved and new longer-term C-SAFE and DAP activities contain complementary nutrition/health components. From USAID/W, Hope Sukin is available for e-mail and telephone consultation and can provide field monitoring support for the Mission one time per year.

PL480 Title II Management Implications:

The implementation of the C-SAFE program will require SO5 oversight and management. CARE, CRS and WV are very experienced in design and implementation of targeted feeding programs. However, once design of longer-term DAP programs starts, a Mission project officer will have to be involved in this process to ensure that any proposed programs are complementary to food security, health and nutrition objectives. During implementation, regular monitoring and oversight will be required by the SO5 team with assistance from SOs 6-9 project officers. New DAP activities are projects and require oversight to ensure effective implementation. Ideally, the project officer will have background and experience in food security, nutrition, health, agriculture production, marketing and storage.

Secondly, any PVOs that submit long-term DAP proposals under the FFP/DP assistance program will also require the assistance of an SO5 project officer in the design process. The oversight and support given to LOL in the preparation of its proposal should give an indication to the Mission of the management demands required for such DAP designs. Of course, any proposals approved by FFP for funding will require project officer management and oversight during implementation.

To assist in the design and implementation phases DCHA/FFP will assign a project officer to provide backstopping support to the Mission in managing this Title II portfolio of activities. This FFP manager would be available on TDY to the Mission on a semi-annual basis.