

**FINAL REPORT TO THE W.K. KELLOGG FOUNDATION
ON THE
KELLOGG INTERNATIONAL FELLOWSHIP PROGRAM
IN FOOD SYSTEMS**

**SUBMITTED BY
THE INSTITUTE OF INTERNATIONAL AGRICULTURE
MICHIGAN STATE UNIVERSITY**

NOVEMBER, 1992

FINAL REPORT TO THE W.K. KELLOGG FOUNDATION

Table of Contents

Preface

- I. Report on the Final Year, 1991-92
- II. The Final Progress Report on the KIFP/FS
 - A. Project Summary
 - 1. Goals, Guidelines and Organization
 - 2. The Orientation Seminar
 - 3. Annual International Seminars
 - 4. Travel Study
 - 5. Fellows' Projects
 - 6. Mini-Grants
 - 7. Computer Equipment
 - 8. Publication Ordering
 - 9. End-of-Program Seminar
 - B. Evaluation of Process and Outcomes
 - C. Future Programs - Conclusions and Recommendations

Annexes

- I. Newsletter - 1992
- II. Expenditure Report, 1991-92
- III. Fellows Brochure
- IV. Evaluation Proposal
- V. Fellows' Final Reports

PREFACE

This is the final report on the Kellogg International Fellowship Program in Food Systems (KIFP/FS). The Kellogg Foundation committed \$4.44 million to Michigan State University to establish and administer a three-year program effective on September 1, 1985. This was a new, somewhat experimental attempt to advance the leadership capabilities of a selected group of mid-career professionals in bringing about improvements in food systems with special concerns for the needs of low-income households in developing countries. The principal program activities extended through an "end-of-program" seminar held in September, 1989. Subsequent program extensions were approved by Dr. Gary King, Program Director, W.K. Kellogg Foundation, for completion of publications and dissemination activities including national and international seminars. The program grant ended on August 31, 1992.

This report consists of two parts, the first being a short section on the final project year, 1991-92. The second part is a summary assessment of the total KIFP/FS program.

I. Progress Report for the Final Year, 1991-92

During this final project year the KIFP/FS provided financial and administrative support for the completion of publications by individual fellows and program interest groups. The specific publications that we expected to be completed in 1991-92 were listed in a letter to Dr. Gary King (August 14, 1991) requesting an extension of the grant period. A progress report on this list of pending publications is summarized below.

- (1) A special issue of the Food and Nutrition Bulletin (Volume 13, Number 3, September 1991, United Nations University Press) featured nine papers on Nutrition Interventions, authored by KIFP/FS Fellows with the lead paper by Dr. Per Pinstrup-Andersen, a member of our program Steering Committee and the mentor of Interest Group III, which focused on "food for the poor". Dr. Antonio Campino (Brazil) was the editorial coordinator for this publication and the author of a summary paper.
- (2) The Westview Press is publishing the 14 chapter book, North South Grain Markets and Trade Policies, authored by Kellogg Fellows. The final editorial revisions were managed by Dr. Colin Carter (University of California-Davis) with assistance from Dr. Roley Piggott (University of New England, Armidale, Australia). The printing and release of the book is now scheduled for early 1993.
- (3) Rockwood Publishers of Harare, Zimbabwe were contracted to publish two related books on "Small Scale Agriculture in Zimbabwe". One book is sub-titled, "Farming Systems, Policy and Institutional Infrastructure", the other, "Field Crop Production".

These book manuscripts were developed under the leadership of Dr. Ephrem Whingwhiri. The final revisions, editing and publication arrangements are being managed by Dr. M. Rukuni, Dean of Agriculture, University of Zimbabwe. The funding support for this activity includes grants from the KIFP/FS and the Kellogg Foundation. Proceeds from the sale of the books will accrue to a University of Zimbabwe/ W. K. Kellogg Foundation Agriculture Book Trust to be used to support future publications.

- (4) Cassio Luiselli completed a draft of the book, Agricultura y Modernizacion en Mexico. Following review and revision, it is to be published by the Interamerican Institute for Cooperation on Agriculture (IICA). The book manuscript is based upon Luiselli's KIFP/FS project. A mini-grant to IICA is providing partial support for the book project.
- (5) Shanti Bapna's monograph, The Public Distribution of Food Grains in India: Experience and Lessons, has underwent further revision following a review process. KIFP/FS funds have been advanced to support final publication through the Indian Institute of Management.
- (6) The Chinese version of Yan Ruizhen's book, Food Problems and Technological Progress in China's Poor Mountain Areas, is in the hands of the printer, China Agriculture Publishing House. An English translation of the book is being published and will be distributed outside of China through the China International Book Trading Corporation. A KIFP/FS mini-grant has supported this publication activity.
- (7) A second edition of the book, Ajuste Macroeconomico y Sector Agropecuario en America Latina, was published by the Interamerican Institute for Cooperation on Agriculture. It was jointly funded by the KIFP/FS and IICA. A new sub-section on Central America was added in the second edition along with revisions in the previous chapters that were authored by Kellogg Fellows.

KIFP/FS Alumni News

Colin Carter, the president of the Fellows association, gathered information and disseminated a newsletter in May, 1992. It was through this medium that the KIFP/FS Fellows learned of the tragic assassination of their colleague, Davendra Tyagi, who had recently advanced to the position of Chairman of the Commission for Agricultural Costs and Prices in the Indian government. (See Annex I) Davendra was a very effective and highly respected member of the KIFP/FS group. He provided leadership in bringing together papers by the Asian fellows and publishing them in the book, Increasing Access to Food: The Asian Experience. His own fellowship project culminated a series of seminars with high-level Indian officials and a commercially published book titled, Managing India's Food Economy: Problems and Alternatives. All members of the

KIFP/FS group feel a deep personal loss and remorse that this outstanding individual's life has been snuffed out at the zenith of his professional career. Colin Carter has asked KIFP/FS Fellows to forward personal statements that he will assemble and forward to Davendra's family.

Carter plans to continue the newsletter and will issue another edition in mid 1993. The newsletter will be an effective means of maintaining a networking relationship among the KIFP/FS Fellows. MSU staff and the KIFP/FS Steering Committee are participating in this activity.

Expenditure Report for 1991-92

Total expenditures during the final project year were \$25,881. Under line item #1, Fellowship Funds, there were four outlays providing a total of \$11,296 towards the support of individual Fellow publications directly related to their KIFP/FS projects. Under line item #2, Supportive Network Activities, there were two outlays totaling \$11,791, one for the Interest Group II Book Project and the other for the purchase and distribution of the Interest Group III joint publication in the Food and Nutrition Bulletin. Total expenditures under line item #3, Administration, were \$2,794, mainly for secretarial and administrative staff support. (See Appendix II, Expenditure Report, 1991-92.)

The final financial report to the Foundation for KIFP/FS grant has been forwarded by the MSU office for Grant and Contract Administration.

II. The Final Progress Report on the KIFP/FS

A. Project Summary

In 1985, following extended discussions involving Kellogg Foundation and Michigan State University staff, the Foundation Board made formal commitments to MSU for the support of two international programs patterned somewhat after the Kellogg National Fellowship Program and drawing on earlier experiences with the MSU Kellogg Farmer Study Program and similar programs in other states. The overall goal of this new program initiative was to advance the leadership capabilities of established, mid-career professionals engaged in two high priority areas, one being primary health care delivery, and the other "wholesome food supply", later labeled as "food systems improvement". The health services program, KIFP/H, was administered by the MSU College of Human Medicine; the food systems program, KIFP/FS, was administered by the College of Agriculture and Natural Resources.

1. Goals, Guidelines and Organization

The Foundation Guidelines for the KIFP/FS specified that, "the central purpose of this second KIFP is the advancement of leadership in bringing about improvements in food systems especially for low income households. It is expected that these Fellows will have potential for greater leadership roles in new initiatives in their home countries and regions of the world." The MSU grant proposal to the Foundation further elaborated the program goals as follows:

"An initial goal will be to increase the Fellows' substantive understanding of how food systems can be improved so as to provide more adequate food supplies in developing countries especially for lower income households. The effective integration of rural farm and non-farm households into developing national economies will be stressed along with strategies and programs to stimulate increased food output and efficient, equitable methods of processing and distributing safe and nutritious food products. A major program goal will be to create effective leadership and decision making abilities among the Fellows and within the institutions where they are employed. The need for a long-term perspective and creative public and private sector roles for stimulating and coordinating food system development will be emphasized."

The grant letter from the Foundation Program Director, Dr. Gary King (August 5, 1985) to MSU President John A. DiBiaggio committed \$4.4 million to the support of the KIFP/FS during a three-year period beginning September 1, 1985. Subsequently, the Foundation Program Director approved annual program extensions that ended on August 31, 1992. However, the basic core program was completed during four years, which included an initial year for the recruitment and orientation of Fellows and the development of a more detailed operational plan.

The KIFP/FS was administered by the MSU Institute of International Agriculture. Two senior faculty members were designated as project directors. In accordance with the Foundation's Program Guidelines, an external steering committee consisting of six internationally recognized professionals were recruited to provide overall policy guidance and to participate in the design and implementation of program activities. The steering committee members were as follows:

Dr. William Gamble
Former Director General
International Service for National
Agricultural Research (ISNAR)
Minneapolis, MN

Mr. Maurice Rolls, Director
Extension and Rural Development Centre
University of Reading
Reading, England

Dr. Bryant E. Kearl, Dean
University Outreach
University of Wisconsin
Madison, WI

Dr. Dunstan S. Spencer, Director
Farming Systems Program
International Institute of Tropical
Agriculture (IITA)
Ibadan, Nigeria

Dr. Gustavo A. Nores
Deputy Director General
Centro Internacional de Agricultura
Tropical (CIAT)
Cali, Colombia

Dr. Per Pinstrop-Anderson, Director
Food Consumption and Nutrition
Policy Program
International Food Policy Research
Institute (IFPRI)
Washington, D.C.

The steering committee played an important role in the KIFP/FS throughout the entire program. (See the KIFP/FS Annual Reports.)

In the discussions between MSU and Foundation executives that preceded the grant, it was decided that 30 KIFP/FS fellows would be selected mostly from developing countries and that the group should include 10-12 from Latin America, 7-8 from Africa, 7-8 from Asia and 3-4 from developed countries such as the United States, Canada, Australia and Western Europe. A targeted approach was to be used in soliciting applications from potential fellows. Lists of potential candidates and institutions were assembled from suggestions by the Steering Committee, MSU faculty, Foundation staff and through direct contacts in the international network of professionals. Over 400 sets of application materials were mailed. The project office received 150 applications - 39 from Africa and Middle East, 52 from Latin America, 55 from Asia and 4 from developed countries.

The applications were carefully evaluated by the Project Directors and the Steering Committee. Thirty-two fellows were selected along with 13 alternates. (See the 1985-86 Annual Report for a more detailed report on the fellows selection procedures. A brochure with photographs and selected information on the Fellows is attached as Annex III.

The final group of 32 Fellows conformed closely to the geographic composition agreed upon earlier in pre-grant discussions between the Foundation and MSU representatives. The ages of the Fellows were concentrated between 37 and 45 years. Only two were older than 45. Six were under 36 years of age. There were three females in the group.

Fellowship agreements were signed both by the individual Fellows and an official at their employing institution. The agreement included a commitment that the fellows would devote approximately one-fourth of their time, over a three-year period, to participate in program activities which included:

- a) An individual in-country project
- b) Annual two-week seminar-workshops
- c) Travel study
- d) Networking with other Fellows and institutions

Each Fellow would be supported with up to \$75,000 to cover program participation costs, but not direct salary support. Small grants were to be available to sponsoring institutions to extend the impacts of the Fellow's project.

In retrospect, it can be stated that the initial announcement of the KIFP/FS received very positive reactions within international professional circles. This stimulated the Fellow recruitment process and the timely appointment acceptance of a highly respected steering committee. However, it was recognized by the University, the Foundation and Steering Committee members that the KIFP/FS represented a new venture in extending leadership development programming into a challenging set of conditions including a targeting on a relatively mature group of professionals from vastly different cultural, socio-political backgrounds, plus a complex and tenuous logistical problem in arranging program activities over 23 countries scattered over five continents. Would it be possible to design and implement a program that would achieve the desired goals?

A program monitoring and evaluation process was specified in the Foundation Guidelines for the KIFP's and further elaborated in the University's KIFP/FS proposal and in the Foundation grant letter. The monitoring and evaluation activity would be conducted by an independent organization. The grant letter specified that the evaluator "should seek to determine if Fellows have made food systems more efficient and effective, if Fellows themselves have found the experience useful for their personal growth, and if new and creative ways to develop food systems have been identified".

The external evaluation was contracted to Dr. Michael Q. Patton following consultations involving the Foundation Program Director, Dr. King, the MSU Program Directors, the KIFP/FS Steering Committee and Dr. Mary Andrews, an MSU faculty adviser to the KIFP/FS. It was agreed that during the first two years the evaluation would provide formative feedback to be used in improving the effectiveness of the KIFP/FS program. During the final year the evaluation would provide a summative assessment of the program which would assist the Foundation in making decisions on future international fellowship efforts. (See Annex IV, Evaluation Proposal).

Dr. Patton resigned as evaluator in late 1986. Dr. Marvin L. Alkin, was contracted to carry forward the evaluation plan that had been developed by Dr. Patton.

The program actually implemented by the KIFP/FS conformed to the Guidelines provided by the Foundation. However, the program was extended to a "fourth year" to accommodate an "end-of-program" seminar and to provide additional time for the completion of Fellows' projects, mini-grant supported activities, including publications and several in-county seminars. It should also be noted that the initial approach to "leadership development" encountered Fellows' opposition during the Orientation Seminars. This necessitated a re-thinking of how this program dimension should be handled. (See the 1986 Evaluation Report and the 1985-86 Annual Report.)

A final step in the selection of Fellows was a personal on-site visit to each of the sponsoring institutions where the individual KIFP/FS fellowship agreements were reviewed and administrative arrangements were clarified. These visits were made mostly by the KIFP/FS Directors with a few by Steering Committee members and Dr. Gary King, the Foundation Program Director. This set of contacts were very important in solidifying the support of the sponsoring institutions and in providing valuable inputs into the follow-up administration of the program.

2. The Orientation Seminar

The Orientation Seminar was held at the MSU Kellogg Center June 29-July 10, 1986 with a follow-on two-day program in Washington, D.C. All 32 Fellows and three Steering Committee members participated.

The operational objective of the orientation seminar were:

- to clarify and further elaborate the goals and the opportunities of KIFP/FS;
- to begin the process of building personal and professional relationships within the group; foster an open and communicative atmosphere;
- to begin the process of developing a comprehensive, in-depth understanding of food systems -- basic problems common to most countries, development goals, alternative institutional arrangements, lessons from experience, themes for KIFP/FS;
- to provide an opportunity for Fellows to present their project proposals, to receive comments, and to explore areas of common interest with other Fellows;
- to provide an opportunity for project directors and Steering Committee

members to make specific suggestions for project development including budgetary and other support;

- to initiate among the Fellows self-assessment of leadership capabilities and the establishment of self-improvement goals; and
- to develop a general outline of KIFP/FS activities for the next year and beyond.

Supplemental objectives of the Washington, D.C. portion of the seminar were:

- to acquaint the Fellows with current issues in United States agricultural policy and to increase the Fellows' understanding of the policy making process, including the role of professional analysts such as themselves, and
- to learn about the work of the World Bank's Agriculture and Rural Development Department, the International Food Policy Research Institute, and the National Center for Food and Agricultural Policy.

During the orientation seminar, the Project Directors formed four focus groups, each including eight Fellows selected so as to achieve regional, disciplinary, and institutional diversity. The assignment for each group was to review and discuss the individual projects being proposed by each Fellow in the group.

Subsequently, the Fellows formed four Interest Groups identified as follows:

- I. Comprehensive Food and Agricultural Policy (7 members)
- II. Agricultural Marketing - Product & Input Price Policies (7 members)
- III. Policies and Programs to Provide Food for the Poor (11 members)
- V. Programs to Promote Food Production via Technology (7 members)

These Interest Groups met several times during the course of the Orientation seminar and provided the basis for further communication about project activities.

The Fellows actively participated in the planning of future KIFP/FS activities. Brazil was selected as the country where the first annual seminar would be held. A representative from each Interest Group, the three Brazilian Fellows, and the project directors jointly developed a preliminary format for the seminar program in the city of Recife, Brazil.

Overall, the Fellows were highly pleased with the Orientation Seminar. All of them rated the experience as "excellent" or "good" on the external evaluators questionnaire. The sessions that were rated down were on leadership development and self-assessment.

The major conclusions and interpretations of Dr. Patton, the external evaluator, were as follows:

- The Fellows have very high regard for each other.
- The Fellows are enthusiastic about the KIFP opportunity.
- Fellows perceive themselves as mature, capable and knowledgeable people holding positions of responsibility.
- Fellows believe in and have a high degree of commitment to their individual projects, and to using a food systems perspective.
- Fellows want to be fully informed about program details. Many have a relatively low tolerance for ambiguity, especially where financial matters are concerned.
- Many Fellows feel financial stress, are poorly paid, and are sensitive to the financial opportunity costs involved in participating in the KIFP without a stipend.
- Most Fellows have quite specific ideas about how to improve their knowledge of and expertise in food systems. They want especially to develop usable analytical and methodological skills.
- Fellows want and expect to learn from each other--now and in the future. They perceive other Fellows as the primary learning resource in the KIFP.
- Fellows share a deep interest in learning about other countries and in taking a global perspective.

In open ended comments, the Fellows indicated that future seminars can be improved as follows:

- more program/seminar flexibility
- more time for Fellows to interact
- more time to experience the local setting
- more control of the program by the Fellows

The recommendation by the External Evaluator were as follows:

1. Over the course of the three years, Fellows should play an increasing role in program planning, decision-making and implementation. The Fellows' responsibilities in this regard should be made explicit and formal mechanisms developed to assure their active involvement.
2. A comparative case approach should be used as a primary seminar learning method. This would involve having Fellows develop detailed case descriptions for study, analysis and problem-solving. Cases should be developed between seminars on both substantive food systems issues and process-oriented policy influence issues.
3. The personal growth and development objectives should be deleted.
4. References to "leadership development" should be changed to avoid possible cross-cultural and political misunderstanding. Concern for leadership should be expressed as concern for "influencing food systems policies and policy-makers and exercising responsibility" (inasmuch as Fellows are people in positions of responsibility). Another possible theme is "understanding, managing and directing change."
5. Specific opportunities for joint KIFP products should be identified at the next seminar. Fellows should decide if they are committed to joint products, and, if so, how they will be produced.
6. Prior to recruiting a new Fellows group, the financial conditions of the international fellowship should be reviewed, especially to make sure there is equity with the national Fellows program, thereby avoiding any appearance of discrimination against Third World participants.

In their 1986 Annual Report to the Foundation, the Project Directors made the following observations:

"The KIFP/FS is off to a good start. An outstanding group of Fellows has been selected. They were brought together for the Orientation Seminar where they quickly began to develop strong personal and professional relationships. The Fellows, the Steering Committee and Project Directors are highly committed to the goals of the KIFP/FS."

"While a mix of disciplinary and institutional backgrounds are necessary for a comprehensive attack on food system problems it will be a challenge

to facilitate the development of truly pragmatic, creative approaches to improving national food systems among a group of mid-career, well-established professionals. The numerical dominance of agricultural economists within the KIFP/FS program can provide systems perspectives but needs to be combined with the professional views of agricultural technologists, nutritionists and others. It will also be important to develop some continuity linkages with the Kellogg International Fellowship Program in Health."

"The reactions of Fellows to the "leadership" and "evaluation" components of the Orientation Seminar has prompted serious considerations of how we should handle these topics as the program moves forward. Bryant Kearl has provided a thoughtful assessment with positive suggestions for future programming. Michael Patton's Evaluation Report and follow-up communications from Mary Andrews and from Steering Committee members, Per Andersen and William Gamble, have supported Kearl's assessment and has converged on a proposed course of action which recognizes that we are dealing with a mature, and relatively successful group of professionals who have significant leadership capacities but who want to increase their effectiveness in influencing changes in food systems. The promotion of leadership objectives may be achieved in part through direct participation of the Fellows in the planning and organization of KIFP/FS activities, by observing and comparing experiences across countries and by providing program support for the further development of analytical and communication skills as requested by the Fellows. Regarding "evaluation", Kearl has observed in a recent letter that, "...for these people the changes that we might expect are likely to be subtle, incremental, and marginal rather than central and dramatic.... Furthermore, looking at the institutions with which such persons are affiliated it is too much to expect that the Fellowship program will produce measurable, demonstrable institutional change." These views and those of other Steering Committee members are being shared with the External Evaluator.

3. Annual International Seminars

Three international seminars were held; one in Latin America, a second in Africa and a third in Asia. The Fellows assumed substantial responsibilities in planning and managing seminar activities in cooperation with the MSU Project Directors, the Steering Committee and three MSU faculty members (Dr. James Shaffer and Dr. Michael Weber from the Department of Agricultural Economics and Dr. Mary Andrews, Cooperative Extension Services).

The general format for the international seminars that evolved from the participatory planning process can be described as follows:

- A core set of activities to enable the Fellows to increase their understanding of food systems in the host country setting including seminar discussions with public officials, field trips to rural areas and visits to food processing and distribution firms.
- Meetings of Interest Groups to discuss Fellows projects, methodology issues, joint project efforts and to plan networking and travel study activities.
- Focus group sessions with the KIFP/FS External Evaluator and Mary Andrews.
- Administrative sessions dealing with mini-grants, project reporting, publications and equipment ordering and planning of future activities.
- Social activities including receptions and dinners, some involving officials and professionals from local institutions.
- Plenary wrap-up discussions where the Fellows, Steering Committee members and KIFP/FS staff shared observations and summarized what had been learned. Planning for the next seminar would be initiated.
- An optional set of pre and post seminar travel study opportunities often including visits in other countries within the region where KIFP/FS Fellows arranged the programs.

Latin America

The first international seminar was held in Recife, Brazil in January 1987. The keynote speaker was Dr. Alex McCalla, University of California. His topic was "Global Food Systems and National Food Systems Strategies". Four Fellows discussed implications for these particular regions followed by more in-depth discussions of policies and major issues in Latin American food systems. An entire day was devoted to formal presentations by Brazilian professionals on their national food system. Field trips were arranged in the Recife area, which is situated in the poorest region of Brazil.

A pre-seminar activity was carried out in a major irrigation development area in the San Francisco River Valley. There were two optional post-seminar activities, one in Brasilia emphasizing the EMBRAPA agricultural research system, and the other in Sao Paulo where a huge wholesale produce market, a supermarket firm and commercial citrus and coffee farms were visited.

Immediately following the Brazil seminar, 16 Fellows and the Project Directors flew to Mexico where they were hosted by CONASUPO, a parastatal food marketing enterprise. Over a five-day period, the group learned how this huge organization was engaged in the procurement, processing and distribution of food. Following a wrap-up discussion with CONASUPO officials each of the Fellows prepared written observations, which were assembled and delivered to a CONASUPO official.

It should be noted that the group that assembled in Recife were stunned on the opening day when they were informed that Fellow Pascal Fotzo had perished in an airplane crash while enroute to Brazil.

African Seminar

The main seminar activity was held in Harare, Zimbabwe in early February 1988. Twenty-four Fellows participated in a three-day pre-seminar travel study activity in Kenya, which emphasized food system organization through cooperative enterprises. The group was hosted by the National Council for Science and Technology, the sponsoring institution for Kellogg Fellow, B.F. Makau.

The keynote address at the Harare seminar by Dr. Ojetunui Aboyade, an internationally recognized Nigerian, who provided a broad overview on the evolving social, political and economic conditions among African countries with emphasis on food and nutrition problems. This was followed by in-depth presentations and discussions focused on the Zimbabwe food and agricultural system. Field trips were made to modern commercial farms, to a communal farming area, and to grain storage and food processing establishments. Alternative additional seminar sessions and field visits dealt with nutrition and grain marketing programs.

Three alternative post-seminar travel study activities were carried out in Tanzania, Sudan and Ghana, all hosted by Kellogg Fellows and their sponsoring institutions.

Asian Seminar

The main seminar activity was held in Bangkok, Thailand in early February 1989. It was preceded by a five-day travel study program in India that was attended by nearly all of the Fellows. The post-seminar activities included optional travel-study trips to Australia and Indonesia.

Substantial planning had gone into the Asian seminar program. The eight Asian Fellows prepared and distributed a set of background papers (which were later published as a book titled, Increasing Access to Food -- The Asian Experience). More than 2/3's

of the Fellows had participated in travel-study programs in the Peoples Republic of China in 1988.

At the Bangkok seminar, the keynote presentation was made by Dr. Vijay Vyas, a noted Indian social scientist. Dr. Robert Herdt, Director of the Agricultural Research Program, Rockefeller Foundation was another resource person. A broad based set of Thai food system leaders from government, universities and the private sector participated in discussions of food system policies and programs that have supported the development of an effectively coordinated food system with strong international market participation. Field trips within the rice dominated area surrounding Bangkok were complimented with field visits to a very different environment in the Chiang Mai area in Northern Thailand. Special arrangements were also made for some of the Fellows to study the health and nutrition programs in both Bangkok and Chiang Mai. The faculty at both Kasetsart and Chiang Mai Universities made major inputs into the planning and conduct of the seminar program.

4. Travel Study

As described above, the International Seminars provided tremendous travel study opportunities expanding the Fellows' knowledge of food system organization and the success and shortcomings of various approaches to improving performances. As a supplement to the three regional seminars, 20 individual Fellows made more specific travel study trips in direct support of their projects and their own professional development.

Additional travel study included: 1) Interest Group IV visits in Jordan and Syria in 1987 followed in 1988 by a field tour in China; 2) Asian Fellows travel study in China in 1988 which was joined by seven non-Asian Fellows, a Steering Committee Member and the KIFP/FS Project Directors. All of these tours were well planned and administered by the Fellows with Steering Committee and MSU staff support.

5. Fellow's Projects

The individual, in-country projects were an important component of the KIFP/FS. The initial fellowship application included preliminary project proposals related to the KIFP/FS program goals and which would fit within the interests and commitments of their sponsoring institution. The original project proposals were reviewed at the Orientation Seminar and subsequently revised and further elaborated.

During the Orientation Seminar, the Fellows organized themselves into four Interest Groups based upon the communalities of their projects. A strong networking relationship evolved within each group as they interacted at International Seminars and planned group activities some being supported by mini-grants described in the next section of this report.

All of the in-country projects were focused on specific problem areas within their national food systems. Many projects required primary data collection and analysis, hence, the need to improve their professional skills as they carried out the projects. Special workshops, and mentoring by KIFP/FS Steering Committee members, MSU faculty, Project Directors and other professionals were important inputs into this learning process. Many written reports and publications resulted from the projects and related Interest Group activities. In-country seminars and workshops were conducted to extend the impacts of the projects. (See the KIFP/FS Annual Reports to the Foundation the KIFP/News and the bound copy of the Fellows' Final Reports that were distributed at the End-of-Program Seminar in 1989, Annex V.)

6. Mini-Grants

The KIFP/FS provided funding for small grants to support "networking activities". This was subsequently interpreted to include grants of up to \$25,000 to individual Fellows and their sponsoring institution in order to expand the impact of the Fellows' project through complementary and/or supplementary activities. A second category of larger grants were made available to support "networking activities" involving two or more Fellows that would contribute to the program goal of improving food system performance. Guidelines were established for proposal submission, reviews involving Steering Committee members and final decisions by the Program Directors.

This component of the overall KIFP/FS was slow to develop probably due to the overload of work that most Fellows were experiencing in meeting their regular job responsibilities along with the added Fellowship activities.

All four Interest Groups and two regional Fellows group requested and received "Networking" grants to support workshops, major publications and travel study. Twelve "institutional" grants were made to extend the impacts of individual Fellow projects.

7. Computer Equipment

In the design of the KIFP/FS, it was decided that the professional growth of the Fellows would be enhanced if they would had their own micro computer, word processing equipment. Also, this might enable some of them to become more closely linked through a computerized communication network.

Twenty-two of the Fellows purchased micro computers with their Fellowship funds. Some of the others already had such equipment available to them. The KIFP/FS project staff cooperated closely with the Fellows in arranging purchases and delivery. MSU staff also provided training and back-up services.

The computerized communication network never became operational except among a few Fellows. There were many problems with telephone services within and between countries and with the compatibility of equipment.

8. Publication Ordering

There are many constraints which make it difficult for professionals in developing countries to maintain continuing access to books and periodicals from around the world. The Steering Committee and Directors of the KIFP/FS placed a high priority on offering a publication order-delivery service for the Fellows. The Project Directors employed an MSU graduate student to assemble and disseminate information on available publications. This included bibliographies tailored to particular Interest Groups; periodic up-dating while continually receiving and processing publication orders from the Fellows. The cost of the publications was charged directly to the individual Fellowship grant accounts. The records show that this service was used extensively by the Fellows and was evaluated as a valuable part of the program.

9. End-of-Program Seminar

The End-of-Program Seminar was added to the KIFP/FS program during the forward planning that took place at the African Seminar in early 1988. There was a strong consensus among the Fellows, the Steering Committee and Project Directors that a short one or two day wrap-up discussion attached at the end of a two-week Asian Seminar would not be an effective way to end the KIFP/FS, especially since there were adequate funds remaining in the Kellogg Grant to finance this additional seminar. Furthermore, the rich set of experiences afforded by the Asian Seminar program deserved the full attention of the group within the time available.

The main purpose of the End-of-Program Seminar was to provide an opportunity to review and summarize individual and collective experiences over a three-year period. The KIFP/FS had provided a wide range of opportunities for learning and professional growth. The substantive focus had been on the development of a comprehensive, in-depth understanding of food systems - the basic problems common to most countries and the policies and programs to increase food availability and accessibility to constantly growing populations.

It was decided that the centerpiece of a one-week, end-of-program seminar would be a series of presentations and discussions lead by the four Interest Groups where individual Fellows would discuss their project accomplishments along with group assessments of food system issues in their particular area of interest. This would be followed by a one day wrap-up session focused on the following cross-cutting questions:

- 1) Is technology the major constraint to increased food supplies and utilization?

- 2) What have we observed and learned about professional effectiveness in food systems development?
- 3) What is the impact of macro-economic and sectoral policies on food system performance and nutrition?
- 4) Food system organization and performance: The role of markets and government?

Steering Committee members served as moderators for each topic session. Fellows were assigned as discussion openers and reactors. Some very insightful observations reflected the influence of KIFP/FS learning experiences.

The seminar was held at the Holiday Inn - University Place in East Lansing. There were poster presentations of projects and a display of the Fellows publications. The highlight of the seminar was the Recognition Banquet where certificates were awarded and inspiring remarks were made by Dr. Russell Mawby and MSU Provost David Scott with responses by Kellogg Fellows, Steering Committee members and Project Directors. At the final seminar session, individual Fellows made personal statements on what the KIFP/FS had meant to them. The Fellows then organized themselves as an Alumni Group. Colin Carter was elected chairperson; Regional leaders elected were Boniface Makau, Africa; Davendra Tyagi, Asia; Alvaro Silva, Latin America.

B. EVALUATION OF PROCESS AND OUTCOMES

Dr. Michael Patton, University of Minnesota, prepared the operational plan for the external evaluation of the KIFP/FS with the assistance of Dr. Mary Andrews, MSU Cooperative Extension Service. Dr. Patton stepped aside as the Program Evaluator for personal reasons after submitting the first evaluation report in 1986. Dr. Marvin Alkin, University of California Los Angeles, was recruited as a replacement for Dr. Patton. No changes were made in the basic evaluation plan which included the following:

1. Baseline information from the Fellow applications and a questionnaire on Fellows program "expectations" that was administered at the Orientation Seminar.
2. Focus Group interviews conducted during each international seminar.
3. Questionnaires filled out by Fellows at the end of each international seminar, and at the End-of-Program Seminar.

During the first two years, the emphasis was on process evaluation. The emphasis shifted to summative evaluation during the later stages of the program and especially in the final evaluation report submitted in December, 1989. A total of seven separate evaluation reports were completed and circulated to the Foundation Program Director, Dr King; selected MSU Administrators; and the KIFP/FS Steering Committee.

The Evaluator's reports on program "process" provided valuable feedback for administrative and planning purposes. (For some of the early results, see a previous section of this report on the Orientation Seminar.) The concerns and suggestions of the Fellows were carefully considered and responded to by the Program Directors and the Steering Committee. As the program moved forward, the Fellows were increasingly involved in the planning and implementation of seminars, travel study tours and networking activities including joint publications.

Throughout the program, the Fellows evidenced a high degree of enthusiasm and satisfaction with the KIFP/FS. They consistently pressured for more program flexibility in international seminars. However, when they had responsibility for planning seminars in their own countries, they also tended to come up with activity packed schedules. Nevertheless, the evaluation reports indicate that each successive annual seminar improved in terms of interactions among the Fellows and with the Steering Committee and Project Directors. The Asian Seminar experience was outstanding and the best yet according to Fellows' own evaluations. (See the KIFP/FS News, April 1989 and the Asian Seminar Evaluation Summary, March 1989.)

The outcomes of a program such as the KIFP/FS are highly individualized and will accrue over a long time period. Hence, the impact assessments during and at the end of a "three-year" program can only provide early indications of how the individual's professional capabilities and motivations may advance their leadership effectiveness.

Dr. Bryant Kearn, a Steering Committee member, offered some insightful observations on the development of leadership capabilities of the rather unique group of KIFP/FS Fellows. (See Appendix to the 1985-86 Annual Report to the Kellogg Foundation submitted by the MSU Project Directors.) Dr. Kearn pointed out that the Fellows selected had already held positions of responsibility and had participated in high level policy discussions in their countries. However, they apparently saw opportunities to observe and compare experiences in other countries as a means to advance their professional careers while getting their ideas into the mainstream of food system development. This perspective was substantiated in the "expectations" questionnaire administered by the External Evaluator at the Orientation Seminar and in Focus Group interviews conducted periodically over a three-year period.

The Evaluator's final report (1989) summarized the impact of the KIFP/FS on individual Fellows in specific areas directly linked to the original program goals. The results are briefly summarized below:

1. Knowledge about food systems.

All participants noted increased knowledge as a result of the KIFP/FS especially in the area of price policies, nutrition and nutritional assessments, marketing systems, and the roles of technology, institutions and policy in food system improvement. They also acknowledged increased knowledge outside of their own discipline and country setting.

2. Professional Skills.

Fellows cited increased skills in research design, field data collection and the use of micro-computer/word processing equipment. Leadership skills including effective communication, the ability to interact with Fellows from other regions, and the ability to listen and to try to understand other viewpoints were attributed to the KIFP/FS participation.

3. Networking.

The Fellows have had extensive and continuing professional and personal contacts with other Fellows. Specific activities mentioned were exchange of publications, professional seminars, consulting opportunities and collaborative projects.

4. Professional Advancement.

A large number of Fellows have received promotions, taken new, more responsible positions, and achieved greater professional recognition. Some examples of professional advancement are as follows:

- a former university professor in Sao Paulo became an advisor in health economics with the Pan American Health Organization;
- the director of a research institute in Chile was appointed as Vice Minister of Agriculture;
- a Brazilian Fellow became director of The Center for Evaluation of Project Investments within the Inter-American Institute for Cooperation on Agriculture;
- a Mexican Fellow became Deputy Director of the Inter-American Institute for Cooperation on Agriculture and later was appointed as the Mexican Ambassador to Korea;
- a Colombian Fellow was appointed as his country's Trade Representative to the U.S. and later to the European Community;
- a Kenyan Fellow was appointed as a Principal Economist in the Ministry of Planning and National Development;

- a Tanzanian Fellow moved into a position as a policy advisor to the President of the country;
- a second Tanzanian Fellow moved up to become the Director of Research and Postgraduate Studies at the Sokoine University of Agriculture;
- a Ghanaian Fellow was advanced to Chairperson of the Department of Nutrition and Food Science at the University of Ghana;
- an Indian Fellow who had served as a long-term civil servant in the Commission for Costs and Prices in the Ministry of Agriculture was elevated to the high level political position as Commission Chairperson;
- a Chinese Fellow received an early promotion to a University professorship and was given an outstanding teaching award by the Central Government's Education Committee. This was one of only 70 awards nationwide in the education field.
- a U.S. Fellow left his position as professor at Cornell University to become Head of the Agricultural Trade Division in the organization for Economic Cooperation and Development (OECD) headquartered in Paris.

The External Evaluator's final report states that the Fellows overwhelmingly affirmed that the KIFP/FS had helped them in achieving professional advancements. Overall, the Fellowship had strengthened and reinforced their goals, but for the most part they were continuing in the same fields with clearer and stronger motivations.

Steering Committee members were asked to provide assessments of the KIFP/FS and its impact on individual Fellows. With the exception of one or two Fellows, the Steering Committee members observed significant professional growth among the Fellows while pointing out that all had entered the program with significant leadership skills and experience. The areas of personal growth included communication and interpersonal skills observed during seminars and other fellowship activities. For several fellows, they saw increased self-confidence and greater ability to listen and to interact with other disciplines. Enhanced capabilities to be a catalyst in generating ideas and action programs were also noted. Finally, Steering Committee members strongly held the view that the KIFP/FS had positive and substantial impacts on the participants, in effect an advancement in the leadership capabilities of the Fellows.

An important secondary goal of the KIFP/FS was to strengthen the Fellows' Sponsoring Institution's capability to affect food system improvements. The Fellows' projects and supplemental mini-grants were intended to be rather directly beneficial to the institution. When asked about the actual impacts on their institutions, the Fellows

noted that the computer equipment, books and publications for the library along with the elevated image of the institution as being linked with the KIFP/FS. There were very few negative impacts and these were limited almost entirely to the Fellows' time away from the institution while attending KIFP/FS seminars and travel study activities. This impacted colleagues who had to teach the classes and perform other duties that the Fellow left behind. However, on balance, the positive benefits far outweighed the negative aspects from the Fellows' point of view. This was particularly obvious among the university sponsors where there was substantial evidence that teaching, research and outreach activities were positively affected by the Fellows' KIFP/FS participation. This was substantiated by personal visits with administrators and professional colleagues that were made in 1989-90 by Project Directors and Steering Committee members in three African, two Latin American and two Asian institutions.

The impacts of the KIFP/FS on the Fellows' countries had begun to be evident as the program came to an end, but many additional positive impacts are expected to be realized as the Fellows' continue through their professional careers. Many already hold influential positions where the conceptual food system framework and their broadened base of international experience and their continued participation in an expanded professional network will contribute to improved policy decision processes and more effective efforts to improve food system performance.

(For a more complete assessment of KIFP/FS program impacts, see the External Evaluators reports that were submitted to Dr. King, the Foundation Program Director.)

C. FUTURE PROGRAMS - CONCLUSIONS AND RECOMMENDATIONS

From its inception, the KIFP/FS drew very positive reactions among international development professionals who saw the program as a means to improve food systems by advancing the leadership capabilities of mid-career individuals holding positions of responsibility, mainly in universities and public sector institutions. The MSU faculty, the Steering Committee and the Fellows all entered the program with high expectations. The enthusiasm and morale among the group remained very high throughout the program. There was a generally held expectation that the KIFP/FS program experience would provide significant support for the continuation of similar programs funded by the W.K. Kellogg Foundation.

During the second year of the KIFP/FS, special efforts were made to assess program experience and to formulate suggestions for future programming by the Foundation. The assessment and follow-on program suggestions were transmitted to the Foundation in the External Evaluator's April 1988 report and in a special report, "An Interim Assessment of the Kellogg International Fellowship Program in Food Systems" prepared by the MSU Program Directors (May 20, 1988). This later report stressed the uniqueness of the KIFP/FS in targeting established mid-career professionals and the

apparent soundness of the basic program guidelines that had been developed through the joint efforts of MSU staff and the Foundation Program Director, Dr. King. However, within this basic framework there were several program modifications that were generally supported by the Fellows, the Steering Committee and MSU staff. These suggestions are elaborated in the May 20, 1988 report under the following headings:

Composition of the Fellows Group

- Geographic Distribution
- Age/Stage of Career
- Gender Balance
- Institutional Base
- Group Size

Program Modifications

- Annual Seminars
- Individual Projects
- Mini-grants
- Fund Allocation

Management of the Program

The two reports were timely inputs into a major Foundation staff review of international fellowship activities (see letters from Dr. Mawby, dated June 2, 1988 and Dr. Brown, dated May 26, 1988).

Later in 1988, the Foundation announced their decision to organize and administer internally, the Kellogg International Leadership Program (KILP) as a follow-up to the KIFP/FS and KIFP/H that had been administered by MSU. This announcement did not come as a surprise to MSU administrators and the KIFP/FS Project Directors. However, some disappointment was observed among the KIFP/FS Fellows and some members of the Steering Committee who felt that the program had been very successful and that the longer-term impacts would have been significantly enhanced by an expanded network of KIFP/FS Fellows.

There still remains an open question of how the KIFP/FS Fellows will be involved in networking activities in the future. Will this be largely dependent on their own initiatives through their rather informal alumni organization or will there be some opportunities afforded to them through the KILP? There exists a keen interest among the KIFP/FS Fellows to organize a reunion seminar sometime in the 1994-96 time

period. This is being conceived as a substantive seminar which could be held in conjunction with another Kellogg International Fellow alumni function. Meanwhile, the KIFP/FS Alumni newsletter will continue to provide an active communication linkage among the Fellows.

Finally, it would be useful to carry out an additional evaluation of the KIFP/FS experience five years after the 1989 End-of-Program Seminar. Some impacts of the program were beginning to be evident as the program ended but most of the real impacts will be more evident as the Fellows' careers unfold.