



CHILDREN'S FOUNDATION

**CHANGE A LIFE.  
CHANGE A GENERATION:  
A COLLABORATIVE PROPOSAL BETWEEN THE CHURCH OF  
JESUS CHRIST OF LATTER-DAY SAINTS  
AND  
THE LIAHONA CHILDREN'S FOUNDATION**

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# INTRODUCTION<sup>1</sup>

Malnutrition is a significant global health problem. Malnutrition in children can manifest itself in several ways, and it is most commonly assessed through the measurement of weight and height. A child can be too short for his or her age (stunted), have low weight for his or her height (wasted), or have low weight for his or her age (underweight). A child who is underweight can also be stunted or wasted or both. Globally, there are 195 million stunted children under-five, and 129 million under-weight children under-five. Often, stunting is associated with chronic or long-term nutritional deficiencies whereas wasting is associated with acute nutritional deficiencies or infectious diseases.

There are many causes of malnutrition, including poverty, political and environmental forces, lack of work, lack of job skills, and disability. Regardless of the cause of malnutrition, there are cost-effective ways to prevent childhood malnutrition. Because young infants and children are developing rapidly, they are affected more by lack of adequate nutrition. The body and brain of an infant grow most rapidly in the first year of life. A child who is malnourished will initially show a decrease in their rate of weight gain, followed by a decrease in their rate of length gain. If malnourishment persists, their brain will decrease its rate of growth. These changes in the growth of the brain are permanent. The brain, unlike a child's weight, will not show catch-up growth. These effects lead to decreased cognitive potential. This in turn leads to decreased ability to learn which will often lead to decreased ability to obtain work as an adult. If this malnourished child later as an adult has children, they will likely enter this same cycle of poverty. By preventing malnutrition, children can grow up to be productive adults and break the inter-generational cycle of poverty. Treatment of malnutrition is so effective that most economists estimate that every dollar invested in the alleviation of malnutrition produces ten dollars in future earnings. In fact, the alleviation and treatment of malnutrition is listed as the first Millennium Development Goal. In essence, the elimination of malnutrition is the most important and cost-effective method available to promote self-reliance because it increases the potential of children to lead healthy and productive lives.

Adequately nourished children learn better, are more productive, have stronger immune systems and greater longevity, and are at a lower risk of non-communicable diseases than poorly nourished children. Malnutrition impairs the immune system's ability to function, leading to increased susceptibility to, and severity and duration of infectious diseases. Malnourished children often have delayed mental development, poor school performance, and reduced intellectual and economic productivity as adults. Undernourished women are at a greater risk of childbirth complications such as delivering a low birthweight infant and having

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<sup>1</sup> See Appendix E which has an extensive list of web links that document/discuss malnutrition, including country-specific links.

an impaired ability to breastfeed. Maternal and child malnutrition are the underlying causes of approximately 35% of all deaths in children under-five, or 3.5 million deaths every year. Malnutrition also is the underlying cause of 35% of the disease burden in children under-five.

Children who are members of the Church of Jesus Christ of Latter-day Saints (LDS) that live in resource poor countries also suffer from the effects of malnutrition and poverty. The Liahona Children's Foundation (LCF) has screened around 6000 LDS children between the ages of 0-5 in 37 stakes and districts in Cambodia, Guatemala, Ecuador, Peru, the Philippines, and South Sudan between the years of 2009-2013. The malnutrition rates (defined as height/weight, age/weight, or weight/height below 2 standard deviations or 3% on World Health Organization growth charts) of children who presented to be screened were as follows:

Cambodia—80%  
South Sudan--80%  
Guatemala—50%  
Philippines—50%  
Ecuador—25%  
Peru—20%

Epidemiologic assessment of country data from the World Health Organization and assessment of LDS Church membership would indicate that there are between 80,000 to 100,000 active malnourished LDS children living in resource poor countries between the ages of 0 through 5 years of age. For specific LDS Areas, the specific numbers of active children from the ages of 0-12 would be as follows:

Ecuador, Peru, Bolivia, Colombia—10,000 total  
Central America, Haiti, Dominican Republic—20,000 total  
Philippines—30,000 total  
Africa and other Asian countries—20,000 total

The cost to eliminate malnutrition is roughly \$50--\$100 per child per year<sup>2</sup>. This means that for active LDS children ages 0 through 5 years living in stakes in Ecuador, Peru, Bolivia, and Colombia malnutrition could be systematically eliminated for \$500,000--\$1,000,000 annually. Costs for other LDS Areas are simple to calculate from the above.

Numbers of active LDS children not attending elementary school due to poverty is a more difficult number to estimate, but is probably at least ½ of that of the number of malnourished children. The cost to facilitate attendance at a public elementary school is around \$60 per child per year which represents a true bargain. Such education provides to the child a much better employment future and decreases the rate of illiteracy. Elementary education is the second Millennial Development Goal,

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<sup>2</sup> The cost depends on the quality of the nutritional supplement utilized; this is discussed later.

and considered to be an extremely important method to promote future self-reliance in children. Among LDS children living in the countries of Ecuador, Peru, Bolivia, and Columbia this means illiteracy among children could be eliminated at a cost of \$300,000 annually.

At the present time, the LDS Church is striving to begin programs to eliminate malnutrition and illiteracy in Church children. President Monson started a “Hunger Initiative” in 2011, and prior budgetary or time limitations on welfare expenditures to help malnourished or illiterate LDS children have been lifted. Elder Oaks addressed nutritional supplementation of children in his October 2012 General Conference Talks. Deseret News published an editorial advocating for global nutritional supplementation of all malnourished children, LDS or otherwise, in 2013<sup>3</sup>.

LCF has started programs in 35 stakes/districts in the above countries that are specifically designed to accomplish the objective of the elimination of malnutrition and illiteracy in LDS children. Currently, LCF has sufficient funds to partially accomplish these goals in these stakes with funds donated almost exclusively from LDS donors in the United States. To accomplish our objectives we follow a simple process. First we contact stake presidents and regional LDS Church authorities in resource-poor areas and discuss our mission and see if they would like us to provide services to children living within their stake/region. We also request assistance in selecting a coordinator who must be an active LDS woman living within the stake boundaries. A date is set for screening of children and the coordinator is trained in her responsibilities to measure children every six months and to distribute supplements. Children are screened by measuring their weight and height. We also obtain epidemiological data regarding the child such as birth date and gender. This data is placed on standardized World Health Organization growth charts and children who fall below 2 standard deviations for any of the parameters assessed qualify for nutritional supplementation with calorically dense supplements such as cereals or infant formulas and for a micronutrient supplement to provide essential vitamins and minerals such as Vitamins A and D and zinc and iron. We provide 180 kcal/day in children ages 6-9 months, and 220-240 kcal/day in children ages 9 months to 5 years. The coordinators, in conjunction with the bishops, primary/relief-society presidents, continue screening potentially malnourished children as well as determining which children are not attending elementary school and the rationale for same. And the effort has not fallen exclusively to LDS children—we have invited one non-LDS child to be enrolled for each LDS child, both creating missionary opportunities and simultaneously helping to further improve our faith’s humanitarian work. In addition to providing nutritional supplementation, we provide de-worming semi-annually and teach participants the importance of sustained breastfeeding and how to provide hygienic and healthy meals to their families with the resources they have available. Currently we have student interns who are working with BYU professors on designing educational

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<sup>3</sup> <http://m.deseretnews.com/article/765630704/Helping-the-poor.html>

materials and assessing the specific nutritional deficiencies of children in each country. They are also working on designing country-specific nutritional supplements that could be produced in-country by program participant's families and LDS Church members<sup>4</sup>.

The interest and response of the Church members related to the elimination of malnutrition and the promotion of elementary school scholarships has been tremendous—hundreds of shown up at stake centers in the aforementioned countries to have their children screened. In all the stakes and districts, members have donated generously of their time and talents to assist the children and the Church leaders have been wonderful and generous in reaching out to these children. However, our efforts are falling short. We are unable to raise enough funds to allow many malnourished LDS children to receive nutritional assistance or to attend elementary school. In such cases, we assist the youngest children first as they are at highest risk for delayed cognitive development.

Limited available follow-up data from Ecuador, Guatemala, and Cambodia shows the quick improvement that can be seen in children's growth parameters (Appendix A). LCF is currently in the process of evaluating the data collected in the last year from all our programs. Professors at BYU from the Departments of Nutrition, Public Health, and Sociology are assisting us in this process.

Thus this proposal aims to explore ways in which LCF can work with the Church of Jesus Christ of Latter-day Saints to improve the lives of all LDS children living in resource poor countries. We are not requesting that any funds come to our organization, but rather that such funds be disbursed via the regular welfare program for Church members, and via a humanitarian grant through the stakes for the non-members. LCF is completely run by volunteers except for a part-time executive director who is paid for her services. This allows us to maintain a low overhead and for approximately 95% of our funds to go directly to program operations.

As an initial step to exploring how LCF and the Area Offices of the LDS Church could work together, we would propose arranging a meeting between the Area Welfare Manager, the local program coordinators, and the member of the Area Presidency responsible for the Church Welfare program. This would allow local coordinators to discuss their experience in your area, the challenges they face and the successes they have seen in the lives of children.

We are presently assisting 2000 children, approximately 75% of them LDS. Recent meetings with the Welfare Resource employees in Salt Lake City have led us to believe that there is great support and interest for this program. However, we understand that each Area has the authority to determine the programs that will best serve the needs of the members residing in their area. And to the extent

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<sup>4</sup> See Appendices B and C, which contain the Foundation's Program Manual and Coordinator Manual

possible, we understand that it is important that local members and programs participants have opportunity to contribute with their hearts, hands, minds, and financial resources in the mission of caring for the children in their area. We also believe that it is important to promote self-reliance in families through educational efforts and by collaborating on projects such as supplement production, farming initiatives, and fundraising campaigns for the children. Local members can also be involved in screening children and raising awareness of the problem of malnutrition. However, we must always remember that despite all these efforts, there will still be children who require nutritional supplementation to help them grow and develop properly. Screening of children by measuring their height and weight as well as by providing increased caloric intake and micronutrient supplementation have been shown to improve long-term outcomes and increase their potential for long-term self-reliance.

## **THE MISSION OF THE LIAHONA CHILDREN'S FOUNDATION**

The mission of the Liahona Children's Foundation is to nurture the potential of children to lead healthy and productive lives by eliminating malnutrition and providing educational opportunities among LDS children and their friends. We accomplish our mission by the following processes:

- Promote exclusive breastfeeding of infants until 6 months of age with introduction of complementary foods at age 6 months. We also support sustained breastfeeding until a child is at least 2 years of age.
- Provide daily nutrient dense supplements to children ages 6 months through 5 years who qualify for services secondary to underweight, stunting, or wasting as measured on standard World Health Organization Growth Charts.
- Educate families on hygienic and healthy food preparation and meal planning.
- Provide micronutrient supplementation with a focus on Vitamin A, iron, and zinc.
- Provide semi-annual de-worming of children age 1 and above.
- Monitor growth every six months
- Sponsor elementary education scholarships for children unable to afford school.
- Literacy training of families enrolled in the program.
- Employ local resources and volunteers

- Make quality improvements based on outcome data

LCF currently has programs in stakes and districts in Cambodia, Ecuador, Guatemala, Peru, the Philippines, and South Sudan with plans to expand to more countries in Africa.

## **PROPOSAL SUMMARY**

The Liahona Children's Foundation, in collaboration with the Church of Jesus Christ of Latter-day Saints, will improve the nutritional status of both LDS children and their friends who are under age 6 years and of at-risk pregnant and lactating women (PLW) in Peru and Ecuador. The main objectives of this project are: 1) identify undernourished children ages six months through five years and at risk pregnant and lactating women; 2) improve the nutritional status of children under age six and pregnant and lactating women via caloric and micronutrient supplementation; 3) promote exclusive breastfeeding in infants until 6 months of age with the introduction of complementary foods at 6 months of age and sustained breastfeeding until the child is at least 24 months old; 4) increase good hygiene behavior and enhance nutritional practice among households; 5) involve participant families in activities such as production and distribution of supplements and teaching others in their communities about the importance of sustained breastfeeding and good hygiene practices; 6) involve stake members in service projects to promote the above objectives; 7) promote best practice in reducing childhood malnutrition by involving experts from the LDS Church Humanitarian Department and professors from Brigham Young University in the design of nutritional supplements, gardening projects, and educational materials; 8) research the impact of the program by measuring semi-annually changes in growth parameters in young children who are involved in the program; 9) purchase materials locally and hire native coordinators as a means to improve the local economy and reduce cost; 10) provide educational scholarships to elementary-aged school children who may need assistance in attending public schools. These measures will ideally improve not only the nutritional status of children who are direct beneficiaries of the nutritional supplements, but will promote through education, service, and gardening projects, long-term self-reliance among the families of children served and the larger community. Previous to project implementation, the Liahona Children's Foundation will work with willing stakes to identify the nutritional status of LDS children and their friends who are under six and identify at-risk pregnant and lactating women. They will also work with stakes to determine the best means to implement project goals in their area.



## **PROJECT DESCRIPTION**

This project first seeks to address the nutritional needs of children under the age of six year and pregnant and lactating women and secondly to improve hygiene and nutrition practices of households in the communities in identified areas of Peru, Ecuador, Guatemala, and South Sudan.

This project will help to address the nutritional needs of children and women and overall nutritional needs of men, women and children living in the project stakes by providing nutrient-dense nutritional supplements, semi-annual deworming medicines and micronutrient supplements to children under six year and PLW. Additionally, this program will be coupled with hygiene and nutrition education and breastfeeding promotion to households. The project will strive to benefit from utilizing best practices and lessons-learned from Brigham Young University, other organizations working in the identified communities, as well as lessons learned through the Liahona Children's Foundation's other programs.

The Liahona Children's Foundation will conduct an initial assessment in project stakes to assess the nutritional status of children under six years and pregnant and lactating women, the nutritional deficits present in each of the areas, available local foods, and current hygiene practices and nutrition knowledge.

The proposed project will be accomplished over the course of one year.

### ***Project Objectives***

#### **Objective 1: Identify undernourished children and at risk pregnant and lactating women**

##### ***Activity 1.1: Create assessment team and baseline assessment***

The Liahona Children's Foundation will collaborate with Area and local authorities to identify stakes that are expected to be in the most need of intervention. Liahona Children's Foundation, with the assistance of Brigham Young University students, and local members, will constitute the assessment team. The assessment will form the basis for the program design, and will assess the nutritional status of children under six and pregnant and lactating women, the nutritional deficits present in each of the areas, available local foods and current hygiene practices and nutrition knowledge.

##### ***Activity 1.2: Conduct an assessment***

LCF will find a convenient time for the identified stakes to conduct the assessments. The assessment of children will consist of gathering information on gender, age, height and weight.

***Activity 1.3: Design program to address nutritional needs***

Once the assessment is completed, the results will be analyzed to inform program design and number of beneficiaries. Liahona Children's Foundation will collaborate with local stakes and BYU students to complete the design of the nutrition program.

**Objective 2: Improve the nutritional status of children under six and pregnant and lactating women**

***Activity 2.1: Provide nutritional supplements***

As a main component of the program, Liahona Children's Foundation will identify a local coordinator to distribute nutritional supplements to undernourished children through age five years and at risk pregnant and lactating women. LCF will collaborate with The Church of Jesus Christ of Latter-day Saints to obtain supplements to distribute. To receive supplements, children under six must be determined to be moderately or severely undernourished, according to World Health Organization standards. PLW need to be considered at risk. Supplements will be distributed on a monthly basis, with the expectation that the beneficiaries take the nutritional supplement every day.

In select areas, LCF will work with The Church of Jesus Christ of Latter-day Saints to formulate a supplement that can leverage existing gardening initiatives and be produced within project stakes.

***Activity 2.2: Provide micronutrient supplementation***

If micronutrient deficiencies are identified in the areas, Liahona Children's Foundation will address these deficiencies either through the daily nutritional supplement or through micronutrient supplementation. The supplementation will be administered as directed per the deficiency.

***Activity 2.3: Semi-annual deworming of children under six years***

As diarrheal disease can greatly impact nutritional status, the program will deworm children on the program on a semi-annual basis.

**Objective 3: Promote exclusive breastfeeding in infants until 6 months of age with the introduction of complementary foods at 6 months of age and sustained breastfeeding until the child is at least 24 months old**

***Activity 3.1 Provide education to participant families on the importance of sustained breastfeeding***

Interventions that promote exclusive breastfeeding of children until 6 months of age and sustained breastfeeding until at least 2 years of age have been shown to improve the nutritional status of children by decreasing the incidence of diarrheal disease and improving immune function in these children. Families of program beneficiaries will participate in breastfeeding promotion classes as a requisite to receiving nutritional supplementation. The education materials will be designed using best practice from materials produced by organizations such as the World Health Organization and UNICEF. Classes will be taught by local coordinators, interns from BYU and other universities, and by local ward members and participants. All instructors will be trained in educational materials prior to instructing participant families. Instruction will be available to community members who are not participating in the program to improve the health of all community members by increasing positive attitudes toward sustained breastfeeding within the community.

**Objective 4: Increase good hygiene behavior and enhance nutritional practice among households**

***Activity 4.1: Hygiene and nutrition education***

Families of program beneficiaries will participate in hygiene and breastfeeding promotion and nutrition education sessions. These education sessions will be requisite to receiving the nutritional supplements. The Liahona Children's Foundation will collaborate with BYU students and other local organizations to ensure that the content is culturally appropriate to each of the communities, that the nutrition education is based off of locally available and affordable foods, and that the hygiene promotion is sensitive to cultural practices. Additionally, if able to procure hygiene kits, hygiene kits will be provided to the families of beneficiaries to ensure better hygiene behaviors.

**Objective 5: Involve participant families in activities such as production and distribution of supplements and teaching others in their communities about the importance of sustained breastfeeding and good hygiene practices**

***Activity 5.1 Promote Self-Reliance***

To promote self-reliance, families of program participants will participate in activities related to program services. In areas where the supplement is made locally, participants will be asked to help in such production. They may also be asked to assist in supplement distribution on a rotating schedule designed by the local coordinator. Participant families who have the capability to assist may help in

teaching of educational classes that promote breastfeeding and good hygiene practices.

**Objective 6: Involve stake members in service projects to promote the above objectives**

***Activity 6.1 Promote Service***

To promote unity and service opportunities among ward and stake members, ward and stake leaders can design projects where members can come together to meet the objectives of the proposal. Church members may assist in screening young children, making the nutritional supplement, working on gardening projects, teaching educational classes to participant families and community members to promote breastfeeding and hygienic and healthy food preparation, and analyzing project components and outcomes for the purpose of making improvements.

**Objective 7: Promote best practice in reducing childhood malnutrition by involving experts from the LDS Church Humanitarian Department and professors from Brigham Young University in the design of nutritional supplements, gardening projects, and educational material**

***Activity 7.1 Promote Best Practice***

LCF 's board members will collaborate with the Church Humanitarian department and with professors at BYU to design programs that use best practice.

**Objective 8: Research the impact of the program**

***Activity 8.1: Monitor the project***

LCF will work with interns and LCF members to monitor the project, collect data, and to analyze project impact. Improvements and changes to the program will be made based on the results of such monitoring.

**Objective 9: Purchase materials locally and hire native coordinators as a means to improve the local economy and reduce cost.**

***Activity 9.1 Determine most appropriate nutritional supplement in a region***

LCF will work with BYU professors and student interns to determine appropriate nutritional supplements that can be purchased at local markets and stores.

***Activity 9.2 Evaluate local food staples that can be used to design a nutritional supplement that can be produced locally by participants and Church members***

LCF will work with BYU professors and student interns to evaluate local diet and food production patterns and then design and appropriate nutritional supplement that can be produced by participants and volunteers. The supplement will be culturally appropriate and palatable to young children.

**Objective 10: Provide educational scholarships to elementary-aged school children who may need assistance in attending public schools.**

***Activity 10.1 Assess barriers that children and families face in attending elementary school.***

LCF will work with interns who will evaluate the current public school system and talk with participant families about barriers to attendance of primary school.

***Activity 10.2 Create a program to address barriers to primary school attendance.***

***BUDGET***

We estimate the cost to provide calorie and micronutrient supplementation at \$50--\$100 per child or per pregnant and lactating woman per year. We estimate that it would cost an additional \$60 per child per year for elementary education. However, the total budget will depend on operational decisions. These decisions include questions such as "Should we assist only children below 2 standard deviations on any growth parameters or also those that show decline in growth rate? Should we include children only through age 5 years or should older children also be included who despite school attendance continue to exhibit poor growth<sup>5</sup>? Should we include only LDS children or allow one non-LDS child per LDS child?"

For example, in the countries of Ecuador, Peru, Colombia, and Bolivia, a budget for the active LDS children including elementary education would be close to \$1 million annually for the least expensive supplement; including non-LDS children would double that amount. Assisting children to only age 6 for nutrition (but continuing with elementary education) would decrease the amount to perhaps \$700,000 for

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<sup>5</sup> Malnourished children learn poorly unless receiving nutritional support; admittedly it is more important to provide nutritional assistance to children prior to age 5 but ideally older children would receive such support when/where needed.

the active LDS children. Including inactive children would double the budget as well.

We propose that this project will be managed by a Liahona Children's Foundation program manager in conjunction with the Area Welfare Manager. The Program Manager would be responsible to report to the Area Welfare Manager and Area Presidency as well as to the governing board of LCF. LCF has and will continue to develop relationships with Brigham Young University and include interns as program staff. These interns will also deal with financial issues, logistics, and community support.

Many options exist for initiation of nutritional supplementation that include the following products:

- Micronutrient supplement of Sprinkles or Vitamin Angels (cost \$7/child/year, although available for free at government health centers now in many countries)
- Full-fat soy flour (cost \$40/child/year) or corn-soy blends (CSBs)<sup>6</sup>
- Full-fat cow's milk powder (cost \$80/child/year)
- Plumpy'Nut<sup>7</sup> for use in acute malnutrition for 2 months (cost \$60/child/occurrence over 2 months)
- Infant formula for children 6-12 months of age, or in exceptional cases prior to 6 months of age
- Production of a supplement using local products. Such a supplement could be designed by the International Nutrition Program at BYU under the direction of Dr. Paul Johnston. These products would be designed to meet the particular nutritional deficiencies of children in the area as determined from our nutritional assessment data. Please note that all of the above supplements could be manufactured locally in addition to a specifically-designed product, other than the micronutrient supplement, which would need to be produced in conjunction with the WHO<sup>8</sup>.
- Optional nutritional products could include a fruit a couple of times a week for the children and eggs in areas where cooler climates avoid spoilage (as the supplements are distributed usually monthly). Fresh milk, meat, and eggs in warmer climates would usually not be useful as many of the families lack refrigeration or reliable electricity in-home.

As an initial recommendation, we would recommend milk powder with a micronutrient supplement daily and infant formula in children prior to age one.

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<sup>6</sup> CSBs would need to be manufactured; soy flour or powder can simply be purchased as can cow's milk powder.

<sup>7</sup> Plumpy'Nut is a peanut-butter based product and fairly simple to manufacture; however, it is quite expensive due to being under patent, but will be "freed" from that in 2017. It is likely at that point to become the most popular nutritional supplement for children globally once its cost decreases.

<sup>8</sup> Peru, for example, does not have a manufacturer of the micronutrient supplement, which we have to purchase from Bolivia via a re-seller; nor does Ecuador (although the health centers in Ecuador often have it for "free" for children presenting at the health centers, unlike Peru).

Although more expensive than soy products, milk promotes better growth and is less controversial than using soy products.

These supplements could potentially be added to the Bishop's Storehouse order form for LDS children who qualify for services.

## ***EVALUATION AND MONITORING***

LCF will undertake monthly reviews of the progress of the program and make appropriate real-time programming changes when needed. Day-to-day monitoring will be available through the Program Manager. LCF will coordinate a program evaluation of the quality of the project services provided in conjunction with interns from Brigham Young University. LCF will also complete a performance review and compile the results of all reviews into an summary report periodically. This report will include an assessment of the constraints, limitations and successes encountered during the partnership, and form the basis for recommendations for the next phases of programming.

## ***KEY INDICATORS FOR ASSESSMENT***

Decrease underweight (weight/age) by 50% in population served.  
Decrease stunting (height/age) by 20% in the population served.  
Decrease wasting (weight/height) by 50% in the population served.  
Provide instruction on breastfeeding promotion and healthy food preparation to 70% of families with malnourished children in the program.

## **Summary**

The treatment of malnutrition in young children and pregnant and lactating women is critical to the proper growth and development of a child. Such interventions are the most efficacious and cost-effective in promoting the future ability of the child to lead a healthy and productive life as an adult. Such interventions can break the intergenerational cycle of poverty. With collaboration between the Church of Jesus Christ of Latter-day Saints and the Liahona Children's Foundation we can help eliminate this cycle of poverty and provide hope for the next generation of our children.

APPENDIX C: Coordinator Manual

APPENDIX D: Article published by Collegium Aesculapium in 2013 (LDS physician's organization)

APPENDIX E: List of references/articles related to malnutrition

APPENDIX E: Lists of Screened children (emailed only due to confidentiality considerations)

APPENDIX F: Contact information for coordinators and stakes/districts (emailed only due to confidentiality considerations)



## **APPENDIX A PROJECT DATA**

### **1. Two Guasmo Stakes in Guayaquil Ecuador 2005--2006<sup>9</sup>; 200 children**

Of 200 initial cases of malnutrition, 125 were eliminated at one-year follow-up, including 100% of severe cases (4) and and >50% of moderate cases (24 to 10).

### **-2. Cambodia Phnom Phen District over an 18-month period 2012—2013; 60 children**

Children severely malnourished and at risk of dying based on low weight/height decreased from 32 children to 1 child. Stunting or low height/age decreased by 33%.

### **--Coordinator Reports<sup>10</sup> Guatemala/Ecuador (14 total stakes/districts 1500 children) 2009-2014**

Close to 100% of cases of severe malnutrition (weight/height) have been eliminated<sup>11</sup>; moderate or severe malnutrition based on height/age has undergone a greater than 50% decrease<sup>12</sup>.

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<sup>9</sup> These statistics were done by Dr. Sandra Hernandez, currently the Church Ecuadorian assistant-country welfare manager over the Guayaquil Area of Ecuador.

<sup>10</sup> BYU Department of Sociology is currently analyzing F/U data from these areas. The intervention package is not experimental, and fairly rapid improvement of growth parameters occurs once nutritional supplementation is implemented.

<sup>11</sup> Unfortunately, the exception to this has been in some cases death of the child, especially in Guatemala and probably Cambodia.

<sup>12</sup> The projects in these countries have emphasized younger children (< age 4); older children would not be expected to show this much improvement.

**APPENDIX B**  
**LIAHONA CHILDREN'S FOUNDATION PROGRAM MANUAL**



**Program Manual**

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## **Program Description and Mission**

The Liahona Children's Nutrition and Education Foundation (LCF) is a grass-roots organization dedicated to nurturing the potential of children to lead healthy and productive lives. We do this by providing nutritional supplements to malnourished and



underweight LDS children and their friends ages 6 months through 5 years who live in resource poor countries. We also promote sustained breastfeeding for infants and young children and provide education in hygienic and healthy food preparation. In areas where funds permit, LCF also provides small scholarships to elementary students to enable them to attend local school programs. The foundation is run by volunteers. Native

coordinators, however, are provided a small stipend for their services in measuring children and in purchasing and distributing the nutritional supplements.

### **Mission**

The mission of the Liahona Children's Foundation is to nurture the potential of children to lead healthy and productive lives by eliminating malnutrition and providing educational opportunities among LDS children and their friends.

We accomplish our mission by the following processes:

- ❖ Provide nutrient dense supplements to children ages 6 months through 5 years who qualify for services secondary to underweight, stunting, or wasting as measured on standard World Health Organization Growth Charts.
- ❖ Promote exclusive breastfeeding of infants until 6 months of age with introduction of complementary foods at age 6 months. We also support sustained breastfeeding until a child is at least 2 years of age.
- ❖ Educate families on hygienic and healthy food preparation and meal planning.
- ❖ Provide micronutrient supplementation with a focus on Vitamin A, iron, and zinc.
- ❖ Provide semi-annual de-worming of children.
- ❖ Monitor growth every six months
- ❖ Sponsor elementary education scholarships for children unable to afford school.
- ❖ Literacy training of families enrolled in the program.
- ❖ Employ local resources and volunteers
- ❖ Make quality improvements based on outcome data

### **The Problem of Malnutrition**

Nutrition can significantly impact an individual's health. Adequately nourished children learn better, are more productive, have stronger immune systems and greater longevity, and are at a lower risk of non-communicable diseases than poorly nourished children. For undernourished children and pregnant and lactating women, the consequences of malnutrition are great. Malnutrition impairs the immune system's ability to function

which leads to increased susceptibility to and severity and duration of infectious diseases. Undernourished children often have delayed mental development, poor school performance, and reduced intellectual and economic productivity. Undernourished, women who are pregnant or lactating are at a greater risk of childbirth complications, delivering a low birth weight infant, and having an impaired ability to breastfeed. Additionally, maternal and child malnutrition are the underlying causes of approximately 35% of all deaths in children under-five, or 3.5 million deaths every year. It also is the underlying cause of 35% of the disease burden in children under-five.

Malnutrition in children can manifest itself in several ways. It is most commonly assessed through the measurement of weight and height. A child can be too short for his or her age (stunted), have low weight for his or her height (wasted), or have low weight for his or her age (underweight). A child who is underweight can also be stunted or wasted or both.



Globally, there are 195 million stunted children under-five, and 129 million under-weight children under-five. Often, stunting is associated with chronic or long-term nutritional deficiencies whereas wasting is associated with acute nutritional deficiencies or infectious diseases.

Undernourished children often experience deficiencies not only in caloric intake, but also in micronutrients such as iron, zinc, Vitamins A and D. These micronutrient deficiencies may result in poor growth,

anemia, decreased cognitive abilities, skin rashes, impaired function of the endocrine, hematologic, neurologic, and immune systems.

There are many causes of malnutrition, including poverty, political and environmental forces, lack of work, lack of job skills, and disability. Children are the unwitting recipients of forces outside their control. Because young infants and children are developing rapidly, they are affected more by lack of adequate nutrition. The brain of an infant grows most rapidly in the first year of life. A child who is malnourished will initially show a decrease in their rate of weight gain, followed by a decrease in their rate of length gain. If malnourishment persists, their brain will decrease its rate of growth. These changes in the growth of the brain are permanent. The brain, unlike a child's weight, will not show catch-up growth. These effects lead to decreased cognitive potential. This in turns leads to decreased ability to learn which will often lead to decreased ability to obtain work as an adult. If this malnourished child later as an adult has children, they will likely enter this same cycle of poverty. By preventing malnutrition, children can grow up to be productive adults and break the inter-generational cycle of poverty.

Regardless of the cause of malnutrition, there are cost- effective ways to prevent childhood malnutrition. In fact, the eradication of childhood malnutrition is the most effective and efficient use of money to improve morbidity and mortality and quality of

life. Interventions that have been shown to be effective include supplementation of calories and micronutrients- particularly Vitamin A, iron, and zinc-, promotion of exclusive breastfeeding until the age of six months with the introduction of complementary foods at age 6 months and continued breastfeeding until at least 2 years of age, provision of clean water, education in hygienic and healthy food preparation, and immunizations.

The objective of the Liahona Children's Foundation is to identify and implement effective ways of reducing malnutrition among the LDS population and their friends. We do this by providing nutritional supplementation to malnourished children, supporting families in sustained breastfeeding, and teaching families about nutritional and hygienic food preparation. We also where funds permit help families access school programs that are part of their local communities and governments.

## **Organizational Structure**

The Liahona Children's Nutrition and Education Foundation is a not-for-profit governmental organization with a 501c3 tax status. The foundation functions in accordance with its bylaws. (See Appendix A) The foundation is governed by a Governing Board that can consist of up to 20 members. The Board elects an executive board that consists of a president, vice-Presidents, secretary, and treasurer. Terms of appointment are 2 years for both the Governing Board and the Executive Board. LCF also has an Advisory Board that can consist of an unlimited number of individuals. Members of the Advisory Board are chosen based on their expertise in various areas related to LCF programs. They may serve as long as desired and are invited to participate by the Board. A second group who may provide information and counsel to the LCF Board consists of Country Supervisors. They may inform the Board regarding concerns about program operations within their countries and may make suggestions for to open new areas or make improvements. Members of the Governing Board may vote on decisions related to foundation business and programs. A simple majority is required for a positive vote on issues brought before the Board. Members may vote in person at board meetings or through other means such as telephone or email. Additional officers who function under the supervision of the Governing Board are a Chief of Operations, Chief of Legal Affairs, Chief of Marketing, and a Chief of Program Evaluation and Monitoring. Committees to support functions of LCF include but are not limited to an Advertising and Marketing Committee, Finance and Legal Committee, Fundraising Committee, Internet Technology Committee, Internship Committee, Nutritour Committee, Operations Committee, Program Monitoring and Evaluation Committee, Research Committee, Social Media and Public Relations Committee, and Volunteer Projects Committee.

### **Duties of the Executive Board Officers are as follows:**

***President***—The President serves as the Executive Director of LCF and is responsible to oversee all its programs and operations. Officers and Committee Heads are responsible to report to the President their activities and progress. The President has authority to make decisions related to day-to-day operations as guided by the Bylaws and current

policies. The President also is responsible for maintaining the integrity of LCF and its operations.

***Vice-Presidents***—The Vice-President supports the President in his or her duties. He or she may oversee Committees as requested by the President.

***Secretary***—The Secretary duties include but are not limited to the keeping of minutes at LCF Board Meetings, communications to Board Members and Committee Heads, and donor communications including thank-you notes and newsletters. The secretary will oversee the publication of LCF's Quarterly Newsletter.

***Treasurer***—The Treasurer is responsible for preparing and maintaining yearly budgets, providing money monthly to individual programs, and maintaining standard accounting forms. He is also responsible for maintaining fiscal controls.

#### **Duties of Additional Officers:**

***Chief of Operations***—Duties include monitoring program operations and evaluating how to better our services and obtain and distribute supplements at reasonable cost. Other duties include communicating with Church Leaders and coordinators. The Chief of Operations also researches and plans for new project development and implementation.

***Chief of Legal Affairs***—This officer is responsible to provide legal council to LCF.

***Chief of Marketing***—This officer is responsible for developing marketing, advertising, and fundraising strategies and overseeing their implementation.

***Chief of Program Evaluation and Monitoring***—This officer is responsible to oversee the collection of data and its analysis. He or she will make recommendations for program improvement based on the results of this analysis.

#### **Duties of Committees**

##### ***Adopt-A-Stake Committee***

This committee will consist of a representative from each Adopt-a-Stake group one of whom will be invited to head the committee. The committee will be a venue for reporting of successes and failures and an opportunity to develop new strategies and plans to encourage others to adopt Stakes.

##### ***Advertising, Marketing, and Public Relations Committee***

This Committee will be overseen by the Chief of Marketing Officer and will be responsible for managing marketing and advertising campaigns. They will also be responsible for branding. They will oversee development of product lines to be sold on-line or events. They will oversee press releases and video productions.

##### ***Country Committee***

This committee will be headed by the Chief of Operations. This committee will consist of the Country Coordinators from each country and other representatives from within a country who desire to participate. This committee will be responsible for sharing new ideas and the successes and failures of local programs. They will present ideas to the Board regarding program improvements and modifications.

##### ***Finance and Legal Affairs Committee***

This committee is headed by the Chief of Legal Affairs. The committee will be responsible for legal concerns. They will help prepare budgets and provide financial auditing.

##### ***Fundraising Committee***

This committee will be overseen by the Vice-President. This committee will be in charge of planning and implementing fundraising programs. These programs may include events, corporate sponsorships, sale of products, and grant applications. They will plan and carry out fundraising events. They may also work in conjunction with other groups associated with LCF such as college clubs and Adopt-A-Stake groups who desire to implement fundraising activities and events in their own areas.

***Internet Technology and Social Media Committee***

This committee will be headed by a person selected by the Board. This committee will be responsible for all internet activities and in the maintaining LCF's Web page, Facebook page, and Twitter page. They will also be in charge of posting information related to LCF's mission and activities on appropriate social media sites.

***Internship Committee***

This committee will be headed by a person selected by the Board. This committee will be responsible to oversee all concerns related to internships. Some of these responsibilities would include screening of applicants, helping applicants design research projects, providing applicants with activities and schedules during their internship, and providing help and guidance before and during the internship.

***Nutritour Committee***

This committee will be headed by a person selected by the Board. This committee will be responsible to oversee all concerns related to Nutritours. Some of these responsibilities include advertising of Nutritours, screening of applicants, working with local coordinators on activities and schedules, and providing help and guidance before and during the Nutritours.

***Operations Committee***

This committee will be headed by the Chief of Operations. This committee will be responsible for on the ground operations and help in determining logistical issues such as purchase of supplements at best price in a country, distribution of supplements, and transportation. They will also be responsible to monitor program quality and compliance. They will research areas for expansion as monies become available. They will communicate as directed with Church leaders, coordinators, and other organizations with whom we currently collaborate or with whom we desire to collaborate.

***Program Monitoring and Evaluation Committee***

This committee will be headed by the Chief of Program Monitoring and Evaluation. This committee will be responsible to gather and evaluate data from biannual screening and to inform the Board of areas where improvement is needed. They will be responsible to prepare graphs and charts to make this data easily understandable to donors and other interested parties. They will be responsible for development of programs based on the best available studies and provide the Board with their recommendations. They will also be responsible for the development of educational materials to promote breastfeeding, teach healthy and hygienic food preparation, and to teach literacy skills.

***Research Committee***

This committee will be headed by a person selected by the Board. The research committee will be responsible for designing research questions and in finding persons who may be interested in said research projects. Research plans will be reviewed by the Executive Board and approval given prior to implementation. Research would be carried out by volunteers and interns. Researchers would need to find outside sources of funding



and obtain IRB approval for such projects. The committee would help in evaluating the results of such research and providing this data to the Board.

#### ***Translation Committee***

This committee will be headed by a person selected by the Board. This committee will oversee the translation of manuals, newsletter, reports.

#### ***Volunteer Committee***

This committee will be headed by a person selected by the Board. This committee will be responsible to design, advertise, and assist in the development of projects that can be completed by groups of local volunteers such as Scout Troops, Relief Society, or other clubs or organizations. They will also be responsible for developing a volunteer network and the creation of a community that encourages continued participation of volunteers in LCF's operations.

## **Fiscal Responsibility**

LCF is a volunteer run organization. This means that over 95% of donations go directly to purchase of supplements and payment of local coordinators.

### **Access to Funds**

Funds will be deposited in the LCF banking account. Only the President and the Treasurer will have access to funds. Checks for amounts over \$2000.00 will require two signatures.

On the first business day of each month, monies will be wire transferred to bank accounts managed by individual programs in each Stake to be used to purchase supplements, deworming medications, and pay coordinators. An extra amount of money will be disbursed each December for the Christmas party.

### **Budget**

A yearly budget will be prepared by the treasurer and then approved by the Board.

### **Auditing**

Standard auditing procedures will be in place as noted in bylaws.

## **Program Component and Area Selection**

Before enrolling any participants on the program, LCF must first determine in which areas to open their programs. This process starts by researching areas in the developing world where there is a high level of malnutrition and where our services may prove most useful. Research conducted by organizations such as the Pan-American Health Organization (PAHO), the World Health Organization (WHO), and UNICEF, guide our decisions. Additionally, the gross national product (GNP) of the country, poverty within a given area, and the presence of governmental organizations that provide nutritional supplementation to at risk children and/or pregnant or breastfeeding women are considered.

## Screening and Enrollment

Once an area is selected, leaders from The Church of Jesus Christ of Latter-Day Saints (LDS) are contacted by one of our representatives. At this meeting, we discuss our program and invite participation by local Stakes and Wards. We contact both Regional Authorities and local Stake/District/or Mission Presidents. If the Stake President, District President, or Mission President accepts the invitation to participate, a date is set for LCF to visit the area to screen and enroll participants. LDS children between 6 months and 72 months of age who live within the boundaries of the Stake are welcome to be screened. Potential participants are also encouraged to bring friends who may not be members of the LDS Church to the screenings. LCF does not provide the advertisement for the screening, but allows LDS leaders to determine how this is best carried out within their area. Also, LCF does not provide transportation to the designated screening location, which is generally located at an LDS church building.



On the designated screening date, parents can bring their children to be screened for malnutrition. Screening for malnutrition includes recording a child's birthday, age, gender and other demographic and health information on a standardized assessment form. Then both the height and weight of each child aged 6 months through 5 years is measured. We use standard measuring techniques to obtain this information. Height is recorded in centimeters and weight in kilograms. This information is then plotted on internationally standardized World Health Organization growth charts. For children less than 2 years of age, we calculate weight for age, length for age, and weight/length. For children 2 years of age or older, we calculate weight for age, height for age, and BMI. Z-scores for all the above parameters are also calculated. Children whose Z-score for any of the above parameters is -2 will qualify for services and be enrolled in the program. Where funding is insufficient, priority is given to the youngest children first.



Screening occurs every 6 months once a program is implemented. Children already on the program are rescreened and new children in the area who meet eligibility requirements may be screened at that time. Coordinators may also screen children throughout the year

if requested by parents or leaders. These children will be screened by the above measurement techniques. Parents of program participants, local volunteers, and participants in LCF internships and Nutritours may be asked to assist coordinators in the screening process.

Using the list of identified malnourished children, coordinators can enroll participants into the program. Coordinators focus first on the youngest children. If there are additional funds, coordinators can then enroll older children up to age 6 years. Coordinators will notify families of children accepted into the program. After the program is established, local coordinators will conduct screenings every six months to enroll new children who may qualify for the program. Program participants will also have their growth monitored every six months to gather data regarding program outcomes.

Children can be enrolled in the program starting at six months of age. Infants less than 12 months of age will receive a cereal supplement as a complementary food to breastfeeding when available. For circumstances where infants are unable to breastfeed, infant formula can be provided. Exclusive breastfeeding is encouraged until the infant is at least six months old. At six months, complementary foods are introduced. We support sustained breastfeeding until at least 24 months of age as recommended by The World Health Organization and UNICEF.

Children under six years of age whose weight-for-age, height-for-age, or weight-for-height or BMI rises above the 3rd percentile or a Z- score greater than -2 standard will not be removed from the program, because they continue to be at risk. However, if the above measured values rise to or above the 50<sup>th</sup> percentile, the child will no longer receive nutritional supplementation, but will continue to be followed at regular screening intervals. If weight or length gain velocity shows a pattern of decline, supplementation will be reinstated. Once a child reaches 6 years of age, the child is no longer eligible to receive nutritional supplementation and is encouraged to attend a local school with a feeding program.

In some circumstances, children between the ages of six and twelve years may be able to continue to receive services in the program if their weight-for-age, height-for-age, or BMI-for-age falls below -3 standard deviations and if they are not attending a school with a feeding program. If a family cannot afford school for their malnourished child, LCF will first seek to sponsor the child to attend a local school. For severe cases, a child may receive daily nutritional supplements in addition to school. In the case that a child cannot attend school or the school does not have a feeding program, children are eligible to receive daily nutritional supplements until they are 8 years of age, or until they rise above the 3rd percentile (-2 standard deviations). If a child graduates from the program due to improved nutritional status, they are still allowed to attend the annual Christmas party until their 12th birthday.



## **Coordinators**

Coordinators are the day-to-day managers of LCF operations. Each program has a local coordinator. Each local coordinator is supervised by a Country Coordinator who manages a larger area and receives an additional stipend for her services. In some countries with many programs in operation there may be several Country Coordinators. The Country Coordinators will be supervised by a Country Supervisor who is responsible for the program operations in a given country. The Country Supervisor reports to the Chief of Operations who then reports to the Board and the President.

### ***Coordinator Selection***

In collaboration with the Stake or District Presidency in each area, a coordinator is selected before initiating the program. Coordinators must be women who are active members of the LDS Church and who have an interest in the welfare of young children. Coordinators will be paid a small monthly stipend based on the number of children in their program for their service.

### ***Training and Supervision***

Coordinators will undergo training prior to beginning their work. Training will be provided by the Country Supervisor and/or interns. Each coordinator will receive a copy of the Coordinator Manual to guide their implementation of the local program. They will be trained in measuring of weight and length/heights, interpretation of growth charts, teaching of educational materials, and the administration of de-worming medications. Each coordinator will be provided with a scale and height measuring device and instructed in their use. They will also be instructed on accessing monthly funds, purchasing and delivering monthly supplements, and using the monthly reporting form. They will report information on a regular basis to the Country Coordinator. They will be instructed to maintain an updated list of children on the program and to report every 6 months the data obtained on children's growth parameters. In addition, they will provide receipts of expense incurred for supplement purchase. The Country Coordinator will be available to answer questions that may arise.

### ***Responsibilities of Coordinators***

#### **Responsibilities of Local Coordinator**

- Screen and enroll children in LCF's program.
- Purchase and deliver nutritional supplements at least once a month.
- Provide semi-annual de-worming medications to enrolled children.
- Report monthly on purchases and supplement distribution to Country Coordinator on standardized form.
- Monitor the growth of children enrolled in the program every six months.
- Complete standard reporting forms after each screening and provide the report to the Country Coordinator.



- Provide health education to enrolled families.
- Report problems to the Country Coordinator.
- Plan and prepare yearly Christmas Party.

### **Responsibilities of the Country Coordinator**

- Supervise and train local coordinators.
- Discuss concerns and problems with the local coordinator.
- Identify ways to improve the program.
- Correspond regularly with the Country Supervisor.
- Ensure that data is accurately gathered and obtain reports from local coordinators and supply these to the Country Supervisor and Data Manager
- Obtain receipts from local coordinators and send these to the Country Supervisor and Financial Officer.
- Collect media pieces for our social media sites and newsletters.
- Communicate with potential donors and Church leaders within your country.
- Oversee Nutritour Participants
- Oversee Interns

### **Responsibilities of Country Supervisor**

The Country Supervisor is a US based volunteer, often a member of the LCF Board, who is responsible to oversee the operations in a given country. They will communicate on a regular basis with Country Coordinators in their assigned country and will receive reports from the Country Supervisor and report these findings to the LCF Board. They will be responsible to manage programs operations in their assigned country as delegated by the Chief of Operations.

### ***Reporting***

As noted above, each local coordinator will maintain a database of children and their growth on a standardized reporting form. The reporting form will be sent every 6 months to the Country Coordinator who will then provide the report to the Country Supervisor on the LCF Board. Receipts will be sent as well to the Treasurer.

### ***Dismissal of Coordinators***

Coordinators will be dismissed who fail to comply with program requirements or who are suspected or accused of inappropriate activity with children.

### **Participant's Responsibilities**

Families of children who participate in the program are asked to administer the supplement as indicated to only the children in their family who qualify for services. They are also responsible to obtain the supplement from the local coordinator at the specified



place and time and to report for follow-up screenings every six months where their child or children will be re-measured and receive de-worming medications.

Participant's families may also be required to participate with the local coordinator in supplement distribution and screening activities. Those who are able, may assist in educational classes provided to participants and the community. This may occur on a rotating schedule as designed by the local coordinator.

If a participant's family uses the supplement for purposes other than those specified or sells the supplement to other community members, they will be dismissed from the program.

## **Nutritional Supplementation**

Our supplements must meet the following criteria:

- Calorically dense with appropriate balance of fats, carbohydrate, and proteins to nourish a child's growth.
- Have adequate micronutrient supplementation of standard vitamins and minerals with particular emphasis on Vitamin A, zinc, and iron.
- Locally produced and sold.
- Acceptable to infants and young children.
- Culturally acceptable.
- Supportive of continued breastfeeding.

We purchase supplements in country both as a measure to control cost and to support the local economy. Supplements are typically similar to products such as infant formulas and cereals, and nutrient bars. The supplements are designed to be consumed daily. We aim to provide 180 Kcal/day for infants less than 12 months of age and 300 Kcal/day for children between 12 months and 72 months of age. This will provide for about 1.5-3.5 pounds of weight gain a month if other food intake remains unchanged. Each coordinator is responsible for purchasing and distributing the supplements at least once a month to those enrolled. As the circumstances of each stake are different, each coordinator decides a schedule and method of distribution that works best for her particular circumstances. Participants in the program are asked to assist the coordinator in supplement distribution.

## **De-Worming**

De-worming will be carried out every 6 months at the semi-annual screening. Coordinators will purchase anti-medication at the local pharmacy. Parents will need to consent for the medication to be administered to their child. Coordinators will give the medication to parents who can administer the medicine to their child/children.

## **MicroNutrient Supplementation**



Children will receive micronutrient supplementation through the nutritional supplement they receive or through a separate micronutrient supplement. Following nutritional analysis of diets in young children on the program, additional supplementation may be needed. LCF will attempt to meet the RDA's for children for Vitamin A, iron, zinc, and iodine.

### **Breastfeeding Promotion**

Families on the program will be taught the importance of exclusive breastfeeding of their infant until 6 months of age with the introduction of complementary foods at 6 months of age. It will provide guidance on sustained breastfeeding until at least 2 years of age in children and work to overcome barriers to this goal. Education will be provided by local coordinators and interns and Nutritour participants who volunteer to spend time with LCF and its educational programs. Community members would be welcome to attend such educational sessions.

### **Hygienic and Healthy Food Preparation**

Families will be taught lessons that cover topics such as the proper preparation and administration of nutritional supplements, personal hygiene, and hygienic food preparation. Community members would also be invited to attend sessions designed to teach the above skills.

### **Literacy Training**

As our internship and Nutritour Programs expand, we will implement a program to teach literacy skills to program participant's families. We will develop the program from the best available research. Community members would also be invited to attend such training sessions.

### **Educational Scholarships**

In many resource poor countries, children do not have the needed supplies or uniforms to attend schools that may be run by the government or other groups who operate in the country. LCF provides scholarships and educational kits to help children have the resources to attend these school programs. Funds are limited and only a few areas are able to participate in this program component at this time.

### **Annual Christmas Party**

Each area will host an annual Christmas party for participants. A party budget of \$1.25/enrolled child is provided to coordinators in December. Coordinators are responsible to plan and carry out this event. If previous participants under the age of 12 who have graduated from the program would like to participate in the Christmas party, they may also be invited. Parents of program participants are asked to assist the coordinator in planning and carrying out the party.

### **Monitoring and Evaluation of Program Outcomes**

LCF is committed to monitoring and evaluating program outcomes. This is essential to show that our program is effective in decreasing rates of wasting and stunting in program

participants. In addition to monitoring growth parameters, we will obtain data on dietary intake of families and children in each area the program operates and data from participants about satisfaction with the programs. As our pool of interns increases, we will begin a project to all assess developmental outcomes of children on the program. All data will be analyzed statistically using standard procedures. This data will be available on our website for donors and other interested parties to review. The data will be used to improve program outcomes and assess barriers both cultural and environmental to good care.

## ***Quality Control***

Quality control of programs will be maintained in several ways. The use of standardized data gathering tools completed by coordinators and reviewed by the Program Monitoring and Evaluation Committee will allow for tracking of enrollment, supplement distribution, and effectiveness of supplements and education in improving nutritional status of those enrolled. Country Supervisors will provide valuable feedback about program operations on the local level and make the Board aware of potential problems or concerns. The Country Supervisor will have regular contact with the Country Supervisor to answer questions and concerns. The Chief of Operations will contact Stake Presidents and coordinators periodically to assess any concerns they may have and to discuss their insights into program logistics and effectiveness. Families of program participants will be invited to complete a participation survey at bi-annual screenings. Additionally, informal, unannounced audits will occur annually by having a interns meet with a enrollees see if they are receiving supplements regularly and to assess any concerns that they may have. Program outcomes will be measured yearly by looking for change in percentile growth among enrolled children.

## **Special Programs**

### ***Adopt-A-Stake***

The Adopt-A-Stake Program is a program where an individual or a group of individuals adopts a Stake in the developing world and commits to raise and provide \$6000/year to its support. The group can select and area where they would like their funds to go. This selection may be based on past experiences in a given area through activities such as a mission, internship, or travel. Once an area is selected, the group will receive a welcome kit that will provide information on the program and on the area that they have selected. The group will be able to receive communications from the local coordinator.



### ***Community-Based Projects***



LCF's main mission is to work with the LDS population and its friends. However, LCF also attempts to benefit the entire community. We do this through our educational components which are available to all community members who desire to participate. Interns and participants in Nutritours also provide service to the community at large.

We also participate in a few select community-based nutrition projects where funding is provided by a local grantor to our organization to provide services to the community at large.

In addition, LCF partners with other organizations that work with the community as a whole to improve the status of all community members.

### ***Internships***

LCF has an internship program that provides opportunities for college students to spend a



semester in one of the countries where we operate. Interns can be involved in multiple projects. Such projects may include teaching hygienic food preparation, promoting breastfeeding, completing nutritional and participant surveys. Interns may also design projects that are of interest to them or us. Some interns will be involved in research and development. Others may help

with organizational needs. All interns will assist coordinators in supplement distribution and screenings. Interns will generally be housed with local members as a way to support the local membership of the Church.

### ***Nutritours***

Nutritours are our form of humanitarian tourism. Participants in Nutritours will visit a country for a specified period of time. There they will participate in activities designed by the local and Country Coordinators. These activities will include many types of service to program participants and the local community. They will assist in supplement distribution and screening. They may work on our literacy projects or prepare and distribute hygiene and educational kits. They will also be able to visit tourist destinations as part of their experience. The cost of nutritours includes a donation to support nutritional supplement purchase in the area and thereby lessen the rate of childhood malnutrition in these areas.

### ***Research***

As guided by the Research Committee, LCF in conjunction with research organizations may conduct research on program participants to improve outcomes for children with

malnutrition. All research projects would need to be approved by the Governing Board. All projects would require consent by participant's and approval by and IRB Board. Funding for such projects would need to be obtained from the research organization.

### ***Volunteer Projects***

Volunteer Projects are projects that can be completed by a small group of people like a family, Scout group, Young Men or Women's Group, Relief Society group, or other local groups or clubs. These projects may include preparing hygiene or educational kits, infant formula drives, garage sales or auctions to raise money to mention a few. These projects are overseen by the Volunteer Committee. Interested individuals can obtain information on how to participate from the webpage.

## APPENDIX A

### BYLAWS

for the regulation, except as otherwise provided by law or its Articles of Incorporation, of

#### **THE LDS CHILDREN'S NUTRITION AND EDUCATION FOUNDATION**

a California nonprofit public benefit corporation

#### **ARTICLE I OFFICES**

Section 1. *Principal Office.* The Board of Directors (herein called the "Board") shall determine, and may change, the location of the corporation's principal office.

Section 2. *Other Offices.* Other offices may be established at any time by the Board. **ARTICLE II MEMBERSHIP**

Section 1. *Members.* The corporation shall have no members. Any action that would otherwise require approval by a majority of all members or approval by the members shall require only approval of the Board. All rights which would otherwise vest in the members shall vest in the directors.

Section 2. *Associates.* Nothing in this Article II shall limit the right of the corporation to refer to persons associated with it as "members" even though those persons are not members. No such reference shall constitute anyone a member, within the meaning of Section 5056 of the California Nonprofit Corporation Law. The corporation may confer by amendment of its Articles or of these Bylaws some or all of the rights of a member, as set forth in the California Nonprofit Corporation Law, upon any person or persons who do not have the right to vote for the election of directors or on a disposition of all or substantially all of the assets of the corporation or on a merger or on a dissolution or on changes to the corporation's Articles or Bylaws or for the selection of delegates who possess any of the preceding voting rights, but no such person shall be a member within the meaning of Section 5056.

#### **ARTICLE III DIRECTORS**

Section 1. *Powers.* Subject to limitations of applicable law, the Articles and these Bylaws, the activities and affairs of the corporation shall be conducted and all corporate powers shall be exercised by or under the direction of the Board. The Board may delegate the management of the activities of the corporation to any person or persons, a management company, or committees however composed, provided that the activities and affairs of the corporation shall be managed and all

corporate powers shall be exercised under the ultimate direction of the Board. Without prejudice to these general powers, but subject to the provisions just stated, it is hereby expressly declared that the Board shall have the following powers in addition to the other powers enumerated in these Bylaws:

- (a) To select and remove all the other officers, agents, and employees of the corporation, prescribe qualifications, powers, and duties for them that are not inconsistent with law, the Articles, or these Bylaws, fix their compensation, and require from them security or otherwise provide for faithful service.
- (b) To conduct, manage, and control the affairs and activities of the corporation and to make such rules and regulations therefor not inconsistent with law, the Articles, or these Bylaws, as they may deem best.
- (c) To adopt and use a corporate seal.
- (d) To borrow money and incur indebtedness for the purposes of the corporation, and to cause to be executed and delivered therefore, in the corporate name, promissory notes, bonds, debentures, deeds of trust, mortgages, pledges, hypothecations, or other evidences of debt and securities for debt.
- (e) To carry on a business at a profit and apply any profit that results from the business activity to any activity in which it may lawfully engage.

Section 2. *Number of Directors.* The authorized number of directors shall be not less than three and not more than fifteen until changed by amendment of the Articles or by a Bylaw. The exact authorized number of directors within those limits shall be as stated in the next sentence, as duly amended from time to time. The exact authorized number of directors shall be five until changed as provided in this Section 2.

Section 3. *Selection and Term of Office.* Directors shall be elected at each annual meeting of the Board. Each director shall serve until the next annual meeting of the Board and until a successor has been elected and qualified.

Section 4. *Vacancies.* Any director may resign effective upon giving written notice to the Chairman of the Board, the President, the Secretary, or the Board, unless the notice specifies a later time for the effectiveness of the resignation; provided that, except upon notice to the Attorney General, no director may resign if the corporation would then be left without a duly elected director or directors in charge of its affairs. If the resignation is effective at a future time, a successor may be selected before that time, to take office when the resignation becomes effective.

Vacancies in the Board shall be filled in the same manner as the director(s) whose office is vacant was selected, provided that vacancies to be filled by election by directors may be filled by a majority of the remaining directors, although less than a quorum, or by a sole remaining director. Each director so selected shall hold office until the expiration of the term of the replaced director and until a successor has been selected and qualified.

A vacancy or vacancies in the Board shall be deemed to exist in case of the death, resignation, or removal of any director, or if the authorized number of directors is increased.

The Board may declare vacant the office of a director who has been declared of unsound mind by a final order of court, or convicted of a felony, or found by a final order of judgment of any court to have breached any duty arising under Article 3 of the California Nonprofit Public Benefit Corporation Law.

No reduction of the authorized number of directors shall have the effect of removing any director before expiration of the director's term of office.

Section 5. *Place of Meeting.* Meetings of the Board shall be held at any place within or without the State of California that has been designated from time to time by the Board. In the absence of designation by the Board, the annual and regular meetings shall be held at the principal office of the corporation.

Section 6. *Annual Meetings.* The Board shall hold an annual meeting for the purpose of organization, selection of directors and officers, and the transaction of other business. Annual meetings of the Board shall be held without call or notice on the Friday before the first Sunday in October at 9:00 o'clock A.M., local time, unless the Board designates another time for the Annual meeting.

Section 7. *Regular Meetings.* Regular meetings of the Board shall be held without call or notice on dates and at times fixed by the Board.

Section 8. *Special Meetings.* Special meetings of the Board for any purpose or purposes may be called at any time by the Chairman of the Board, the President, any Vice President, the Secretary, or any three members of the Board.

Special meetings of the Board shall be held upon five days' notice by first-class mail or 48 hours' notice given personally by telephone, (including a voice messaging system or other system or technology designed to record and communicate messages) or by electronic transmission by the corporation as provided by *Corporations Code* §20 or other system or technology designed to record and communicate messages, telegraph, facsimile, electronic mail, or other electronic means. Any such notice shall be addressed or delivered to each director

at the director's address as shown on the records of the corporation or as may have been given to the corporation by the director for purposes of notice or, if the director's address is not shown on the corporation's records or is not readily ascertainable, at the place where the meetings of the directors are regularly held.

Notice by mail shall be deemed to have been given at the time a written notice is deposited in the United States mails, postage prepaid. Any other written notice shall be deemed to have been given at the time it is personally delivered to the recipient or is delivered to a common carrier for transmission, or actually transmitted by the person giving the notice by electronic means, to the recipient. Oral notice shall be deemed to have been given at the time it is communicated, in person or by telephone or wireless, to the recipient or to a person at the office of the recipient who the person giving the notice has reason to believe will promptly communicate it to the receiver.

Section 9. *Quorum*. One-third of the authorized number of directors constitutes a quorum of the Board for the transaction of business, except to adjourn as provided in Section 12 of this Article III. Every act or decision done or made by a majority of the directors present at a meeting duly held at which a quorum is present is the act of the Board, unless a greater number is required by law, by the Articles or these Bylaws, except as provided in the next sentence. A meeting at which a quorum is initially present may continue to transact business notwithstanding the withdrawal of directors, if any action taken is approved by at least a majority of the required quorum for that meeting or by such greater number, if any, required by the Nonprofit Public Benefit Corporation Law, the Articles or these Bylaws.

Section 10. *Participation in Meetings by Conference Telephone*. Members of the Board may participate in a directors' meeting through use of conference telephone, video screen, communication or electronic transmission by and to the corporation in accordance with *Corp. Code* §§ 20 and 21. Participation in a directors' meeting through use of conference telephone or video screen communication constitutes presence in person at that meeting as long as all members participating in the meeting are able to hear one another. Participation in a meeting through the use of electronic transmission by and to the corporation (other than conference telephone and electronic screen communication) constitutes presence in person at that meeting if all of the following apply:

(a) Each member participating in the meeting can communicate with all of the other participating members concurrently;

(b) Each member is provided the means of participating in all matters before the board including, without limitation, the capacity to propose, or to interpose an objection to, a specific action to be taken by the corporation; and

(c) the corporation adopts and implements some means of verifying both of the following: (i) A person participating in the meeting is a director or other person entitled to participate in the board meeting and (ii) All actions of, or votes by, the board are taken or cast only by the directors and not by persons who are not directors.

Section 11. *Waiver of Notice.* Notice of a meeting need not be given to any director who provides a waiver of notice or a consent to holding the meeting or an approval of its minutes in writing, whether before or after the meeting, or who attends the meeting without protesting, before or at its commencement, the lack of notice to that director. All waivers, consents, and approvals as to a Board meeting shall be filed with the corporate records or made a part of the minutes of the meeting.

Section 12. *Adjournment.* A majority of the directors present, whether or not a quorum is present, may adjourn any Board meeting to another time and place. Notice of the time and place of holding an adjourned meeting need not be given to absent directors if the time and place is fixed at the meeting adjourned, except as provided in the next sentence. If the meeting is adjourned for more than .forty-eight hours, notice of any adjournment to another time or place shall be given before the time of the adjourned meeting to the directors who were not present at the time of the adjournment.

Section 13. *Action Without Meeting.* Any action required or permitted to be taken by the Board may be taken without a meeting if all directors individually or collectively consent in writing to the action. The consent or consents shall have the same effect as a unanimous vote of the Board and shall be filed with the minutes of the proceedings of the Board.

Section 14. *Rights of Inspection.* Every director shall have the absolute right at any reasonable time to inspect and copy all books, records, and documents of every kind and to inspect the physical properties of the corporation of which such person is a director.

Section 15. *Committees.* The Board may appoint one or more committees, each consisting of two or more directors, and delegate to those committees any of the authority of the Board except authority to:

(a) Approve any action for which the California Nonprofit Public Benefit Corporation Law also requires approval of the members or approval of a majority of all members;

(b) Fill vacancies on the Board or on any committee;

- (c) Fix compensation of directors for serving on the Board or on any committee;
- (d) Amend or repeal bylaws or adopt new bylaws;
- (e) Amend or repeal any resolution of the Board which by its express terms is not so amendable or repealable;
- (f) Appoint other committees of the Board or members of other committees;
- (g) Expend corporate funds to support a nominee for director after there are more people nominated for director than can be elected; or
- (h) Approve any self-dealing transaction, as those transactions are defined in Section 5233(a) of the California Nonprofit Public Benefit Corporation Law (Corporations code Section 5233(a) ) .

Any committee to which any authority of the Board is delegated may only be created, and its members appointed, by resolution adopted by a majority of the authorized number of directors then in office, provided a quorum is present. Any such committee may be designated an Executive Committee or given another name as the Board shall specify. The Board may appoint, in the same manner, alternate members of any committee who may replace any absent member at any meeting of the committee. The Board shall have the power to prescribe the manner in which proceedings of any of these committees shall be conducted. In the absence of prescription by the Board, a committee shall have the power to prescribe the manner in which its proceedings shall be conducted. Unless the Board or a committee shall otherwise provide, the regular and special meetings and other actions of any such committee shall be governed by the provisions of this Article III applicable to meetings and actions of the Board. Minutes shall be kept of each meeting of each committee.

Section 16. *Fees and Compensation.* Directors and members of committees may receive such compensation, if any, for their services, and such reimbursement for expenses, as may be fixed or determined by the Board.

#### **ARTICLE IV OFFICERS**

Section 1. *Officers.* The officers of the corporation shall be a President, a Secretary, and a Treasurer. The corporation may also have, at the discretion of the Board, a Chairman of the Board, one or more Vice Presidents, one or more Assistant Secretaries, one or more Assistant Treasurers, and such other officers as may be elected or appointed in accordance with the provisions of Section 3 of this Article IV. Any number of offices may be held by the same person except as provided in the Articles or in these Bylaws and except that neither the Secretary nor the Treasurer may serve concurrently as the President or Chairman of the



Board.

Section 2. *Election.* The officers of the corporation, except officers elected or appointed in accordance with the provisions of Section 3 or Section 5 of this Article IV, shall be chosen annually by, and shall serve at the pleasure of, the Board. Each officer shall hold office until his or her resignation, removal, or other disqualification from service, or until his or her successor shall be elected.

Section 3. *Subordinate Officers.* The Board may elect, and may empower the President to appoint, such other officers as the business of the corporation may require. Each such officer shall hold office for the period, have authority and perform duties as provided in these Bylaws or as the Board or appointing officer may from time to time determine.

Section 4. *Removal and Resignation.* Any officer may be removed, either with or without cause, by the Board at any time or, except in the case of an officer chosen by the Board, by any officer upon whom such power of removal may be conferred by the Board. Any removal of an officer shall be without prejudice to his or her rights, if any, under any contract of employment.

Any officer may resign at any time by giving written notice to the corporation addressed and sent to the Board, the President, or the Secretary, but without prejudice to the rights, if any, of the corporation under any contract to which the officer is a party. An officer's resignation shall take effect at the date notice of resignation is received by the addressee or at any later time specified in the resignation and, unless otherwise specified in the resignation, the acceptance of the resignation shall not be necessary to make it effective.

Section 5. *Vacancies.* A vacancy in any office because of death, resignation, removal, disqualification, or any other cause shall be filled in the manner prescribed in these Bylaws for regular election or appointment to the office, provided that vacancies may be filled as they occur and not on an annual basis.

Section 6. *Chairman of the Board.* The Chairman of the Board, if there is such an officer, shall, if present, preside at all meetings of the Board and exercise and perform other powers and duties assigned by the Board.

Section 7. *President.* Subject to the powers, if any, given by the Board to the Chairman of the Board, if there is such an officer, the President is the general manager and chief executive officer of the corporation and has, subject to the control of the Board, general supervision, direction, and control of the business and officers of the corporation. In the absence of the Chairman of the Board, or if there is none, the President shall preside at all meetings of the Board. The President has the general powers and duties of management usually vested in the

office of president and general manager of a corporation and other powers and duties prescribed by the Board.

Section 8. *Vice Presidents.* In the absence or disability of the President, the Vice Presidents, if any are appointed, in order of their rank as fixed by the Board or, if not ranked, the Vice President designated by the Board, shall perform all the duties of the President. A Vice President so acting shall have all the powers of, and be subject to all the restrictions upon, the President. The Vice Presidents shall have other powers and perform other duties respectively prescribed for them by the Board.

Section 9. *Secretary.* The Secretary shall keep or cause to be kept, at the principal office or other place ordered by the Board, a book of minutes of all meetings of the Board and its committees, with the time and place of holding, whether regular or special, and if special, how authorized, the notice given of the meeting, the names of those present at Board and committee meetings, and the proceedings of the meetings. The Secretary shall keep, or cause to be kept, at the principal office in the State of California the original or a copy of the corporation's Articles and Bylaws, as amended to date.

The Secretary shall give, or cause to be given, notice of all meetings of the Board and any committees of the Board required by these Bylaws or by law to be given, shall keep the seal of the corporation in safe custody, and shall have other powers and perform such other duties prescribed by the Board.

Section 10. *Treasurer.* The Treasurer is the chief financial officer of the corporation and shall keep and maintain, or cause to be kept and maintained, adequate and correct accounts of the properties and business transactions of the corporation. The books of account shall at all times be open to inspection by any director.

The Treasurer shall deposit all moneys and other valuables in the name and to the credit of the corporation with depositaries designated by the Board. The Treasurer shall disburse the funds of the corporation as ordered by the Board, shall render to the President and the directors, whenever they request it, an account of all transactions as Treasurer and of the financial condition of the corporation, and shall have other powers and perform other duties prescribed by the Board.

## **ARTICLE V OTHER PROVISIONS**

Section 1. *Endorsement of Documents; Contracts.* Subject to the provisions of applicable law, any note, mortgage, evidence of indebtedness, contract, conveyance, or other instrument in writing and any assignment or endorsement thereof executed or entered into between the corporation and any other person,

when signed by any one of the Chairman of the Board, the President, or any Vice President and by any one of the Secretary, any Assistant Secretary, the Treasurer, or any Assistant Treasurer of the corporation shall be valid and binding on the corporation in the absence of actual knowledge on the part of the other person that the signing officers had no authority to execute the same. Any such instruments may be signed by any other person or persons, and in the manner, time to time determined by the Board. Unless so authorized by the Board, no officer, agent, or employee shall have any power or authority to bind the corporation by any contract or engagement or to pledge its credit or to render it liable for any purpose or amount.

Section 2. *Representation of Shares of Other Corporations.* The President or any other officer or officers authorized by the Board or the President are each authorized to vote, represent, and exercise on behalf of the corporation all rights incident to any and all shares of any other corporation or corporations standing in the name of the corporation. The authority granted in this Section 2 may be exercised either by any such officer in person or by any person authorized so to do by proxy or power of attorney duly executed by that officer.

Section 3. *Construction and Definitions.* Unless the context otherwise requires, the general provisions, rules of construction, and definitions contained in the General Provisions of the California Nonprofit Corporation Law and in the California Nonprofit Public Benefit Corporation Law shall govern the construction of these Bylaws.

Section 4. *Amendments.* These Bylaws may be amended or repealed by the approval of the Board.

## **ARTICLE VI INDEMNIFICATION**

Section 1. *Definitions.* For the purposes of this Article VI, "agent" means any person who is or was a director, officer, employee, or other agent of the corporation, or is or was serving at the request of the corporation as a director, officer, employee, volunteer or agent of another foreign or domestic corporation, partnership, joint venture, trust, or other enterprise, or was a director, officer, employee, or agent of a foreign or domestic corporation which was a predecessor corporation of the corporation or of another enterprise at the request of that predecessor corporation; "proceeding" means any threatened, pending, or completed action or proceeding, whether civil, criminal, administrative, or investigative; and "expenses" includes without limitation attorneys' fees and any expenses of establishing a right to indemnification under Section 4 or 5(b) of this Article VI.

Section 2. *Indemnification in Actions by Third Parties.* The corporation shall have

power to indemnify any person who was or is a party or is threatened to be made a party to any proceeding (other than an action by or in the right of the corporation to procure a judgment in its favor, an action brought under Section 5233 of the California Nonprofit Public Benefit Corporation Law, or an action brought by the Attorney General or a person granted relator status by the Attorney General for any breach of duty relating to assets held in charitable trust) , by reason of the fact that that person is or was an agent of the corporation, against expenses, judgments, fines, settlements, and other amounts actually and reasonably incurred in connection with that proceeding if that person acted in good faith and in a manner that person reasonably believed to be in the best interests of the corporation and, in the case of a criminal proceeding, had no reasonable cause to believe the conduct of that person was unlawful. The termination of any proceeding by judgment, order, settlement, conviction, or upon a plea of *nolo contendere* or its equivalent shall not, of itself, create a presumption that the person did not act in good faith and in a manner which the person reasonably believed to be in the best interests of the corporation or that the person had reasonable cause to believe that the person's conduct was unlawful.

Section 3. *Indemnification in Actions by or in the Right of the Corporation.* The corporation shall have power to indemnify any person who was or is a party or is threatened to be made a party to any threatened, pending, or completed action by or in the right of the corporation, or brought under Section 5233 of the California Nonprofit Public Benefit Corporation Law, or brought by the Attorney General or a person granted relator status by the Attorney General for breach of duty relating to assets held in charitable trust, to procure a judgment in its favor by reason of the fact that the person is or was an agent of the corporation, against expenses actually and reasonably incurred by that person in connection with the defense or settlement of that action if the person acted in good faith, in a manner such person believed to be in the best interests of the corporation, and with such care, including reasonable inquiry, as an ordinarily prudent person in a like position would use under similar circumstances. No indemnification shall be made under this Section 3:

- (a) In respect of any claim, issue, or matter as to which that person shall have been adjudged to be liable to the corporation in the performance of that person's duty to the corporation, unless and only to the extent that the court in which the proceeding is or was pending shall determine upon application that, in view of all the circumstances of the case, the person is fairly and reasonably entitled to indemnity for the expenses which the court shall determine;
- (b) Of amounts paid in settling or otherwise disposing of a threatened or pending action, with or without court approval; or
- (c) Of expenses incurred in defending a threatened or pending action which is

settled or otherwise disposed of without court approval, unless it is settled with the approval of the Attorney General.

Section 4. *Indemnification Against Expenses.* To the extent that an agent of the corporation has been successful on the merits in defense of any proceeding referred to in Section 2 or 3 of this Article VI or in defense of any claim, issue, or matter therein, the agent shall be indemnified against expenses actually and reasonably incurred by the agent in connection therewith.

Section 5. *Required Determinations.* Except as provided in Section 4 of this Article VI any indemnification under this Article VI shall be made by the corporation only if authorized in the specific case, upon a determination that indemnification of the agent is proper in the circumstances because the agent has met the applicable standard of conduct set forth in Section 2 or 3 of this Article VI, by:

- (a) A majority vote of a quorum consisting of directors who are not parties to the proceeding; or
- (b) The court in which the proceeding is or was pending upon application made by the corporation or the agent or the attorney or other person rendering services in connection with the defense, whether or not the application by the agent, attorney, or other person is opposed by the corporation.

Section 6. *Advance of Expenses.* Subject to applicable law (including but not limited to legal restrictions on use of the corporation's assets, required findings by or on behalf of the corporation, any applicable federal or state tax laws (including, if the corporation holds assets upon charitable trusts, its status with respect to such assets) and to the laws referred to in *Section 12 below*), expenses incurred in defending any proceeding by all directors, officers and employees of the corporation, and to the extent specified by the board, volunteers, shall and other agents may to the maximum extent permitted by the foregoing considerations be advanced by the corporation before final disposition of the proceeding upon receipt of an undertaking by or on behalf of the agent to repay that amount unless it shall be determined ultimately that the agent is entitled to be indemnified as authorized in this Article VIII.

Section 7. *Other Indemnification.* No provision made by the corporation to indemnify its or its subsidiary' directors of officers for the defense of any proceeding, whether contained in the Articles, Bylaws, a resolution of members or directors, an agreement, or otherwise, shall be valid unless consistent with this Article VI. Nothing contained in this Article VI shall affect any right to indemnification to which persons other than such directors and officers may be entitled by contract or otherwise.

Section 8. *Forms of Indemnification Not Permitted.* No indemnification or advance shall be made under this Article VI, except as provided in Section 4 or 5(b) , in any circumstances in which it appears:

(a) That it would be inconsistent with a provision of the Articles, these Bylaws, or an agreement in effect at the time of the accrual of the alleged cause of action asserted in the proceeding in which the expenses were incurred or other amounts were paid, which prohibits or otherwise limits indemnification; or

(b) That it would be inconsistent with any condition expressly imposed by a court in approving a settlement.

Section 9. *Insurance.* The corporation shall have power to purchase and maintain insurance on behalf of any agent of the corporation against any liability asserted against or incurred by the agent in that capacity or arising out of the agent's status as such whether or not the corporation would have the power to indemnify the agent against liability under the provisions of this Article VI, provided, however, that a corporation shall have no power to purchase and maintain such insurance to indemnify any agent of the corporation for a violation of Section 5233 of the California Nonprofit Public Benefit Corporation Law. Subject to applicable law (including but not limited to legal restrictions on use of the corporation's assets, required findings by or on behalf of the corporation, any applicable federal or state tax laws (including, if the corporation holds assets upon charitable trusts, its status with respect to such assets) and to the laws referred to in *Section 12 below*, the corporation shall use reasonable efforts in good faith to obtain and maintain general liability insurance (to the extent generally available on commercially reasonable terms) on behalf of directors, officers, employees, and to the extent specified by the Board, volunteers, including but not limited to insurance as contemplated by *Section 5047.5 of the California Corporations Code*.

Section 10. *Nonapplicability to Fiduciaries of Employee Benefit Plans.* This Article VI does not apply to any proceeding against any trustee, investment manager, or other fiduciary of an employee benefit plan in such person's capacity as such, even though that person may also be an agent of the corporation as defined in Section 1 of this Article VI. The corporation shall have power to indemnify that trustee, investment manager, or other fiduciary to the extent permitted by Section 207(f) of the California General Corporation Law.

Section 11. *Meetings of the Board.* On written request to the board by any person seeking indemnification under these bylaws or the California Nonprofit Public Benefit Corporation Law, the Board shall promptly convene a meeting and in good faith decide whether the applicable standard(s) have been met and, subject to any required findings and other constraints, if any, upon its power to provide such indemnification, if they have been met shall promptly authorize such

indemnification.

Section 12. *Federal and State Exculpatory Provisions.* Nothing in this Article VII shall limit or otherwise adversely affect the rights of qualifying agents of this corporation under the Federal Volunteer Protection Act of 1997, as amended, *Section 5047.5 of the California Corporations Code* or similar provisions of other laws or public policies limiting such liability, as now in effect or as any thereof may be amended.

Section 13. *Separability.* Each and every paragraph, sentence, term, and provision of this Article is separate and distinct so that if any paragraph, sentence, term, or provision shall be held to be invalid or unenforceable for any reason, its invalidity or unenforceability shall not affect the validity or enforceability of any other paragraph, sentence, term, or provision of this Article. To the extent required, any paragraph, sentence, term, or provision of this Article may be modified by a court of competent jurisdiction to preserve its validity and to provide the claimant with, subject to the limitations set forth in this Article and any agreement between the corporation and the claimant, the broadest possible indemnification permitted under applicable law.

## **ARTICLE VII EMERGENCY PROVISIONS**

During any emergency resulting from an attack on the United States or on a locality in which the corporation conducts its activities or customarily holds meetings of its Board, or during any nuclear or atomic disaster, or during the existence of any catastrophe, or other similar emergency condition, as a result of which a quorum of the Board or of the Executive Committee, if any, cannot readily be convened for action, a meeting of the Board or of that committee may be called by any officer or director. Notice of a meeting so called need be given only to those directors or members of the committee, as the case may be, as it may be feasible to reach at the time and by the means feasible at the time including, without limitation, publication or radio.

The director or directors in attendance at the meeting of the Board so called, and the member or members of the Executive Committee, if any, in attendance at the meeting of the committee so called, shall constitute a quorum. If none is in attendance at the meeting, the officers or other persons designated on a list approved by the Board before the emergency, all in the order of priority and subject to the conditions and for the period of time (not longer than reasonably necessary after the termination of the emergency) as may be provided in the resolution approving the list, shall, to the extent required to provide a quorum at any meeting of the Board or of the Executive Committee, be deemed directors or members of the committee, as the case may be, for the meeting.

The Board, either before or during any such emergency, may provide, and from time to time modify, lines of succession in the event that during the emergency any or all officers or agents of the corporation shall for any reason be rendered incapable of discharging their duties. The Board, either before or during any such emergency, may, effective in the emergency, change the principal office or designate several alternative offices or authorize the officers so to do.

**CERTIFICATE OF SECRETARY**

of

**THE LDS CHILDREN'S NUTRITION AND EDUCATION FOUNDATION**

a California nonprofit corporation

I certify that I am the duly elected and acting Secretary of the corporation named above and that the foregoing Bylaws, comprising nine pages, including this certificate, constitute the Bylaws of the corporation as duly adopted at a meeting of its Board of Directors held on October 2, 2011

*/s/ Ron Madsen*

Ron Madsen, Secretary



**APPENDIX C**  
**LIAHONA CHILDREN MANUAL COORDINATOR**  
**MANUAL**



LIAHONA CHILDREN'S  
F O U N D A T I O N  
NOURISH A CHILD'S POTENTIAL

Coordinator Manual

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## **Thank You**

The Liahona Children's Foundation is really grateful to you for your service as a coordinator for children in your local Stake or District. You play a crucial role for us. Your service is critical as we fulfill our mission to nourish children's potential to lead healthy and productive lives.

In this manual, you will find information about malnutrition, details about program implementation, roles of coordinators, and other information to help you in your position as a coordinator. As questions arise, feel free to contact us. You will have a Country Coordinator in your country that will be able to answer most questions. If she is unsure of the answers, then she can contact the Country Supervisor who can provide additional guidance. And you can always contact a member of the Board at [liahonachildren@gmail.com](mailto:liahonachildren@gmail.com).

Thanks again for all your efforts in behalf of our children.

## Program Description and Mission

The Liahona Children's Nutrition and Education Foundation (LCF) is a grass-roots organization dedicated to nurturing the potential of children to lead healthy and



productive lives. We do this by providing nutritional supplements to malnourished and underweight LDS children and their friends ages 6 months through 5 years who live in resource poor countries. We also promote sustained breastfeeding for infants and young children and provide education in hygienic and healthy food preparation. In areas where funds permit, LCF also provides small scholarships to elementary students to enable them to attend local

school programs. The foundation is run by volunteers. Native coordinators, however, are provided a small stipend for their services in measuring children and in purchasing and distributing the nutritional supplements.

### Mission

The mission of the Liahona Children's Foundation is to nurture the potential of children to lead healthy and productive lives by eliminating malnutrition and providing educational opportunities among LDS children and their friends.

We accomplish our mission by the following processes:

- ❖ Provide nutrient dense supplements to children ages 6 months through 5 years who qualify for services secondary to underweight, stunting, or wasting as measured on standard World Health Organization Growth Charts.
- ❖ Promote exclusive breastfeeding of infants until 6 months of age with introduction of complementary foods at age 6 months. We also support sustained breastfeeding until a child is at least 2 years of age.
- ❖ Educate families on hygienic and healthy food preparation and meal planning.
- ❖ Provide micronutrient supplementation with a focus on Vitamin A, iron, and zinc.
- ❖ Provide semi-annual de-worming of children.
- ❖ Monitor growth every six months
- ❖ Sponsor elementary education scholarships for children unable to afford school.
- ❖ Literacy training of families enrolled in the program.
- ❖ Employ local resources and volunteers
- ❖ Make quality improvements based on outcome data

## The Problem of Malnutrition

Nutrition can significantly impact an individual's health. Adequately nourished children learn better, are more productive, have stronger immune systems and greater longevity, and are at a lower risk of non-communicable diseases than poorly nourished children. For undernourished children and pregnant and lactating women, the consequences of malnutrition are great. Malnutrition impairs the immune system's ability to function which leads to increased susceptibility to and severity and duration of infectious diseases. Undernourished children often have delayed mental development, poor school performance, and reduced intellectual and economic productivity. Undernourished, women who are pregnant or lactating are at a greater risk of childbirth complications, delivering a low birth weight infant, and having an impaired ability to breastfeed. Additionally, maternal and child malnutrition are the underlying causes of approximately 35% of all deaths in children under-five, or 3.5 million deaths every year. It also is the underlying cause of 35% of the disease burden in children under-five.

Malnutrition in children can manifest itself in several ways. It is most commonly assessed through the measurement of weight and height. A child can be too short for his or her age (stunted), have low weight for his or her height (wasted), or have low weight for his or her age (underweight). A child who is underweight can also be stunted or wasted or both.



Globally, there are 195 million stunted children under-five, and 129 million underweight children under-five. Often, stunting is associated with chronic or long-term nutritional deficiencies whereas wasting is associated with acute nutritional deficiencies or infectious diseases.

Undernourished children often experience deficiencies not only in caloric intake, but also in micronutrients such as iron, zinc, Vitamins A and D. These micronutrient deficiencies may result in poor growth, anemia, decreased cognitive abilities, skin rashes, impaired function of the endocrine, hematologic, neurologic, and immune systems.

There are many causes of malnutrition, including poverty, political and environmental forces, lack of work, lack of job skills, and disability. Children are the unwitting recipients of forces outside their control. Because young infants and children are developing rapidly, they are affected more by lack of adequate nutrition. The brain of an infant grows most rapidly in the first year of life. A child who is malnourished will initially show a decrease in their rate of weight gain, followed by a decrease in their rate of length gain. If malnourishment persists, their brain will decrease its rate of growth. These changes in the growth of the brain are permanent. The brain, unlike a child's weight, will not show catch-up growth. These effects lead to decreased cognitive potential. This in turn leads to decreased ability to learn which will often lead to decreased ability to obtain work as an adult. If this malnourished child later as an adult has children, they will likely enter this same cycle of poverty. By preventing malnutrition, children can grow up to be productive adults and break the inter-generational cycle of poverty.

Regardless of the cause of malnutrition, there are cost- effective ways to prevent childhood malnutrition. In fact, the eradication of childhood malnutrition is the most effective and efficient use of money to improve morbidity and mortality and quality of life. Interventions that have been shown to be effective include supplementation of calories and micronutrients- particularly Vitamin A, iron, and zinc-, promotion of exclusive breastfeeding until the age of six months with the introduction of complementary foods at age 6 months and continued breastfeeding until at least 2 years of age, provision of clean water, education in hygienic and healthy food preparation, and immunizations.

The objective of the Liahona Children’s Foundation is to identify and implement effective ways of reducing malnutrition among the LDS population and their friends. We do this by providing nutritional supplementation to malnourished children, supporting families in sustained breastfeeding, and teaching families about nutritional and hygienic food preparation. We also where funds permit help families access school programs that are part of their local communities and governments.

## **Responsibilities of Coordinators**

As you begin your service as a coordinator, this manual will provide you with detailed information regarding how you implement program goals. Below is a list of the responsibilities of the Local Coordinator, the Country Coordinator, and the Country Supervisor. We will review each responsibility more fully in the following sections.

### **Responsibilities of Local Coordinator**

- Screen and enroll children in LCF’s program.
- Monitor the growth of children enrolled in the program every six months and enroll new children who qualify.
- Complete standard reporting forms after each screening and provide the report to the Country Coordinator.
- Purchase and/or produce nutritional supplement and deliver nutritional supplements to participant families at least once a month.
- Provide semi-annual de-worming medications to enrolled children.
- Report monthly on purchases and supplement distribution to Country Coordinator on standardized form. Include receipts for all purchases and expenditures.



- Complete standard reporting forms after each screening and provide the report to the Country Coordinator.
- Provide health education and breastfeeding promotion to enrolled families.
- Send pictures, stories, and media pieces to the Country Coordinator each quarter.
- Report problems to the Country Coordinator.
- Plan and prepare yearly Christmas Party.

### **Responsibilities of the Country Coordinator**

- Supervise and train local coordinators.
- Discuss concerns and problems with the local coordinator.
- Identify ways to improve the program.
- Correspond regularly with the Country Supervisor.
- Ensure that data is accurately gathered and obtain reports from local coordinators and supply these to the Country Supervisor and Data Manager
- Obtain receipts from local coordinators and send these to the Country Supervisor and Financial Officer.
- Collect media pieces for our social media sites and newsletters.
- Communicate with potential donors and Church leaders within your country.
- Oversee Nutritour Participants
- Oversee Interns

### **Responsibilities of Country Supervisor**

The Country Supervisor is a US based volunteer, often a member of the LCF Board, who is responsible to oversee the operations in a given country. They will communicate on a regular basis with Country Coordinators in their assigned country and will receive reports from the Country Supervisor and report these findings to the LCF Board. They will be responsible to manage programs operations in their assigned country as delegated by the Chief of Operations.

## **Responsibilities of Local Coordinator**

### **I. Screen and Enroll Children in LCF's Programs and monitor the growth of children enrolled in the program every six months and enroll new children who qualify.**

Prior to initiating screening in your area, a representative from the Liahona Children's Foundation will contact leaders of the Church of Jesus Christ of Latter-Day Saints in your area. We will talk with Regional, Stake/District, and Ward/Branch leaders. We will discuss the mission of our program with them and give them the opportunity to invite members of their congregations who are at risk for malnutrition to participate in our screening program. If the Stake



President, District President, or Mission President accepts the invitation to participate, a date is set for LCF to visit the area to screen and enroll participants. LDS children between the ages of 6 months through 5 years of age who live within the boundaries of the Stake are welcome to be screened. Potential participants are also encouraged to bring friends who may not be members of the LDS Church to the screenings. LCF does not provide the advertisement for the screening, but allows LDS leaders to determine how this is best carried out within their area. Also, LCF does not provide transportation to the designated screening location, which is generally located at an LDS church building.

On the designated screening date, parents can bring their children to be screened for malnutrition at the designated meeting place. As the coordinator, you will be in charge of ensuring that the screening is performed in an accurate and orderly manner. Screening for malnutrition includes recording a child's birthday, age, gender and other demographic and health information on the standardized assessment form. This form is available on our website in Spanish, Khmer, and English. For the initial screening you will have parents complete the Initial Screening Assessment Form. Those participants who are returning for a follow-up screening, may complete the Follow-up Screening Assessment Form. It is essential that the information obtained be accurate. Particular attention should be paid to the entering the information on birthdate. The date and the month must be entered accurately in the correct boxes.

To ensure an orderly process the following items are critical.

1. Engage local volunteers and LCF interns and Nutritour participants to help with the screening process. You will need approximately 10 people to help with the process. Essential people include 1-2 greeters to help families as they arrive to understand the screening process,; 1-2 people to answer questions and help families complete the Initial Screening Assessment or Follow-up Screening Assessment forms; 1-2 people to weigh children; 1-2 people to measure length in children; and 2-3 people to enter the weight and length in the computer and calculate the z-score. If you are planning on giving de-worming medications or passing out formula, you will need additional people. In addition, designate a person whose sole responsibility is to take pictures or record videos if you have adequate volunteers. It is ideal to also have program participants help with the screening process on a rotating basis. Invite and expect them to contribute to this process. Ensure they understand their duties on the day of screening and that they have the capability to complete them. Volunteers children can be screened prior to the official starting time for screenings.
2. Prior to the screening, instruct each volunteer in their particular responsibilities. Volunteers who will be weighing and measuring length in children, should be shown the proper technique for measuring children. Volunteers involved in helping participants complete forms or enter data should review forms before the screening starts with particular attention paid to entering of birthdates and screening date. When possible, interns and nutritour participants will be instructed in their responsibilities prior to their arrival in your country.
3. Prior to screening, make sure that you have appropriate equipment. Every coordinator should have access to an infant scale, a scale for older children, a



measure mat, and a wall mounted measuring stick to assess height in older children. These measuring devices should be shared by coordinators who work in relatively close areas and may need to be transported from location to location by the Country Coordinator or by interns or Nutritour participants who help with screenings.

4. Set up the area prior to the arrival of the children and their families. You will need a waiting area with chairs. If toys are available to entertain children that can be helpful. Participant volunteers could perhaps devise some activities for children and help parents who are waiting with their children. You will need four to six separate stations—a data review station, a weighing station, a length measurement station, and a station to record the data gathered; and if this is a follow-up screening, a station to dispense deworming medications to children already enrolled in the program or who qualify on the day of the screening, and a station to dispense formula if desired. Bring adequate assessment forms and pens or pencils for families to complete forms.
5. Place numbers sequentially on small cards or pieces of paper. Parents should be given a number for each child to be screened as they enter the building. The parents can give this number to the person at the first station. This person will then call out the number for the next child to be screened.
6. In addition to a number, parents should be given the appropriate screening form to complete while they wait for their number to be called. A few volunteers should be available to help parents and answer questions as they complete this form. Be sensitive to parents who may have challenges with illiteracy and help them in a confidential and kind manner. Ensure that you have adequate assessment forms and pens or pencils for form completion prior to the screening.
7. Inform parents at the beginning and end of the screening that they will be contacted if their child qualifies for the program within the following month. This gives you, as the coordinator, time to look over the data and discuss with the Country Supervisor or the designated interns any questions that may arise. In some areas, funds may only allow a certain number of children to be enrolled. In this situation, the youngest children would be selected first.
8. Station 1: Data review—at this station, a volunteer needs to make sure the participant has completed the data form accurately with particular attention given to the name, gender, and birthdate of the child. A correct birthdate is essential for accurate data collection with the day, month, and year of birth entered in the appropriate boxes. If the parents do not know the date of birth, estimate as accurately as possible and use the 15<sup>th</sup> day of the month if date is not known. Additional information on the form should be completed if possible.
9. Station 2: Weighing Station—You will need an infant scale and a standing scale for older children. Make sure the scales are set to measure in kilogram prior to the screening. Once the child is weighed, enter his weight in kilograms on the data collection form.
10. Station 3: Length Station: You will need a measuring mat and a meter stick to measure older children. All height and lengths should be recorded in centimeters (cm). Once the child is measured, enter her weight in centimeters on the data collection form.

11. Station 4: Data Recording Station: At this station, the volunteer will check the information provided on the data collection sheet and look for any obvious discrepancies. They will enter the data onto the LCF Screening Collection Form. Children who have already been enrolled in the program should have the new data from the screening entered next to their name. New enrollees will need their name entered into the data collection form as well. If you have internet capability and a volunteer trained in calculating z-scores, you can calculate these on the day of screening and enter that information as well. However, most areas will not have this capability, and the information should be sent to the country supervisor, who will then send it to the US Coordinator for your country. The list of qualified children should be available within 2 weeks after the information is received by the US Coordinator.
12. Station 5: This station is optional, but could be used to give de-worming medications. Prior to giving the de-worming medication, have the parent sign the waiver and ask if they have any allergies to medicine and particularly this medicine. All children who attend the screening are eligible for de-worming medications, even if they do not qualify for supplementation.
13. Station 6: Formula distribution: Formula can be distributed if desired to children who were previously enrolled in the program. If z-scores are immediately available at the time of screening, then new enrollees who qualify for services can also be screened.
14. Prior to the screening, instruct each volunteer in their particular responsibilities. Volunteers who will be weighing and measuring length in children, should be shown the proper technique and referred to Appendix A for a visual guide to measuring children.



On the day of screening you will be obtaining critical information that allows our program to determine which children need help through nutritional supplementation and de-worming. In addition, children who qualify will also be eligible for other components of our programs. Some essential elements the correct method to weigh and measure children are noted here.

1. All children should be undressed as much as possible prior to weighing. For children under the age of 3 ½ years, this typically does not present a problem as children this young do not usually have a sense of modesty. Ask parents to undress their child/children prior to their number being called. You can weigh children in a diaper if it is clean and dry. You will need to subtract 30 grams from their weight if weighed with a diaper on. For older children, have parents remove

- as much clothing as possible, particularly shoes, hats, sweaters, etc. You can make an adjustment of 30-60 grams based on the amount of clothing worn.
2. Make sure you zero the infant scale prior to weighing the child.
  3. Be careful that parents or other children do not touch the child while the child is being weighed and that no one else leans on the scale.
  4. Taking a length measurement can be difficult in young children. You may need the assistance of parents to hold the head steady while obtaining the measurement on the measure mat. Please see Appendix A for the proper technique for measuring young children and older children.
  5. After measuring a child's weight and length, record the information immediately on their form. Weights should be recorded in kilograms and lengths in centimeters. Please check with parents to make sure that you have the correct form for the child being measured.

Screening and new enrollment of children should be completed every 6 months. You should schedule screenings in conjunction with your Country Coordinator and Country Supervisor. This is essential as screenings are most easily performed when interns and/or Nutritour participants are available to help.

In some situations, parents or Church leaders may approach you to request services for a child who was not present at the screening or not the correct age at the time of screening. You may screen these children in the same manner as noted above with the same forms and same data collection methods. If funding permits, they may be enrolled in the program at that time if they qualify.

Children who are less than 6 months of age or 6 years of age or older are not eligible for services except in very limited circumstances. If you have concerns about a particular child's eligibility, contact your Country Coordinator for guidance.

Children enrolled in the program whose weight and length rise above  $-2$  SD, should continue in the program until they are no longer eligible because of age of 6 years. If a child's weight and length rise above the 50<sup>th</sup> percentile, they should no longer receive supplements, but should be followed at the every 6 month screening to ensure they continue to have adequate growth without supplementation.

Although our program focuses on the LDS population, children who are not members of the LDS Church are also eligible for services. We encourage children to bring a friend with them to the screening. All children of the appropriate age who present for screening should be



screened without regard to their religious affiliation. Each child will be considered equally for provision of services with youngest children served first regardless of religious affiliation.

## **II. Complete standard reporting forms after each screening and provide the report to the Country Coordinator**

All data gathered needs to be entered into the The LCF Screening Data Collection Form. This form is best completed on-line if possible. In areas where this is not possible, the data can be entered manually and sent to the Country Coordinator for data entry. In many situations interns and Nutritour participants may be able to help in this step. Once the data is entered it should be sent to the Country Coordinator, who will do a quality check on the data and note any problems that need to be addressed. She will then email the form to the following three people/addresses: her Country Supervisor, Polly Sheffield at [pwsheff@hotmail.com](mailto:pwsheff@hotmail.com) and to [liahonachildren@gmail.com](mailto:liahonachildren@gmail.com). This data will be evaluated by our Data Monitoring Committee to guide our program and to assess if our nutritional supplementation program is helping children grow and develop normally. They will also let you know of any problems they see in the data collection process. You should receive a list of children who qualify for the program within 2 weeks of emailing the data collection form.

## **III. Purchase and/or produce nutritional supplements and deliver nutritional supplements to participant families at least once a month**

As a local coordinator, you are responsible to purchase and in some areas oversee the production of nutritional supplements. The supplement you are to provide will be chosen by the LCF Chief of Operations and approved by the Board. You will be informed of how and where to purchase the supplement or the process for making the supplement in select areas. Our supplements must meet the following criteria:

- Calorically dense with appropriate balance of fats, carbohydrate, and proteins to nourish a child's growth.
- Have adequate micronutrient supplementation of standard vitamins and minerals with particular emphasis on Vitamin A, zinc, and iron.
- Locally produced and sold.
- Acceptable to infants and young children.
- Culturally acceptable.
- Supportive of continued breastfeeding.

In some areas, we are engaging in a pilot project with the Church of Jesus Christ of Latter-Day Saints to have local ward and stake members produce a supplement from products available in your area. Those coordinators involved in this new pilot project will be given more information as it becomes available.

**In no circumstance should you purchase or make a supplement other than the supplement approved by the Board. You are not to purchase any other item but those designated. If you have concerns about the supplement, then report these**

**concerns to the Country Coordinator who can then report these back to the Country Coordinator and LCF Board.**

Each month, you will receive money in a bank account set up for your program. You will be given an ATM card to access the money. In some areas, supplements will be purchased by the Country Coordinator and in others by the Local Coordinator. You will be given the details for your program by the Country Coordinator and/or the Chief of Operations for LCF.

**Please retain receipts for all purchases and withdrawals of cash. These will be collected at the screenings every six months and given to the Treasurer for LCF. They may be collected by the Country Coordinator or by an intern or Nutritour participant designated to do this. In areas where a coordinator has scanning capabilities, these receipts can be sent via email or a picture can be taken of them and mailed to LCF**

We would encourage you to engage the parents of program participants to help with the process of purchasing, producing, and distributing supplements. You can set up a rotating schedule among families. This will allow the families of participants to be more involved in the program and contribute time back for the supplements they receive. Because each coordinator's situation is different, we don't mandate a particular system of supplement delivery. However, we do ask that supplements be delivered at least monthly. We suggest you consider your own circumstances and determine what will work best in your area. Look on the website to get ideas about what other coordinators are doing or discuss your situation with the Country Coordinator for ideas.



#### **IV. Provide semi-annual de-worming of children**

Children enrolled in the program need to be de-wormed every 6 months starting at 12 months of age. You will be responsible to purchase the de-worming medications as designated the Chief Operating Officer and your Country Supervisor. Parents should sign a release form prior to your giving the medication and you should ask if their child has any allergies to medications and particularly and adverse reaction after taking it. The parent should administer the medication to their child.

**V. Report monthly on purchases and supplement distribution to Country Coordinator on standardized form. Include receipts for all purchases and expenditures.**

As a coordinator you are responsible for the purchase of supplements and other expenditures. You are to track all expenses on the Income and Expense Flowsheet that is located on-line or in Appendix C. Please save all receipts to either be scanned and emailed to the Country Coordinator or to be collected at the bi-annual screenings. These forms will be reviewed by our Treasurer to ensure proper handling of funds. Periodically, random audits of program participants will be performed to ensure that they are receiving the supplements on a monthly basis.

**VI. Provide health education and breastfeeding promotion to enrolled families**

Promotion of breastfeeding and teaching families hygienic behaviors and healthy food preparation are critical components of improving the health of children and all members of the family. As the coordinator, you will be a partner in ensuring that families receive education about breastfeeding and hygienic behaviors. To do this, you will help interns and others who are trained to teach these materials have opportunities to meet with families either individually or in a group setting. Members of the community can also be included in this component of the program.

**VII. Send pictures, stories, media pieces to the Country Coordinator**

Every three months, we ask each coordinator to contribute a story about an event or a participant to the Country Coordinator. Pictures are also welcome. These stories can be used on the website or in newsletters to help increase the interest in the mission of the Liahona Children’s Foundation. We are committed to safeguard the children in our program and children will not be identified by full name on our website or newsletters.



**VIII. Report problems to the Country Coordinator**

In your duties as a coordinator, questions or problems may arise. Please contact your Country Coordinator for help or email us at [liahonachildren@gmail.com](mailto:liahonachildren@gmail.com).

**IX. Plan and prepare yearly Christmas Party**

This event should include program participants and their families. Former participants who have graduated from the program may also be included. You will be given an extra stipend for this event. Please include parents of children involved in the program in the planning and implementation of this event.

**Responsibilities of the Country Coordinator**

As the Country Coordinator, you are the Project Manager for your country. This means you are the one to make sure that the program is run correctly in your country and that Local Coordinators are properly trained. You are the person who communicates with local Church leaders to make sure that their concerns are addressed. Some of your specific responsibilities are listed below. However, you may find that other duties are required specific to your area.

### **I. Supervise and train local coordinators.**

As the country coordinator, you will be responsible to assist in selecting and training local coordinators as new programs are setup in your country. This can be done in person when possible, or via the telephone or internet. Review the Coordinator Manual with them and make sure they have access to it on the internet or a paper copy of this manual. Help them set up systems for employing volunteers, participant families, and interns and Nutritour participants in the screening, supplement delivery, and educational components of the program. Review the screening forms and data collection forms with them. You will need to make sure the local coordinators have access to screening equipment and that screenings are arranged every 6 months.

### **II. Discuss concerns and problems with the local coordinator**

The local coordinators should have access to you via email or telephone to ask questions that may arise. If you do not know the answer to a question, contact your Country Supervisor for more information.

### **III. Identify ways to improve the program**

As the Country Coordinator, your input is critical to make the program run smoothly and to have a positive impact in children's lives. You are a member of the Country Coordinator Committee and as such should share ideas that have worked in your area and may be helpful to other Country Coordinators. Such information can be shared with your Country Supervisor. We welcome discussion of concerns and successes and appreciate all that you do.

### **IV. Correspond regularly with the Country Supervisor**

You and your Country Supervisor should touch base at least monthly and more frequently if questions or concerns arise.

### **V. Ensure that data is accurately gathered and obtain reports from local coordinators and send these to the Country Supervisor and Data Manager**

Once data is gathered from a screening, the local coordinator should send you the Data Collection Form as soon as possible—ideally within 2-3 days. You need to look this over and check for any obvious inaccuracies. Then send the LCF Data Collection Form to

your Country Supervisor, Polly Sheffield at [pwsheff@hotmail.com](mailto:pwsheff@hotmail.com), and to [liahonachildren@gmail.com](mailto:liahonachildren@gmail.com). We will send you back a list of children who qualify for services. You should then send this information on to the Local Coordinator and help them arrange supplement distribution

#### **VI. Obtain receipts from local coordinator and send these to the Country Supervisor.**

All receipts should be saved and either scanned and emailed to your Country Supervisor or if this is not possible given to a designated representative at the time of screening in your area.

#### **VII. Collect media pieces for our social media sites and newsletters**

Quarterly, each coordinator should provide some stories about what is going on in her area. These should be emailed to your Country Supervisor.

#### **VIII. Communicate with potential local donors and Church leaders within your country.**

As the Country Coordinator, you should work to promote the mission of LCF within your country. Identify local Church members and local citizens who might be interested in donating to our cause, or participating by volunteering in educational objectives or helping with activities related to screenings. You can organize volunteers and participants to work on fundraising projects for instance.

#### **IX. Oversee Nutritour Participants**

As the Country Coordinator, you will be responsible to arrange a program for Nutritour participants who may visit your country for a period of two-weeks during two periods throughout the year. If you would prefer, you can hire another person to perform this responsibility. An additional stipend will be available to you also for performing this duty.

Nutritour participants will come to your country to provide service by participating in screening, supplement distribution, and educational components of the program. They will also assist in service projects of your choosing that help local members and the larger community. You can consider such projects and ask your local priesthood leaders for guidance regarding members or others who may benefit from such projects. Nutritour participants will also participate in some recreational activities and may enjoy participating in local artistic activities or visiting tourist sites. You will have the opportunity to design this program for them.





You will be responsible to find appropriate housing for them and meals twice a day. In most cases, they can stay at member's homes. In some instances, hotels may be preferred. In addition, they will need transportation services to and from the airport and in the country while they are there. Some will need translators as well.

Local Coordinators should also be asked to participate in this process as the Nutritour participants visit their areas to help with screenings.

Reimbursement will be provided for all activities and food, lodging, and transportation from the fees provided by the Nutritour participants. You can assist the Nutritour Coordinators, Dave Dixon and John Chase, by providing a budget for the activities, service projects, food, lodging, transportation, and translation services. Dave Dixon and John Chase will contact you to discuss Nutritours in your area and to assist in the process of arranging them. Dave Dixon can be contacted at [davedd233@gmail.com](mailto:davedd233@gmail.com) and John Chase at [johnchaseis@gmail.com](mailto:johnchaseis@gmail.com).

## **X. Oversee Interns**

In many countries, interns from universities such as BYU will come to your country. They will be supervised by various people within the United States. Some will come as part of BYU programs and have professors who oversee them. Some will come with projects they have designed and be overseen by the Intern Coordinator. All interns will be expected to assist with screenings and supplement distribution. You will be provided with a list of interns coming to your country. You will be given contact information for them and a list of their planned projects and responsibilities.

You can act as an in-country coordinator for interns and will receive a stipend to do so; or you can hire another person to take over this responsibility. In this role, you would be responsible to find appropriate food and lodging for interns. They will pay \$300 per month for food and lodging and transportation to and from the airport as well as for the stipend for your services. They will expect to eat two meals a day with their host family. Ideally they will be housed with Church members in a safe and gospel-friendly environment. Some may need interpreters and can ask you for assistance in this regard.



They will be expected to pay all fees for interpretation services. They are also responsible for all transportation costs other than those incurred to and from the airport. You will help them get settled into their new place of residence. You will provide them with information regarding Church services. You should be available to them for questions or concerns that arise. Interns can purchase phone service in-country if desired and you can help them with this aspect of their stay.

Interns need to participate in screening and supplement distribution. You will need to ensure that they have accurate information to do so. Some interns will be involved in projects that require them to visit with program participants. Some of these projects will include teaching classes to participant families and community members on breastfeeding promotion and hygienic food preparation, conducting surveys, performing developmental screenings. We would ask you to help facilitate their projects by informing program participants of their activities and providing them with addresses of participant families.

From our end, we will be available for questions and concerns that arise. We will also communicate regularly with participants to make sure that they have the resources they need and their questions answered. Prior to interns coming to your country, you will be contacted by a member of the LCF Board or your Country Supervisor. Ashley Raymond serves as the Internship Coordinator and she will be available for support and questions. Her email address is [ashleyeccles@gmail.com](mailto:ashleyeccles@gmail.com)

## **Responsibilities of the Country Supervisor**

As the Country Supervisor you are responsible to oversee the operations in your assigned country. This means that you will communicate regularly, ideally at least monthly, with the Country Coordinator and be available to answer questions that arise. You will assist them as needed in their country and be a resource to them. You will make sure that screenings occur on a regular basis and that the Data Collection Forms and the Financial forms are returned in a timely fashion. Data Collection Forms should be sent to [pwsheff@hotmail.com](mailto:pwsheff@hotmail.com) and financial forms to [walkerspad@aol.com](mailto:walkerspad@aol.com) and [david.mccleive@gmail.com](mailto:david.mccleive@gmail.com). You will keep the Country Coordinator aware of changes in the program and discuss with them the possibility and need for new programs in their country. You can communicate with Church leaders and help answer questions and concerns that might arise. As new pilot projects are implemented in your country with the Church, you will be responsible to help ensure that they are running smoothly. In addition, you can assist the Nutritour Coordinators, Dave Dixon and John Chase, and the Internship Coordinator with their duties within your country.

## **APPENDIX D**

### **Ending Hunger among LDS Children and Their Friends in the Developing World: The Experience of The Liahona Children's Foundation Polly Sheffield, MD, MPH, FAAP**

Last year, on behalf of the Liahona Children's Foundation (LCF), I had the opportunity to travel to Southeast Asia with my family. We were to visit Cambodia, Myanmar, and Thailand. This was a dream trip for me. As a missionary for the Church of Jesus Christ of Latter-Day Saints in Los Angeles nearly 30 years earlier, I had worked in Long Beach among Cambodian refugees recently freed from the killing fields of Pol Pot. I had vowed then to do something to help these people I had so come to love. So as part of our journey, we were to assist in screening young LDS children and their friends to determine their level of malnutrition. Through the efforts of a recently returned missionary from Cambodia, I was able to contact the current mission president in Cambodia and his counselor, Bunhuoch Eng, who was also a local district president in Phnom Penh. We arrived in Phnom Penh several days before the screening. My children were amazed at the new world that opened to them—a world so unlike any they had ever known. Traffic moved in all directions with no apparent regulations. Homes in old French colonial buildings served as places of business. The streets were lined with trash. Hustle and bustle seemed the order of the day. Poverty was clearly present nearly everywhere we looked.

The day of the screening arrived. Dany Pen, the wife of Eng Bunhuoch and the local LCF coordinator, took me on a tour of markets to find an appropriate nutritional supplement for the children who would qualify for LCF's programs. We visited several small markets before settling on Dumex Infant and Toddler formulas. We were able to negotiate a good price for bulk purchase.

The screening of the children took place that evening at the local Church meetinghouse in Phnom Penh. The building was beautiful with a wide courtyard, which complemented the warm tropical air. Before our arrival in Cambodia, the local Church leaders in Phnom Penh had invited parents to bring their children to the Church for screening. Soon families started to arrive in abundance. What was immediately evident was that these individuals are faithful righteous Latter-day Saints who serve and seek like us to be

obedient to God's commandments. Soon, the cultural hall was full and busy as parents filled-out forms and children played.

The screening process itself is quite simple. Each child is weighed and then his/her length/height is measured. These measurements are then plotted on standard World Health Organization (WHO) growth charts based on age and gender. Measurements are plotted for weight, length, and weight/length( children < 2 years) or BMI (children >2 years). Children whose measurements for any of these parameters are 2 standard deviations below the mean qualify for LCF's programs. In most cases, children must be between 6 months and 59 months of age to receive services.

We screened 131 children that evening. As we measured, weighed, and plotted, I watched the parent's eyes. Many expressed concern mingled with hope. Hope that we would be able to help their children grow and be healthy. Looking around the room, I saw my own four children. They were smiling and laughing as they helped in the screening process. I thought of my dreams and desires for them. I knew that these Cambodian parents likewise had dreams for their children, but the chance of them being able to realize these dreams was so precarious given the world in which they lived. Some children we measured were thriving. Unfortunately, they were in the minority. Of the 131 children screened that day, 76% were malnourished, an astonishing number given that no more than 3% of a given population should be below 2 standard deviations for any of the standard parameters measured.

Some may wonder why this matters. Is poor growth in childhood a serious concern? Does it portend poor acute or long-term outcomes? The answer is a resounding "Yes".

According to a June 2013 report from Unicef, malnutrition contributes to 3.1 million under-5 child deaths annually or 45 percent of all deaths for that age group.(1) This is a grim statistic. Clearly, the consequences of malnutrition are great. Malnutrition impairs the immune system's ability to function, leading to increased susceptibility to, and severity and duration of infectious diseases. Malnourished children often have delayed mental development, poor school performance, and reduced intellectual and economic productivity. If undernourished, women are at a greater risk of childbirth complications, delivering a low birthweight infant, and having an impaired ability to lactate. Adequately nourished children learn better, are more productive, have stronger immune systems and greater longevity, and are at a lower risk of non-communicable diseases than poorly nourished children.

Undernutrition in children can manifest itself in several ways. A child can be too short for his or her age (stunted), have low weight for his or her height (wasted), or have low weight for his or her age (underweight). A child who is underweight can also be stunted or wasted or both. Globally, there are 195 million stunted children under-five, and 129 million under- weight children under-five. Often, stunting is associated with chronic or long-term nutritional deficiencies whereas wasting is associated with acute nutritional deficiencies or infectious diseases.

There are many factors that increase the risk of malnutrition, including poverty, political and environmental forces, lack employment or job skills, and disability. Regardless of the causes of malnutrition, there are cost-effective ways to prevent childhood malnutrition. Because young infants and children are developing rapidly, they are affected more significantly by lack of adequate nutrition. The brain of an infant grows most rapidly in the first year of life. A child who is malnourished will initially show a decrease in his/her

rate of weight gain, followed by a decrease in the rate of length gain. If malnourishment persists, the child's brain will decrease its rate of growth. These changes in the growth of the brain are permanent. The brain, unlike a child's weight, will not show catch-up growth. These effects lead to decreased cognitive potential which leads to decreased ability to learn which in turn often lead to decreased ability to obtain work as an adult. If this malnourished child later as an adult has children, they will likely enter this same cycle of poverty and malnutrition. By preventing malnutrition, children can grow up to be productive adults and break the inter-generational cycle of poverty.

As the Church rapidly expands into resource-poor countries, it inherits many of the social and political problems that affect individual members. These problems are complex and require solutions at multiple levels. The Church has done an amazing job through its humanitarian and welfare programs at meeting many of the needs of individuals and communities in the developing world. We, too, as individuals can help further the work of the Church by meeting the needs of the poor among us. We are instructed in the Doctrine and Covenants: "For behold, it is not meet that I should command in all things for he that is compelled in all things, the same is a slothful and not a wise servant... Verily I say, men should be anxiously engaged in a good cause, and do many things of their own free will, and bring to pass much righteousness." (2) Indeed, we are the Lord's hands and should be engaged in initiatives that bless the lives of His children throughout the world. President Hinckley said, "My plea—and I wish I were more eloquent in voicing it—is a plea to save the children. Too many of them walk with pain and fear, in loneliness and despair".(3) The plight of children is more urgent and demands our acute attention and action. As Ricard Uauy states, "Many things we need can wait; children cannot. Now is the time their bones are being modeled, their blood is being made, their brains and minds are developing. To him or her, we cannot say tomorrow. Her or his name is Today." (4) There are many reasons to invest in the proper nourishment of children. One is simply that children call forth our best selves and inspire us to care of one another. Another, perhaps more selfish reason, is that investment in the adequate nourishment of young children is one of the most cost-effective measures to promote future self-reliance. Children who receive proper nutrition at an early age will have not only improved growth, but also improved cognitive development. This translates into children who have higher IQ's, who have the energy to learn better at home and in school, and who thus have better opportunities as adults for meaningful employment. Regarding investing in malnutrition, Jeffery Sach's of Columbia University states, " Without this investment...no solution to the health problems of poor countries is possible. With investment, the benefits are staggeringly high in both human and economic term. The proposal for eliminating the poverty-poor health relationship is the best investment opportunity humanity has ever had. It will shame our generation if we don't do more." (5)

The Liahona Children's Foundation started in 2008 as a grass-roots effort to eliminate malnutrition among young LDS children and their friends. Its mission is to nurture the potential of children to lead healthy and productive lives by eliminating malnutrition and providing educational opportunities among LDS children and their friends. This mission is accomplished through the following processes:

1. Provide nutrient-dense supplements to children ages 6 months through 5 years who qualify for services secondary to underweight, stunting and/or wasting as measured on standard World Health Organization Growth Charts.

2. Promote exclusive breastfeeding of infants until 6 months of age with introduction of complementary foods at age 6 months. Support sustained breastfeeding until a child is at least 2 years of age.
3. Educate families on hygienic and healthy food preparation and meal planning.
4. Provide micronutrient supplementation with a focus on Vitamin A, iron, and zinc.
5. Provide semi-annual de-worming of children.
6. Monitor growth every six months.
7. Sponsor elementary education scholarships for children unable to afford school.
8. Purchase supplements locally and employ local volunteers.
9. Make quality improvements based on outcome data.

Since its inception, LCF has expanded into four countries—Cambodia, Ecuador, Guatemala, and Peru. It currently has 30 programs in operation in Stakes and Districts within these countries. The model is simple: LCF board members contact Church authorities at the regional and local levels and discuss the possibility of screening children in their area for malnutrition. A local coordinator is selected who will be responsible to purchase and distribute supplements to children on a monthly basis. Interns and others who participate in Nutritours help with screening and with teaching families about hygiene, healthy food choices, and the importance of sustained breastfeeding. Screenings occur every 6 months. Currently, LCF is in the process of evaluating the effects of their program on the growth of participants.

Data from our current programs shows malnutrition rates among LDS children and their friends of 76-90% in Cambodia, 50% in Guatemala, 35% in Ecuador, and 25% in Peru. We hope soon to open programs in Africa and the Philippines. Based on epidemiologic data from the WHO and the distribution of Church membership, we estimate that there are approximately 80,000 chronically malnourished LDS children living in resource-poor countries.

As members of the Church, caring for the poor is one of the prime tenants of our faith. Surely, one of the truly remarkable concepts in the Restoration of the gospel is the idea of Zion. What is Zion? It is a place, a community, a state of heart and mind—an ideal toward which the Lord encourages us to strive. We learn a great deal about Zion in the Book of Moses where we are told, “And the Lord called his people Zion because they were of one heart and one mind; and there were no poor among them.” (6)

In his great address, King Benjamin tells us, “And now, for the sake of these things which I have spoken unto you—that is, for the sake of retaining a remission of your sins from day to day, that ye may walk guiltless before God--I would that ye should impart of your substance to the poor, every man according to that which he hath, such as feeding the hungry, clothing the naked, visiting the sick and administering to their relief, both spiritually and temporally, according to their wants.” (7) What King Benjamin seems to be saying is that if we wish to retain a remission of our sins on a daily basis, we are required to take care of the poor.

Sometimes it is easy to get overwhelmed by the needs of others and to feel that addressing as problem as poverty is impossible. We must remember that small acts of love, small sacrifices can make a huge difference in the lives of individuals. The cost of providing a year’s worth of nutritional supplements for one Latter-day Saint child is \$50 to \$60. That isn’t much especially considering what an enormous return on investment such a small amount can bring. As pointed out earlier, a child who gets proper nutrition

will have a healthy brain and body; he or she has a much better chance of succeeding in school, going on a mission, getting a good job, establishing a family and giving service in the Church. He or she will also likely pay tithes and offerings over a lifetime and therefore repay hundreds of times over the small investment in helping him or her get a healthy start in life. These are small things, but as Mother Teresa said, “We can do no great things, only small things with great love.” (8)

The Jews have a concept that is relevant to our serving the malnourished children of the Church: “Tikun Olam”—“repairing the world.” Repairing the world is our joint stewardship as human beings, especially those of us who consider ourselves followers of Jesus of Nazareth. Creating a Zion society involves repairing the world. One of our coordinators in Guatemala considers the work they do for the members on behalf of the Foundation “holy work,” and indeed it is. The Lord says, “Zion cannot be built up unless it is by the principles of the Celestial Kingdom.” (9)

Even though we may not have much in terms of financial resources, wherever we are, whatever our means, whatever we do, we can make a Zion in our hearts. Elder Dallin H Oaks in his recent General Conference address said, “Worldwide, almost eight million children die before their fifth birthday mostly from diseases both treatable and preventable. And the World Health Organization reports that on in four children have stunted growth, mentally and physically, because of inadequate nutrition. Living and traveling internationally, we Church leaders see much of this. The general presidency of the Primary report children living in conditions ‘beyond our imaginations’”. (10)

Nevertheless, we must use our imaginations to try and understand the plight of our malnourished children and be the Lord’s helping hands and a means of answering the prayers for relief among our fellow Latter-Day Saints. As Jesus said, “And whoso shall receive one such little child in my name receiveth me.” (11)

For many of God’s children the world is like a parched desert. Some of us are standing by a large lake of fresh, clean water. We may have a barrel, a bucket, a cup or just a thimble, but whatever water we can carry, large or small, to those who are thirsty we can help slake their thirst. Our small efforts may only relieve a little thirst, but together we might bring enough refreshing water to make the desert blossom as a rose.

## Bibliography

1. [topics.nytimes.com/top/reference/timestopics/...childrens.../index.html](https://topics.nytimes.com/top/reference/timestopics/...childrens.../index.html)
2. Doctrine and Covenants 58:26-27.
3. General Conference Address, Hinckley, Save the Children, October 1994.
4. UNICEF, Situation Analysis on Fortified Complementary Foods for Children Between 6 and 36 Months of Age in Latin America and the Caribbean Region, page iv.
5. *JAMA*. 2007;298(16):1849-1857.
6. Moses 7:18
7. Mosiah 4:26
8. <http://forum.wordreference.com/showthread.php?t=59322>
9. Doctrine and Covenants 105:5
10. General Conference Address, Oaks, Protect the Children, October 2012. 11. Matthew 18:5



## **APPENDIX E**

### **LIST OF REFERENCES RELATED TO MALNUTRITION**

#### OVERALL

[http://www.who.int/nutgrowthdb/jme\\_unicef\\_who\\_wb.pdf](http://www.who.int/nutgrowthdb/jme_unicef_who_wb.pdf)

<http://www.who.int/nutgrowthdb/en/>

[http://journals.lww.com/jpgn/Fulltext/2006/12003/Successful Food Based Programmes, Supplementation.8.aspx](http://journals.lww.com/jpgn/Fulltext/2006/12003/Successful_Food_Based_Programmes,_Supplementation.8.aspx)

[http://www.unicef.org/lac/Situation\\_Analysis\\_on\\_FCF\\_final\(1\).pdf](http://www.unicef.org/lac/Situation_Analysis_on_FCF_final(1).pdf)

<https://www.wfp.org/stories/hunger-worlds-greatest-solvable-problem>

[http://reliefweb.int/report/world/10-things-you-need-know-about-hunger-2013?utm\\_source=feedburner&utm\\_medium=feed&utm\\_campaign=Feed%3A+ReliefwebHeadlines+%28ReliefWeb++Headlines%29&utm\\_content=My+Yahoo&mkt\\_tok=3RkMMJWWfF9wsRouu6TPZKXonjHpfsX67%2B4qXKG%2FIMI%2F0ER3fOvrPUfGjl4FS8NmI%2FqLAzICFpZo2FFcH%2FaQZA%3D%3D](http://reliefweb.int/report/world/10-things-you-need-know-about-hunger-2013?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+ReliefwebHeadlines+%28ReliefWeb++Headlines%29&utm_content=My+Yahoo&mkt_tok=3RkMMJWWfF9wsRouu6TPZKXonjHpfsX67%2B4qXKG%2FIMI%2F0ER3fOvrPUfGjl4FS8NmI%2FqLAzICFpZo2FFcH%2FaQZA%3D%3D)

[http://www.thelancet.com/journals/lancet/article/PIIS0140-6736\(07\)61690-0/abstract](http://www.thelancet.com/journals/lancet/article/PIIS0140-6736(07)61690-0/abstract)

<http://www.ncbi.nlm.nih.gov/pubmed/18206226>

<http://www.ncbi.nlm.nih.gov/pubmed/18206223>

<http://www.thousanddays.org/resource/booklet-on-key-essential-nutrition-actions-messages-2/>

<http://www.thousanddays.org/resource/nutrition-program-design-assistant-a-tool-for-program-planners/>

<http://www.thousanddays.org/resource/1000-days-infographic/>

#### GUATEMALA

<http://saveone.net/filter/Guatemala>

<http://www.wfp.org/stories/15-minute-recipe-beat-chronic-malnutrition>

[http://home.wfp.org/stellent/groups/public/documents/liaison\\_offices/wfp198431.pdf](http://home.wfp.org/stellent/groups/public/documents/liaison_offices/wfp198431.pdf)

<http://www.friendsofwfp.org/atf/cf/%7BD7580FDC-3D52-4A72-9C1E-5E3FBAB86C28%7D/MCHN-Vitacereal.pdf>

<http://lifeandhope.org/Vitacereal.html>

<http://www.reliefweb.int/rw/rwb.nsf/db900SID/NSPR-7UPFHF?OpenDocument>

<http://www.globalgiving.com/projects/give-children-guatemala-food/updates/>

<http://www.urc-chs.com/news/GHC08/growthmonitoring.pdf>

<http://www.alliancetoendhunger.org/creating-global-connections/national-partners/Hunger-Free%20Latin%20American%202007%20Action%20Plan.pdf>

<http://www.ens-newswire.com/ens/jul2009/2009-07-31-01.asp>

## ECUADOR

Full-length book from WHO:

<http://siteresources.worldbank.org/INTLACREGTOPLABSOCPRO/Resources/EcuadorNutritionBook.pdf>

<http://www.paho.org/HIA/archivosvol2/paisesing/Ecuador%20English.pdf>

<http://www.alimentateecuador.gov.ec/>

<http://www.paho.org/Spanish/HPP/HPN/PANN2000espa%C3%B1ol.pdf>

<http://jn.nutrition.org/cgi/content/full/138/2/379>

## PERU

Here's an article for a malnutrition product that uses sprinkles only in Peru (2012):

[http://www.unicef.org/infobycountry/peru\\_61257.html](http://www.unicef.org/infobycountry/peru_61257.html)

Here's a summary of the malnutrition problem in Peru from the European Union perspective:

[http://ec.europa.eu/europeaid/what/food-security/documents/nutrition\\_factsheet\\_11-3-13.pdf](http://ec.europa.eu/europeaid/what/food-security/documents/nutrition_factsheet_11-3-13.pdf)

This article discusses Chispitas which is similar to Sprinkles used in Peru Program:

<http://www.guardian.co.uk/global-development/poverty-matters/2011/sep/27/peru-new-government-child-nutrition> It also discusses the state program "JUNTOS"

[http://www.juntos.gob.pe/?page\\_id=4](http://www.juntos.gob.pe/?page_id=4) 4462112 4461944 and the government's main and most important program Programa Integral de Nutricion Peru:

[http://www.peru.gob.pe/directorio/pep\\_directorio\\_detalle\\_institucion.asp?cod\\_institucion=113](http://www.peru.gob.pe/directorio/pep_directorio_detalle_institucion.asp?cod_institucion=113) tele 426-0028. This program combined the prior 6 state programs

<http://www.ins.gob.pe/portal/jerarquia/5/383/control-de-calidad-de-alimentos/jer.383> This lists something called "*Alimento Papilla*" for kids 6-36 months and a product called "*Vaso de leche*" (this is likely what's being used in Cuzco) for pregnant and nursing moms and kids up to age 7. (511) 748 1111 (511) 748 0000 (511) 748 0060 (511) 748 0077 . There's also a program called Programa Nacional Wawa Wasi: Preparaciones que se distribuyen a través de los Comités de Gestión, destinado a niños menores de cuatro años

FONCONDES is the government agency responsible for nutrition; is located in Lima (and it has a map of which areas need help that's quite good):

<http://www.foncodes.gob.pe/portal/index.php/institucional/institucional-documentos/institucional-documentos-mapapobreza> (01) 631-9000