

PDABB-508-A1

ANNEX A

INFORMAL TRANSLATION

REPORT ON THE INTERNAL EVALUATION OF THE "FOOD AND NUTRITION
NATIONAL POLICIES PROGRAM", APPLIED NUTRITION DIVISION, INCAP

April 10-22, 1977

Team members:

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1. Scope of Work

The team members were invited by INCAP/PAHO to analyze the development of food and nutrition planning activities (in particular those activities receiving financial support from ROCAP/AID and the W. Kellogg Foundation) to strengthen technical cooperation between INCAP and the member countries.

As a result of discussions held the first day among the team members and professionals of the Applied Nutrition Division, INCAP, basic issues that the team should address during their country visits were identified as follows:

a) How can the technical cooperation between INCAP and the countries in food and nutrition planning be improved in order to make this process more effective and reach its institutionalization within the national development plan of each country?

b) How can INCAP contribute to the definition and strengthening of the role of the Ministries of Health in the process of multisectoral nutrition planning?

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 - (2) Regional Nutrition Consultant, PAHO/WHO, Washington, L.C.
 - (3) Nutrition Consultant, PAHO/WHO, Brazil

2. Team Activities

Taking into account the available time that the three Team members had to visit the six countries, the responsibility for visiting the countries was divided as follows:

Costa Rica	Dr. Carlos H. Daza
Guatemala	Dr. Jorge Tavera
El Salvador	Dr. Carlos H. Daza
	Dr. José María Bengoa
Honduras	Dr. Jorge Tavera
Nicaragua	Dr. José María Bengoa
	Dr. Jorge Tavera
Panamá	Dr. José María Bengoa

Because of the Team's purpose and its internal INCAP/PAHO character, the present report does not go into detail about the activities and persons interviewed.

Nevertheless, it should be mentioned that the national authorities understood the purpose of the Team and were receptive to the discussions. Likewise, the Country Representatives and officials of AID collaborated very effectively. The Team expresses its gratitude to all of them as well as the professionals of the Applied Nutrition Division.

3. General Impressions on the development of the NFNP Program of INCAP

The Team deems it of interest to summarize some of the concerns and suggestions received during the country visits. Some of them are:

3.1 The agreement between PAHO and ROCAP/AID, as well as the Kellogg Foundation, is a challenge full of responsibilities which INCAP has undertaken with decision and technical expertise, but not without risks. In a new area with a multi-disciplinary focus such as that of food and nutrition planning, the guarantee of success depends not only on the action of INCAP but also primarily on the particular situations of the countries, their infrastructure and the political decisions that are the sovereignty of each government. The Team believes that INCAP has invested heavily into the endeavor, but the final success of the project depends in some cases on factors outside INCAP's control.

In this regard the Team considers that it would be desirable to evaluate

This position was shared by other officials of the Ministry of Health (Planning Office and Nutrition Department) and university authorities (Health Sciences Faculty and the National Institute of Health Research) who identified technical cooperation requirements in three priority areas:

- a) The establishment of activities in nutritional surveillance as part of the health information system;
- b) The intensification of nutritional education activities as a basic element of the food and nutrition program;
- c) Human resource training in nutrition at the professional (nutritionist-dietician), middle and auxiliary levels.

On the other hand, the government is in the process of formalizing with the USAID a loan of around \$6 million to strengthen the food and nutrition program in five principal areas: information, research, rural services, nutritional education, and environmental sanitation. The document "Nutrition Program--AID Loan--515-T-026, December 1975" describes the components of the project, analyzes its technical, financial, economic and social implications, and presents a work plan.

It is envisaged that the entity responsible for the implementation of the AID loan will be the General Directorate of Social Development and Family Assistance (DSAF), under the Ministry of Labor, even though in practice the General Directorate reports directly to the Presidency of the Republic. However, the leadership of the Ministry of Health is clearly evident in the design and implementation of the different subprojects, which if carried out, shall contribute to the development of the basic support system for the implementation of the National Food and Nutrition Policies Program".

From the point of view of INCAP's technical cooperation in Costa Rica, the following critical areas should be pointed out, and we recommend that these areas be analyzed in depth in order to strengthen their future development:

- a) Notwithstanding the recognition of the importance of a multisector food and nutrition policy, it is a fact that the Government does not consider technical cooperation in this field an immediate need, since it considers that the political decision has been made by approving and assigning resources to the National Food and Nutrition Program, and the priority need is for improving its operation, particularly with respect to information, training of personnel, and research, with emphasis on operational studies.

even though it is possible that there have been positive side effects. It would be wise therefore to consider the manner of assuring the continuity of the national efforts in Food and Nutrition Planning once the assistance of AID and other institutions to INCAP terminates.

For that reason, the Team is in agreement with the strategy of INCAP in this program in that the most important aspect is the institutionalization of the food and nutrition planning process with the objective of giving permanence regardless of the political alternatives in the countries. All endeavors in this regard should be made before the programs once again fall into despondency.

4. Country Reports

4.1 Costa Rica

The Government of Costa Rica is developing an ambitious food and nutrition program at the national level as a result of the Social Development and Family Assistance Law. This law has produced for the public sector extensive additional financial resources in order to reach a redistribution of income for the benefit of the poor classes of the country. The leadership of the Health Ministry is evident in the orientation and implementation of this program in which participate other governmental sectors and the private sector involved in the production of food and its industrialization.

Details of this program can be found in the preliminary version (1976) of "Food and Nutrition Program" of the Ministry of Health which describes its characteristics, discusses strategies for its short-, medium- and long-term implementation, and expresses concretely some objectives and steps to be undertaken.

According to the Minister of Health, this program has responded to a social need and a political decision of the government to initiate as soon as possible actions to redistribute the national income and simultaneously improve the health and nutrition conditions of the traditionally marginal economic groups in the country.

He also indicated that the program will require periodic adjustments to improve its efficiency and obtain effective results in relation to costs and the real benefit in health and welfare of the population. In summary, "we know that the program is not perfect, but we prefer immediate action and not so much planning that dilutes its execution."

over the next 10 or 20 years for Central America and Panama.

3.11 Various countries have expressed the desire to have a professional from INCAP assigned as an advisor to the country for long periods of time. The Team feels that, in certain cases, this measure will be essential if progress in food and nutrition planning in the countries is wanted. Various governments indicated that they will make a formal request to INCAP in this regard.

3.12 Some technical personnel in nutrition in the countries expressed the concern that INCAP has transformed into an international agency of technical cooperation and now they do not consider INCAP as one of their own institutions.

The Team considers that, without lessening the dependence of INCAP on its Consejo and PAHO, INCAP should strengthen its image in the eyes of national personnel so that they consider the institution as their own resource and not simply as another technical cooperation agency.

3.13 The Team encountered a great deficiency of books and magazines in the technical food and nutrition planning committees. It is desirable that INCAP within its means contribute to the acquisition of some books and magazines related to food planning, especially from the United Nations Agencies (FAO, World Health Organization, PAHO, etc.).

3.14 The Team found that generally the Applied Nutrition Division of INCAP is composed of professionals that complement each other in reaching a multi-disciplinary focus on Food and Nutrition Planning, and in satisfying the demands of technical cooperation with the countries.

Nevertheless, the Team feels that more personnel are needed to carry out research activities (to explore in depth the awareness of the factors related to underdevelopment, poverty, marginality and, in general, those operational aspects that are required to identify the cost/benefit of the distinct interventions) in addition to the technical cooperation and teaching activities.

The Team recommends that the Applied Nutrition Division design a series of projects in this line of research to be presented for external financing and thus strengthen the bases of the food and nutrition planning process of the countries.

3.15 Finally, the Team desires to record that a program which has had much support in the 1960's in 50 countries, called the Integrated Programs of Applied Nutrition (PINA), languished because the assistance from international organizations diminished. Today there remains little of that effort as such,

INCAP is criticized because this emergency action has had minimum results.

The Team considers that in supporting efforts to stimulate the governments to have a medium and long term projection of demands, one should not underestimate the urgent or unexpected requests for assistance. Given the situation of many countries of the area, this assistance could be of high priority.

3.6 The Team has felt deeply frustrated by seeing the departments or divisions of nutrition in the Ministries of Health currently are stagnant or, in some countries, have regressed to the situation which existed 20 years ago. The Team does not feel itself capable of assigning responsibility to the governments or INCAP for correcting this situation. The Team only wants to point out the fact and recommend that necessary corrective measures be studied.

3.7 In some countries there exists a certain uneasiness about each project that comes from the Food and Nutrition Plan requiring a special document between the government and INCAP. The possibility of a basic flexible agreement that will make more operational the collaboration of INCAP and the countries has been suggested. The specific projects would be derived from the basic agreement which would include only the collaboration that is necessary for the objectives and steps. It remains understood that this discussion refers to the Food and Nutrition Planning Program and not to the basic agreement between the governments and PAHO, required by the constitution of INCAP.

3.8 In various projects prepared under the Food and Nutrition Plan, status indicators are emphasized as a means to evaluate the results. The Team considers that these projects, by their nature, ought to emphasize the flux indicators that reflect the contribution of the program than the status indicators that only can evaluate in the long run (between 5 and 10 years). For example, the consumption of calories and/or proteins is a flux indicator while weight and/or size is a status indicator.

3.9 Taking into account that in most countries there exist national projects that have technical support from PAHO for expanding the coverage of primary health services, in the opinion of the Team it is desirable that PAHO use INCAP assistance to incorporate the nutritional component which should be included in such projects.

3.10 The Team is preoccupied with the scarcity of qualified nutrition personnel at the central and intermediate levels in the individual countries. It is desirable in accordance with modern techniques of human resources development that INCAP analyze training needs to establish desirable goals to be undertaken

the actions of INCAP in this programming area by using a quantification of the country technical cooperation activities and the degree of institutionalization reached in the process of food and nutrition planning in each country, thus weighing the activities in relation with the objectives. The Team feels that this method will be more operational than that of evaluating in absolute terms the number of countries that reach the institutional development for food and nutrition planning.

3.2 It is a well-known fact that the Central American countries and Panama are different. The nature of services, the socio-economic infrastructure and food characteristics (Table 1) are so distinct that a very individualized focus is required for food and nutrition planning. The Team feels that INCAP has understood this fact and is not trying to introduce a uniform pattern for all the countries.

3.3 In spite of the surveys and special studies carried out by the countries (the majority with technical support of INCAP), it is evident that gaps exist and relevant data for the formulation of a food and nutrition plan is scarce.

AID officials have detected this and through contracts with private North American technical assistance agencies, they are trying to consolidate the available information for the analysis of projects (which can receive AID financial support) included in the National Food and Nutrition Plans. Above all this is evident in El Salvador, but it should not be considered odd that other AID missions will think of doing the same if INCAP does not try harder to help the countries consolidate and update the available information.

The Team feels that INCAP ought to establish a Data Bank on food and nutrition for each country and for the Central American region as a whole in order to facilitate project and program planning whether with national resources or by external financing such as that given by AID.

3.4 Food and nutrition planning requires not only adequate information, but also proper interpretation. In consumption surveys, for example, at times data is given on calorie intake that are not compatible with real life. INCAP ought to be alert that existing data may have an adjusted interpretation for nutrition principles, particularly now since persons not so familiar with nutrition are participating in food planning.

3.5 In the report of the Applied Nutrition Division which covers activities from 1971-1975, it is understood that at times the governments have difficulties in expressing and identifying their needs, and INCAP has been obligated to improvise in order to respond to unexpected calls of the governments and then

b) The agreement presently being negotiated between the Ministry of Health and PAHO/INCAP to develop the information system for the food and nutrition program no doubt presents a valuable opportunity for the Applied Nutrition Division to participate in the improvement of the program (including its evaluation) as part of the ordinary nutrition process.

c) Since presently there does not seem to exist a formal technical structure for intersectoral planning in nutrition, it would be desirable to concentrate INCAP's technical cooperation on the Ministry of Health and, through the implementation of a food and nutrition program, gradually persuade other sectors of the need to coordinate their most relevant plans and programs as part of the national food and nutrition policy.

d) Recognizing the need for technical cooperation to design, implement and evaluate a broad nutrition and information program for the population, it would be a good thing to study immediately the way in which INCAP should participate in this task. It was suggested that INCAP assign to the country a qualified expert for a period of one or two years.

e) Taking into consideration the fact that the Health Sciences School of the University of Costa Rica shall initiate shortly bachelor's degree program in nutrition and dietetics, it is suggested that INCAP provide the necessary technical cooperation in working up the curriculum, organizing the studies program and assistance in teaching specific subjects.

f) Since the USAID shall actively participate in technical assistance and financial support of the national food and nutrition program, it is urgent that INCAP adopt a work strategy that will make possible for it to continue the technical cooperation which it developed so forcefully in the past. The designation of an ex-member of the Applied Nutrition Division as Nutrition Advisor to the USAID in the country will probably contribute to facilitate this task.

g) The permanent support of the PAHO representative and the experts assigned to the country will be of unquestionable value in attaining the incorporation of INCAP into several of the projects financed by the AID loan. For this it would be a good thing to increase the lines of communication between INCAP and the Country Representative, including dissemination of scientific and technological information in areas of immediate interest to the country.

h) As previously mentioned, it is believed that the present impasse in the relations between INCAP and some Government of Costa Rica organizations could be overcome if technical cooperation is strengthened in those specific areas

which the Government has designated as of interest and priority need.

4.2 Guatemala

From December 6 thru 9, 1976, the Secretariat of the National Economic Planning Council (SGCNPE), with INCAP's technical cooperation, held a seminar called "The Malnutrition Problem in Guatemala. Bases for its solution". 80 public sector entities participated in it and its basic objective was to become acquainted with the different opinions regarding malnutrition and possible causes of action.

The seminar motivated the Government to create in February 1977 a Sectoral Coordination Committee within the SGCNPE, charged with preparing and evaluating a National Food and Nutrition Program. This Committee is composed of professionals from the Planning Secretariat and from the health, education, agriculture, industry, economic studies, social welfare, housing and rural development sectors, and has INCAP's permanent assistance. It is planned in the near future to create a Technical Support Unit with permanent representatives from the Ministries of Health, Education, Agriculture and other entities involved in nutritional problems.

In the Work Plan prepared for this year, the Committee has assigned priority to the preparation of the following projects:

- Update the country nutrition and food assessment, prepared in 1974 and published as "Guidelines for a National Food and Nutrition Policy".
- Analyze the projects included in the National Development Plan which address nutrition.
- Begin formulation of National Food and Nutrition Plan.

With the creation of this group, the first attempt in the country is being made to prepare a National Nutrition Plan with the effective participation of various development sectors.

It is recommended that priority be given to the establishment of this Technical Support Unit and that INCAP continue to collaborate actively with the Committee during the initial phases of its organization. Also, it would be desirable that the Secretariat of the National Planning Council assign responsibility to the Committee for preparing the second phase of the nutrition assessment, related to the multisector analysis of nutrition problems, thereby avoiding a duplication of efforts in carrying out simultaneously the updating

of the nutrition and food assessment presently being done.

4.3 El Salvador

The Government of El Salvador, through the Planning and Evaluation Division of the Ministry of Economics and Social Development Planning and Coordination, has prepared "Guidelines for a Food and Nutrition Integrated Policy", Doc. No. 960, dated February 13, 1976, which is to be incorporated into the Five Year Development Plan 1978-1982, and for which the different public sectors have prepared a first proposal which is being studied at the Ministry of Planning.

Specifically, the Ministry of Health has prepared a preliminary document (Health Plan 1978-1982) which includes some nutrition programming statements which have been analyzed and commented on by INCAP.

According to the proposal included in the above mentioned document, the food and nutrition policy objectives primarily direct the national efforts toward the satisfaction of the nutrition needs of the entire population through their access to a biologically adequate diet. In this regard it contemplates coordinated health and nutrition measures; the need to produce within the country the basic foods used in the common man's diet, maintaining the food production capacity; and the rehabilitation of the country's natural resources.

From an organizational viewpoint, the establishment of a Food and Nutrition Technical Committee is contemplated, multisectorally united and dependent upon the proposed National Social Development Committee, which shall be responsible for coordinating all actions, programs and projects to implement the food and nutrition policy.

The Planning Ministry shall coordinate the activities of the Food and Nutrition Technical Committee and therefore shall appoint an Executive Director for that Committee.

From the health sector standpoint, it would seem that nutrition activities have not significantly advanced, possibly as a result of the frequent changes in management. There is currently a nutrition technical unit incorporated into the Maternal/Infant Health Division. The program of this Division emphasizes family planning in accordance with the national population policy.

Within the process of integrated nutrition planning, the need for INCAP's technical cooperation was clearly stated, especially for the design and formulation of specific projects and programs, as proposed in the agreements to be

simultaneously, which constitutes the "Food and Nutrition Analysis and Planning System" - SAPLAN.-

The CONSUPLANE Central Unit has two full time economists. Two more positions have been established, one for an economist and the other for a nutritionist, which have not been filled yet.

The SAPLAN group is composed of professionals from the Central Unit and representatives from the Ministries of Health, Education and Natural Resources, the Social Welfare National Council and the National Agrarian Institute. The SAPLAN operation was officially legalized in October 1976.

A nutritionist from INCAP's Applied Nutrition Division stationed in the city of Tegucigalpa, is providing permanent technical cooperation to SAPLAN from its inception.

The Government of Honduras entered into a grant agreement with AID for US\$600,000 and a loan agreement for US\$3,500,000 to carry out a nutrition program.

SAPLAN's main activities have been:

- Annual Operational Plan 1977;
- Review of the Project to fortify Sugar with Vitamin A and the proposed project for the corresponding decree, which was approved by the Chief of State in October 1976;
- Analysis of the Proposed Draft Treaty to create the Central American Economic and Social Community

Preparation of the following projects:

- Design and setting up a Nutrition Surveillance System
- Survey of Income, Expenditures and Actual Food Consumption;
- Basic environmental sanitation (wells and latrines);
- Promote soybean production and consumption;
- Promote sorghum production;
- Community Development;
- Nutrition Education.

INCAP has provided technical cooperation in the preparation of the above mentioned projects.

The SAPLAN group has received continual training by INCAP. In March

1976 It participated in a Seminar on General Nutrition Concepts. Three of its members attended a course on Development Planning (CEPAL-ILPES). Also, through INCAP's permanent technical assistance in the preparation and review of the projects a continuous contribution to their training is being made.

The absence of professionals in SAPLAN with knowledge and experience in public health nutrition problems and the weak participation of the Ministry of Health's Nutrition Division are possibly the most important limitations which SAPLAN currently faces.

The following are positive elements in the development of the program:

The SAPLAN group is composed of young and capable professionals who are working with special enthusiasm, energy and interest.

The technical-administrative structure established to formulate the National Food and Nutrition Plan is conceived within the planning system and therefore facilitates its incorporation into the National Development Plan.

Surely one of the factors which has contributed to the good results of INCAP's technical cooperation has been the fact that an officer from the Applied Nutrition Division was permanently stationed in Honduras, and is so recognized by the health and economic planning authorities who unanimously expressed their satisfaction with the quality of the technical advisory services received.

It is therefore suggested:

1. Continue to provide INCAP's technical assistance to SAPLAN by utilizing the method applied up to now and assigning priority to the incorporation of the National Nutrition Plan into the National Development Plan.
2. Maintain an INCAP officer permanently stationed in Honduras.
3. Study the possibility of including direct nutrition interventions within the National Food and Nutrition Plan.
4. Persist in motivating the Ministry of Health to strengthen the Nutrition Division, appointing officers who are adequately qualified in that specialty.
5. Obtain the participation of other PAHO experts residing in the country in the review of projects prepared by SAPLAN, especially in the case of Basic Sanitation.

6. Study the way to incorporate SAPLAN into the programs which CARE and PMA are developing parallelly.

7. Consider the possibility of providing technical cooperation for the following projects as requested by the Minister of Health:

- a) Preparation of the Food Balance Sheet;
- b) Carry out studies of the nutritional value of some habitual foods, such as "morro";
- c) Study the soil quality in some areas of the country to orient agricultural production.

4.5 Nicaragua

The impression of the situation in Nicaragua is favorable. There is a National Nutrition Committee composed of five Ministers and a Food and Nutrition Technical Committee composed of qualified technicians from the various sectors: Health, Agriculture, Education, Planning, and the National Bank; this last officer is acting as Director and Coordinator of the National Food and Nutrition Plan.

The Decree for the establishment of these organizations has been signed by the President of the Republic but has not yet been published in the Gazette to make them official entities and to develop their activities as such.

The Technical Committee is working satisfactorily but it would be desirable to expand and strengthen the following disciplines: nutrition, statistics, sociology and agronomy.

In the opinion of the committee members; INCAP's participation in the preparation of the following projects has been adequate:

Nutrition Education
Epidemiological Surveillance of Nutrition
Integration of the nutrition component into rural development
OPEN 3 (National Emergency Operation)
Epidemiological Surveillance of Salt Iodization
Development of a vegetable mixture
Consideration of hospital food services
Evaluation of supplementary feed in human resource development
Fortification of sugar with vitamin A

The group working in the nutrition epidemiological surveillance project requires additional support and it might be desirable that they visit Honduras when progress is made in the establishment of a similar system.

Although two officers from the Ministry of Health's Nutrition Division participate in the Technical Committee, there does not seem to be adequate communication between both units.

Another deficiency which should be pointed out is the limited nutrition bibliography which the Committee has available and which should be improved.

The Technical Committee is working at an accelerated pace to complete the projects before July 1977 as part of the loan request to AID.

The National Nutrition Committee at the ministerial level has not had the same level of activity. Perhaps when the Committee begins to analyze the projects the situation will improve.

In short, the progress of activities is satisfactory, perhaps too accelerated and with too many projects. INCAP with the national officials should study priorities for implementation of the projects.

4.6 Panama

The absence from the country of the Minister of Health and the Chief of the Ministry's Nutrition Division did not make it possible to know the official position on Panama's food and nutrition policy.

However, conversations with the Vice Minister, the Director of Health and officials from other agencies provided a provisional overall impression.

The clear decrease in mortality indexes, especially infant mortality (28 per 1000 in 1975), places this country in a favorable situation for developing a food and nutrition policy which permits an improvement of the population's nutritional status. Aside from trying to eradicate serious forms of malnutrition in certain geographical areas and marginal socio-economic groups, the objective would seem to be that of obtaining an improvement in the standard of living through a coordinated action of the different development sectors.

Panama has a good health organization which has permitted the initiation of direct action nutrition programs, but no mechanism is established which focuses on the food and nutrition problem in an overall and multidisciplinary

manner. However, in the opinion of the Team, Panama is one of the countries which has better conditions to achieve such objective, due to:

- Low mortality indexes;
- Excellent health, agriculture and education services;
- The existence of a National Plan (1976-1980) which reflects concern for the people's wellbeing;
- The systematic preparation of Food Balance Sheets which permit the design of desirable food supply and consumption patterns;
- Excellent, although still scarce, qualified personnel to achieve a broad nutrition multidisciplinary action.

Among the limitations, the following could be pointed out:

- Excessive emphasis on short-term solutions to serious residual nutrition problems, which is detrimental to a broad long-term multisectoral policy;
- Lack of a better understanding of the areas in which INCAP and AID collaborate to facilitate the process of formulating a national food and nutrition plan;
- Existence of other priorities in economic and social development which would limit the assignment of adequate resources for long- and medium-term food and nutrition plans.

The team considers that it would be desirable to program a series of visits to INCAP by national technicians and vice versa to define the areas of technical cooperation in accordance with priorities established by the Ministry of Health and other government sectors involved in the country's nutrition and food planning.

5. Summary of Recommendations

5.1 Modify the criteria for evaluating INCAP's Food and Nutrition Policies Program, emphasizing fulfillment of technical cooperation activities and the degree of institutionalization achieved in each country in the process of nutrition and food planning and not giving consideration only to the number of countries which have created planning infrastructures in this field.

5.2 It is recommended that in evaluating the projects the same importance is given to flux as well as to status indicators.

5.3 Organize, initiate and periodically update a data bank on food and nutrition for each country and for the Central American region.

5.4 Provide assistance to the countries in the interpretation of information related to food and nutrition, as a basic element of planning and programming.

5.5 Without detriment to encouraging the countries to plan in advance INCAP's technical cooperation activities, priority must also be given to unexpected or urgent requests for assistance.

5.6 Seek the most appropriate measures to overcome the stagnation and-or deterioration of the Ministries of Health Technical Nutrition Unit.

5.7 Consider the possibility of a basic technical cooperation agreement between INCAP and the countries, which permits greater flexibility in the development of short-term specific projects.

5.8 Increase efforts in incorporating nutrition components into all health services expansion programs of the countries through the use of appropriate technologies for primary health care.

5.9 Carry out a study on the availability and need for qualified personnel and define the goals short, medium and long-term training and formation.

5.10 Consider the possibility of assigning INCAP technical personnel as permanent advisors to the countries based on agreement with the respective governments and program needs.

5.11 Establish a mechanism for selecting and providing food and nutrition bibliographic material to the countries, which permits a periodic dissemination of progress made and particularly those which are the result of INCAP research.

5.12 Program periodic meetings of professional personnel from the Applied Nutrition Division and other INCAP Divisions to review inter-disciplinary aspects related to food and nutrition planning and their relationship with underdevelopment problems.

5.13 Prepare projects for possible external financing in research areas related to underdevelopment, poverty, marginality, and those operational aspects which permit an estimation of the cost-benefit of different alternatives of intervention in nutrition and food.

5.14 Continue strengthening the work relationships between INCAP and PAHO Country Representatives to make the health and nutrition technical cooperation being provided to member governments more coordinated and effective.