

Final Report

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FINAL REPORT

"EVALUATION OF NUTRITION PLANNING
WORKSHOPS"

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Submitted By:

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FOREWARD

This report was prepared by Malcolm Young, Robert Haupt, and George Reagan of Development Associates, Inc., under contract IQC No. AID/otr C-1382 (Work Order No. 5). The authors were ably assisted by Olga Campbelle of the Development Associates staff.

The authors wish to express their appreciation to Ms. Marion Frazao, the project monitor for the Office of Nutrition, who provided professional guidance and support throughout. During the design phase of the study, the workshop planning staff at MIT, Cornell, and Meharry provided important assistance. Of special note in this regard was the advice provided by Dr. John Field at MIT, Dr. Michael Latham and Mr. Robert Adams at Cornell, and Dr. Claudio Schuftan and Dr. Nail Ozerol at Meharry. Advice provided by Ms. Mary Ann Anderson of CARE, Ms. Darlene Ramage of the Catholic Relief Services, and Mr. James Greene of the World Bank early in the study was also invaluable.

During the field visits to seven countries, the Development Associates staff were graciously received and ably assisted by several workshop participants and personnel in the USAID Missions in each of the countries visited. The time and courtesy shown by the former participants during the course of this study is itself a partial testimony to the success of the workshops.

EXECUTIVE SUMMARY

The following report is an evaluation of ten "Nutrition Planning Workshops" which were conducted under contracts with the Office of Nutrition, Technical Assistance Bureau (TA/N) between early 1974 and late 1976, by MIT, Cornell, and Meharry Medical College.

Development Associates (DA) undertook this evaluation for the Agency for International Development under contract Number AID/otr- C - 1382, Work Order Number 5.

Scope of the Study

Development Associates and the Bureau of Technical Assistance, Office of Nutrition, agreed on the scope of work for this study as presented in DA's evaluation proposal dated September 3, 1976, and as refined and described in the body of this report.

The evaluation consisted of three parts. First, interviews were conducted and material reviewed at TA/N and the three contractor universities. Second, a mail questionnaire was sent to workshop participants. Third, visits were made to seven selected countries (Ghana, Kenya, Tanzania, Colombia, Dominican Republic, Indonesia, and Pakistan) where interviews were conducted with participants, supervisors, and colleagues, and AID Mission personnel.

The results of the evaluation are based on mail survey data received from one hundred and seven former participants, interviews with thirty-two participants (thirteen of whom did not return mail questionnaires), and interviews in the United States with workshop planners and AID personnel.

Formal work on the study began in early October 1976, and the final report submitted on February 28, 1977.

General Findings

Viewed from one perspective, the information and conclusions presented suggest that the 10 workshops on multisectoral nutrition planning generally succeeded in accomplishing their basic purpose. Viewed from another, they represent a major call for action and a challenge for the future.

More specifically, the responses from the mail survey and interviews yield the conclusion that attitudinal and cognitive impacts were achieved. Analysis of the mail responses showed such impact on seventy-five percent (75%) of the participants, and the interview data supported and gave detail to these written reports.

Similarly, the mail returns indicated that sixty-seven percent (67%) of the participants did act on the information and insights they received. While the written and interview data show that the actions range from simply advocating nutrition concepts among colleagues through teaching courses and changing personal practices, they also include preparing national plans and new programs which have had impact in both the organizations and nations with which the participants work. Because the workshops were but one part of a much larger international movement directed toward increasing awareness of the importance of nutrition planning, it is rarely possible to attribute organizational and national impact to an individual or to a three to four week facet of their experience. Nevertheless, it was clear that in some cases the workshops clearly did make a substantial difference to critical individuals and in others they reinforced a variety of other experiences and pressures to which participants had been exposed.

In spite of the indications of impact, most participants felt that even more could have been gained. Regardless of the workshop attended, or their country of origin, most participants felt that the highly structured and largely theoretical nature of the workshop should be changed. Specifically, they strongly argued that more benefit would have been derived if a variety of learning techniques had been used. Particularly, they called for increased use of case materials and problem oriented discussion, and the opportunity to visit communities and projects where they could relate theory and technique to practical situations.

Consistent with the desire for greater practicality, most of the participants felt that future workshops should be held outside the United States. Many also expressed a desire, now that they had been sensitized to the problem, for followup training which would give them the conceptual and analytic tools needed to more effectively translate their understanding into actions having an impact on malnutrition.

In summary, what emerges from the mail survey and country visits is a sense that the time has come for a comprehensive, systems oriented approach to the planning of nutrition training. In keeping with this conclusion, the following suggestions are offered for consideration:

Recommendations

1. There should be a continuation of the sensitization oriented workshop, but there should be certain basic changes in format.
2. A multi-faceted system of followup activities should be implemented for former participants.

3. Specially designed training should be provided to senior level national leaders in selected countries.
4. Specially designed training should be provided to U.S. government personnel working in strategically important posts outside the United States.
5. Special training should be provided to village level workers.
6. Long-term academic training in the U.S. should continue to be provided for a small number of persons.
7. Materials should be developed and actions taken leading to the infusion of nutrition planning concepts into university economics and planning curricula as well as those in nutrition and home economics.

CHAPTER 1

INTRODUCTION

Reflecting a growing body of research which indicates the critical relationship between nutrition and development, increased importance has been given in recent years to nutrition programs by AID, the UN, the World Bank, and other international assistance agencies. Early in its efforts to achieve the goal of helping less developed countries (LDC's) analyze their problems with respect to nutrition and then to develop policies and plans directed toward their alleviation, the Office of Nutrition of the Technical Assistance Bureau of AID (TA/N) focused on developing an analysis and planning methodology at the national level and then on providing LDC's with short-term technical assistance.¹ In the course of providing this short-term assistance, TA/N recognized that there was a dearth of personnel interested and competent in multisectoral analysis techniques as they pertain to nutrition. Based on this recognition, it was decided to provide middle level personnel in the LDC's with short, intensive training in the need and method for multisectoral nutrition planning.

As planning for this training effort evolved it was determined that a series of workshops would be conducted for LDC government officials, key personnel from voluntary agencies, and AID staff. This mix of participants would provide a nucleus of professionals representing key institutions in each LDC who would be sensitized to the issues and methodologies associated with implementing a

¹ See: Planning National Nutrition Programs: A Suggested Approach. Vols. 1 and 2. TA/N, USAID, Washington, D.C. 1973.

multisectoral approach to nutrition planning. Although the workshops were conceived as being conducted regionally outside the United States, this was not feasible initially. Consequently, it was decided to contract with a U.S. academic institution to conduct the training in the U.S. with the intent of eventually transferring the location, and ultimately the primary responsibility for future training to LDC institutions.²

In the latter months of 1973, TA/N selected the International Nutrition Planning Program at MIT as the organizer of a series of three workshops to be held in Cambridge, Massachusetts. The first workshop was conducted during March and early April 1974, for seventeen AID and Food for Peace Officers. Almost immediately following this first workshop a second was conducted for sixteen representatives of voluntary agencies, six from U.S. headquarters offices and ten from Asia and Latin America. The third workshop was conducted during July 1974 for twenty-six LDC government officials from eleven countries. Between February 1975 and April 1976, MIT conducted three additional workshops. The fourth MIT workshop was designed for LDC officials from throughout Latin America, the fifth focused on Brazil, and the sixth on officials from Asia. Each of the last four workshops was designed primarily for LDC officials, but provided for a small number of AID and voluntary agency staff to be included. The principal objective of these six MIT sponsored workshops was "to provide conceptual understanding of nutrition planning as a multisector developmental activity." Each was held in Cambridge, followed essentially the same format

² Interview with Dr. Martin Forman, TA/N Director on leave. October 14, 1976.

and agenda, and sought to provide a "conceptual overview of the many issues and problems involved in planning to combat malnutrition in low income countries." In each, a model of the planning process was offered, nutritional standards analyzed, and linkages between nutrition and other developmental policies and programs explored at length.³

Flowing directly from the experience at the MIT workshops, CARE and the Catholic Relief Service sought and received support from TA/N to conduct a series of workshops for their overseas program staff. Modeled on the MIT training, but shortened to two weeks and including elements specifically relating to voluntary agency policies, these agencies conducted seven workshops during 1974 and 1975. Of the four CRS workshops, the final two incorporated special field training exercises at the village level in Colombia and the Dominican Republic which added a unique dimension to the basic workshop format.

In 1975, TA/N expanded the base of training providers to include the Maternal and Child Health Training Center at Meharry Medical College. While maintaining the same overall purpose as the MIT workshops, the training delivered by Meharry was to focus on African countries and to emphasize community more than national level planning and implementation efforts. Between September 1975 and November 1976, Meharry conducted three workshops; two workshops were held on the Meharry campus in Nashville, Tennessee, and one was held in Dakar, Senegal.

³ AID Circular Airgram # 699, December 13, 1975, page 2; and interview with Dr. John Field in Cambridge, Massachusetts, November 5, 1976.

Consistent with TA/N's desire to build on existing strengths of U.S. institutions and to expand somewhat TA/N's training capacity, Cornell University was contracted to provide a nutrition planning workshop in Nairobi, Kenya in the Spring of 1976. The Cornell workshop was designed with the same objective and followed essentially the same format as was used by MIT. Table 1, on page 5 provides a summary of the dates, locations, and number of participants at the ten university sponsored workshops which have been conducted for TA/N between March 1974 and November 1976.

As indicated above, the basic objectives were the same across the ten workshops. Specifically, TA/N and the workshop planners at MIT, Meharry, and Cornell agree that the objectives of the workshops were to develop within each participant the technical competence, or the recognition of the need to seek such competence, in one or more of the areas concerned with a multisectoral approach to nutrition planning; and to increase the participants' awareness of the many factors involved in reaching policies and programs in this connection. The longer term purpose was for the participants to take actions which would lead individual institutions and ultimately entire nations to implement plans and programs to combat malnutrition which are based on a systematic, multisectoral approach.⁴

In addition to a common purpose and objective, the workshops were quite similar in form and substance, with the basic content areas and some of the staff common to all ten. There were, however, certain differences which are

⁴ During interviews conducted in November 1976, all endorsed this as an accurate statement of workshop objectives.

TABLE I
UNIVERSITY SPONSORED WORKSHOP SUMMARY

WORKSHOP	DATE	LOCATION	NO. OF PARTICIPANTS*
MIT - 1 (AID)	March/April 1974	Cambridge, Mass.	16
MIT - 2 (Vol. Ags)	April/May 1974	Cambridge, Mass.	16
MIT - 3 (World-wide)	July 1974	Cambridge, Mass.	27
MIT - 4 (Latin America)	February/March 1975	Cambridge, Mass.	23
MIT - 5 (Brazil)	July 1975	Cambridge, Mass.	23
MIT - 6 (Asia)	March/April 1976	Cambridge, Mass.	23
Meharry - 1 (Africa)	November 1975	Nashville, Tennessee	19
Meharry - 2 (Africa)	May 1976	Dakar, Senegal	33
Meharry - 3 (Africa)	October/November 1976	Nashville, Tennessee	18
Cornell (Africa)	June 1976	Nairobi, Kenya	30
* Based on Participant rosters available in November 1976.			TOTAL 228

noteworthy. Specifically, two of the workshops were held in Africa while the other eight were in the United States. The second Meharry workshop, held in Senegal, was designed for English and French speaking participants with simultaneous translation provided; all others were conducted only in English and language fluency was a requirement for participation. The six MIT workshops were four weeks in duration, while the Meharry workshops were three weeks, and the Cornell workshop spanned only eighteen calendar days.

In addition, although AID had the final authority with respect to participant recruiting and selection procedures, there were variations in this regard.

Meharry played an active role in identifying potential participants during visits to Africa and was actively involved in the selection process, while MIT and Cornell relied almost entirely on AID overseas and Washington staff. Also, the Meharry groups included more persons with community level orientations and job responsibilities than the MIT and Cornell groups which were almost exclusively composed of persons with national level responsibilities and orientation.

Aside from these major differences, there were, of course, specific variations associated with the characteristics of the three sponsoring institutions, individual instructors, and the physical characteristics of the training sites. By and large, however, these were considered minimal by the workshop planners and staff, with the commonalities far exceeding the differences. Indeed, even the differences associated with Meharry's unique charge to place more emphasis

on community than national level interventions in selecting participants and implementing the workshop was considered by the training staff at Meharry as of only marginal significance.

In essence, then, the ten workshops were similar in style and content as well as objectives. All tended toward an intensive lecture mode of presentation with only minimal use of training aids and out of classroom exercises. Indeed, as will be noted further in this report, this was a common criticism of the workshops from participants in all parts of the world, regardless of the workshop they attended. Table 2 provides a topical overview of the material covered at each workshop.

TABLE 2
WORKSHOP TOPICAL AREAS

- Overview of Nutrition - problems and prospects
- Causes of malnutrition
- Consequences of malnutrition
- The nutrition system
- Nutrition Planning methods and techniques -- program and policy planning, analysis, and evaluation
- Nutrition interventions
- Socio-cultural dimensions of malnutrition and nutrition interventions
- Political and organizational factors effecting nutrition planning
- Advocacy and education strategies

At the outset, TA/N expected to provide university-sponsored workshops for the purpose of sensitizing LDC and voluntary agency personnel to the importance and methods of multisectoral nutrition planning for a period of approximately three years. Consistent with the initial plan, it was decided to embark in the fall of 1976 on a formal assessment of the impact of the first ten workshops and

to consider alternative directions for the future. Development Associates, Inc., was selected to implement this evaluation. Specifically, the evaluation was "to provide information leading to improved efficiency and usefulness of workshops which are run for AID by contract or universities on the subject of multisectoral planning for nutrition programs or incorporation of nutrition-related activities into ongoing programs through analysis of previous workshops, their impact on the participants, and subsequently, the host governments' conception of the role of nutrition in overall development, or, especially in the case of the voluntary agencies, the impact of the participants and subsequent nutrition-related activities undertaken."⁵

Procedurally, the evaluation was conducted during the period between early October 1976 and February 1977. Interviews were conducted with key officials at AID and each of the contractor universities. Following this, questionnaires were developed and sent to all workshop participants in the forty-eight countries involved and visits were made to seven countries where participants as well as supervisors, colleagues, and other knowledgeable individuals were interviewed.

The remainder of the report sets forth the results of this assessment. The section which follows provides a summary and discussion of study procedures. Chapter 3 provides a statement and discussion of major findings and conclusions from the mail survey, and Chapter 4 provides a summary of the field visit data. Chapter 5 is devoted to a presentation and discussion of specific recommendations for the future based on findings from the survey, and US and LDC

⁵ Work Order under an Indefinite Quantity Contract between AID and Development Associates, Work Order # 5, Project # 931-11-560-262, September 30, 1976, p. 2.

interviews. Copies of interview schedules, and mail questionnaires are provided as Appendix A.

CHAPTER 2

METHOD AND PROCEDURES

The objective of this study was to provide TA/N an assessment of the impact of university-run workshops with recommendations regarding the future. It was decided at the start that data would be obtained through a mail survey of all workshop participants and visits to selected countries to interview participants and other knowledgeable individuals. Initially, material reviews and interviews were conducted with key persons at AID, each of the three universities, and the two largest voluntary agencies (i. e., CARE and CRS). Work on the study began on October 12, 1976, and continued through February 1977, with participant mail survey and interview data obtained from December through the end of the contract period. The procedures followed during the design, implementation, and analysis stages of the study are summarized below.

A. Preliminary Activities

Study activity began by discussing the background of the workshops, anticipated impacts, and areas of special interest to AID with key personnel in TA/N. Interviews focusing on the origin of the workshops and TA/N expectations were also conducted with Dr. Martin Foreman, director of TA/N on leave for the year, and Mr. James Greene, former TA/N associate director, now with the World Bank. In addition, a review was made of available background materials, including the assessment by participants completed prior to the termination of each workshop.

During this period, interviews were also held with Ms. Darlene Ramage of the Catholic Relief Service and Ms. Mary Ann Anderson of CARE. Both were participants in the second MIT workshop and were responsible for organizing a series of workshops for overseas staff in their respective agencies. These interviews provided an opportunity to discuss questions of substance and technique regarding evaluation criteria and survey items with former participants who became workshop planners.

After completing the interviews and reviewing materials, an evaluation framework, instrument outline, and a preliminary set of survey questionnaires were prepared in draft. These, as well as an interview guide for use with workshop planners at the three contractor universities, were reviewed by TA/N during late October. Interviews, incorporating a review of the framework and instrument outline were then conducted with workshop planners at MIT and Cornell during the first week in November. Based on these interviews and TA/N comments, a revision of the questionnaire was reviewed for clarity and relevance with staff and participants at the third Meharry workshop during the second week in November. Following this review, the framework for assessing workshop impacts and the mail questionnaires were completed.

B. Evaluation Framework

During the design period the following statement of objectives was endorsed as appropriate for all ten workshops by TA/N and the workshop planners at

MIT, Meharry, and Cornell:

"The basic objectives of the workshops were to develop within each participant the technical competence, or the recognition of the need to seek such competence, in one or more of the areas concerned with a multisectoral approach to nutrition planning; and to increase the participants' awareness of the many factors involved in reaching policies and programs in this connection. The longer term purpose was for each participant to take actions which would lead his/her institution, and ultimately his nation, to implement plans and programs to combat malnutrition which are based on a systematic, multisectoral approach."

Given this statement, it was decided that the workshops would be assessed in terms of several levels of impact. These are:

1. Impacts on the knowledge and attitudes of participants;
2. Impacts on individual participant behavior;
3. Impacts on the institutions or organizations with which the participants are in contact; and
4. Impacts, through the participants and their organizations, on the national or regional levels.

From the outset it was clearly understood that the workshops could reasonably be held accountable only for direct impacts on participants (i. e., levels 1 and 2); too many factors beyond the participants' control could explain the lack of the other two levels.

Consequently, it was decided that the workshops would be considered successful if there were indications that they had caused a change in the knowledge or attitudes of most (e. g., 66%) of the participants, and that if for

most of these (e. g., 66%) there were resulting behavioral manifestations associated with improved planning or implementation of nutrition programs or policies. The suggested criterion level (i. e., 66%) are based on a knowledge of somewhat similar endeavors and a judgment made before the results were in as to what might reasonably be expected. Since there was no target set prior to implementing the workshops nor a subsequent process resulting in a formally accepted TA/N success criteria, the levels selected are admittedly somewhat arbitrary and should be viewed as such.

In addition to impacts on individual knowledge and behavior, some indication about change at the institutional and national levels was desired. Thus, although it was clearly understood that a host of personal and environmental factors would impede and confound establishing causal relations, data in these areas were sought with the expectation that they could be viewed as indirect effects of the workshop.

Consistent with a judgment that personal and environmental factors would affect workshop outcomes, it was decided that information about such participant characteristics as employment and expectations about the workshops should be collected. In addition, the specific characteristics of the different workshops also may be presumed to have an effect on workshop outcomes. While the basic purpose and content of each of the ten university workshops were essentially the same, there were potentially important differences in duration, location, and personnel. Also, the experience gained by MIT and

Meharry in planning and conducting several workshops might also effect the results. Consequently, the design and analysis of the study provide for treating: (1) each workshop separately; (2) workshops grouped by sponsoring institution; and (3) all ten workshops combined. Also, to control for and/or highlight differences across geographic regions, the analysis provides for grouping responses by major geographic regions. Schematically, the framework used in the design and analysis of the impact evaluation may be depicted as in Figure 1 below.

In addition to assessing impact, this study was to secure information leading to recommendations for future training and technical assistance activities. Consequently, the study design also provided for asking questions about selected aspects of the workshops, recommendations for followup activities and future workshops, and the participants' need for further training and assistance.

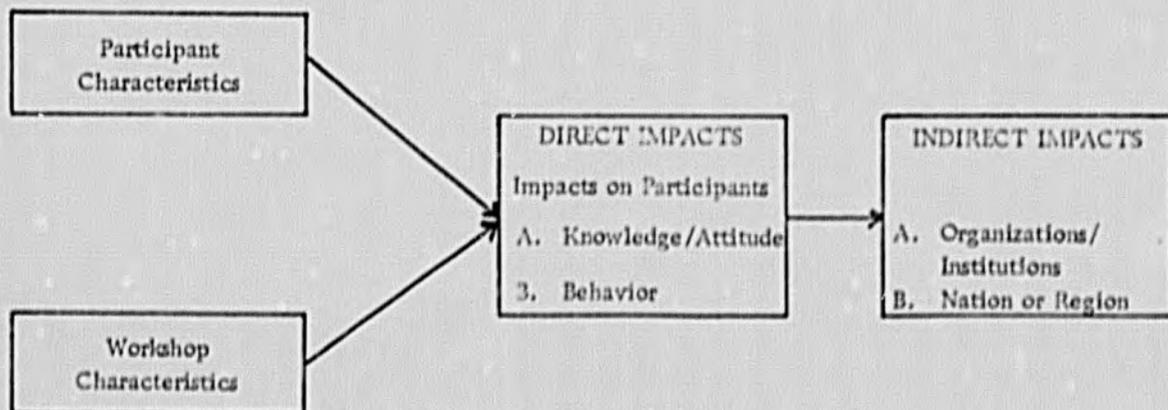


FIGURE 1. IMPACT EVALUATION FRAMEWORK

C. Implementation

Instrumentation: Based on the foregoing purpose and framework as well as specific comments from workshop planners and participants, a set of mail survey forms and field interview guides was developed. Initially, a mail survey questionnaire was prepared for English-speaking participants residing outside the United States. Once this was reviewed and approved, a special question was added for the participants at the only bilingual workshop (Meharry 2), and this form was translated into French for participants from Franco-phone Africa. Finally, minor modifications in the wording of several items were made in the form to be sent to participants residing in the U.S.

Consistent with the purpose and framework of the study, the questionnaire items can be grouped into ten analytic categories. These categories and the related questionnaire items are presented in Table 3 on the following page. Copies of the various survey forms are included as Appendix A.

As indicated earlier, the basic questionnaire was reviewed in draft by TA/N and workshop planners at MIT, Cornell, and Meharry. Modifications were made on the basis of these discussions and the final draft was pretested for appropriateness and clarity of language with several participants at the third Meharry workshop in Nashville. Following this, final minor revisions were made.

TABLE 3

SUMMARY OF QUESTIONNAIRE ITEMS TO STUDY INTEREST AREAS

Interest Category	Questionnaire Item(s)	Content Summary
<u>Participant Characteristics</u>		
1. Position	Citizenship Q. 1 and 2 Q. 3	Citizenship Employment Contact with participants
2. Expectations	Q. 4 Q. 5, 6, and 7	Reason for participation Benefits expected from workshop
<u>Direct Impacts</u>		
3. Knowledge/Attitudes	Q. 7 Q. 8	Help with a specific problem Understanding of five key areas covered by all workshops
4. Behavior	Q. 9 Q. 12 Q. 24 and 25	Specific actions taken Application of concepts/tools Knowledge of available nutritional data on country
5. Overall Importance	Q. 15 Q. 20	Importance to participant & his/her work Value to others in future
<u>Indirect Impacts</u>		
6. Organizations/Institutions	Q. 10 and 11	Specific organizational impacts
7. National/Sub-national	Q. 11	Specific impacts on participants
<u>Assessment</u>		
8. Selected Aspects of Past Workshops	Q. 8 Q. 14 Q. 16 Q. 26 (only for 2nd Meharry Workshop)	Adequacy of presentation of five key areas Participant selection Workshop location Value of Bilingual Workshops
<u>Recommendations & Followup</u>		
9. Recommendations for future workshops	Q. 16 Q. 17 Q. 18 Q. 19 Q. 20 Q. 21	Location Scope (geographic and topical) Emphasis on four key topics Duration Participants Style and focus
10. Followup	Q. 22 Q. 23	Need and type - general Need and type - general

Since item 13, which asked about impacts not directly associated with participants (e.g., recruitment, publicity, etc.), was almost always answered in the negative or clearly misinterpreted, it was not used in any analyses.

In addition to securing these judgements of face validity, a parallel set of open-ended items was developed for use during interviews with participants in the visits to seven selected countries. After each interview, the study staff reviewed their notes and independently completed a mail survey form for the participant. During the data analysis phase, the participant responses on the mail survey form and the interviewer completed responses to the same items dealing with workshop impacts were compared. Although the numbers involved are relatively small, the results of this analysis presented in Table 4 below indicate a high degree of agreement and support placing confidence in the questionnaire.

TABLE 4
COMPARISON OF MAIL TO INTERVIEW RESULTS FOR FOUR MEASURES OF IMPACT

	Knowledge/ Attitude Impact		Behavioral Impact		Organizational Impact		Overall Importance		Total Across the 4 Variables	
	No.	%	No.	%	No.	%	No.	%	No.	%
Agree	17	94	15	83	14	78	16	89	62	86
Disagree	1	6	3	17	4	22	2	11	10	14
TOTAL	18	100	18	100	18	100	18	100	72	100

In addition to the mail survey, visits were to to be made to selected countries for the purpose of interviewing participants, their superiors, co-workers, and collaborators in other sectors, as well as AID Mission personnel. As indicated, a participant interview guide was prepared which sought essentially the same information covered in the mail survey, but in an open-ended, discussion format permitting the exploration of impacts and recommendations in some depth. Also, a non-participant interview guide was prepared for recording information regarding: (a) impacts on participant knowledge and behavior, (b) impacts at the organizational and national levels, and (c) comments and suggestions regarding past and future training. Copies of the field interview guide are included in Appendix A.

Study Population. In the mail survey, all participants in the 10 university sponsored workshops were to be included. As indicated in Table 1 (page 4) there were a total of 228 participants in the 10 workshops. After eliminating U.S. participants who had been involved in the survey design process (i.e., AID, University, CARE, and MIT staff), 218 questionnaires were mailed during the last week of November 1976. Names and addresses were obtained from rosters available through TA/N, with each of the three sponsoring universities asked to update the addresses as best they could. Since Meharry had attempted to maintain contact with their former participants, their most recent mailing list was used. Also, the current CARE

overseas staff mailing list and AID records were used to update addresses where appropriate. In spite of these efforts to obtain the most accurate addresses possible, it was recognized from the start that the lists were imperfect and that this would adversely affect the response rate.

To provide indepth information and verification of mail data, it was initially planned that interviews would be conducted in three countries, one each in Africa, Latin America, and Asia. After the file reviews and discussion with workshop planners, it was decided that the purpose of the study would be better served by increasing the number of countries visited, even though this might reduce the number of persons interviewed per country. Utilizing the advice of workshop planners, the study team and TA/N selected seven countries to be visited. The selection factors considered were: the number of workshop participants, the number of different workshops represented, geographic and salient bureaucratic characteristics, and time and resource constraints. The countries selected were:

Ghana

Pakistan

Kenya

Colombia

Tanzania

Dominican Republic

Indonesia

In each country as many participants were to be interviewed as possible. Particularly in the African countries, it was recognized that the number of participants and the isolated location of some would make it impossible for

all to be seen. In these countries the intention was to visit as many participants as possible within the capital city and immediate environs. 1

In addition to the participants, interviews were to be completed with supervisors and colleagues as well as with personnel at the USAID Missions and senior officials in collaborating organizations. It was recognized that the number of supervisors, co-workers, and colleagues in each country would vary, at least in part, as a function of the number and status of the participants and the time available.

Survey Procedures. Mail survey questionnaires were sent to 218 participants during the last week of November. The overseas mailing utilizing the Department of State Mail Pouch, went to 47 countries. AID Missions were asked to stamp and forward envelopes containing an individualized letter, questionnaire, and a return envelope to the participants in their respective countries. The return envelopes were addressed to the local American Embassy and were stamped with instructions for forwarding to TA/N Washington. Domestic U.S. mailings also included self-addressed return envelopes.

By the 21st of January, 76 questionnaires (35%) had been completed and returned to the study team; these included at least one response from 29 of 48 countries included in the survey. Because there was a possibility that the original mailing had somehow not gotten to the 19 countries from which there was no response at all, a second mailing was made which included a

special letter and a copy of the questionnaire. In addition, a followup letter with a questionnaire was sent to all non-respondents within the United States. Sending followup letters to other overseas non-respondents was considered but rejected because of time and resource limitations.

The incountry visits to six of the seven selected countries were made during the first two weeks in December, with the visit to the Dominican Republic occurring during the first week in January. A senior Development Associates staff member spent from four to seven days in each of the countries. In each case, letters had been sent to the workshop participants in advance of the visit which summarized the purpose of the study, indicated that they would be contacted for an appointment during the time scheduled for that country, and requested that an opportunity be provided to meet with supervisors and colleagues. AID Mission clearance for each visit was also obtained.

Because of the timing of the visits and the nature of the activities and responsibilities of many participants, establishing contacts in some cases was difficult. Due to the combination of the Christmas holidays and the end of the year, several participants and supervisors were on annual leave. Although in some cases it was possible to contact participants at home and schedule appointments, several participants and supervisors and colleagues were out of the country or on incountry travel status and thus were impossible

to interview. Also, it should be noted that several of the most senior level participants were quite reluctant to arrange interviews with their superiors, indicating that it would put them in a difficult position and/or that nothing would be gained in terms of this study. In such cases, the study staff typically decided against insisting on such interviews.

Wherever possible, the study team sought tangible verification or verbal corroboration of participant statements regarding workshop impacts. In some cases this involved brief reviews of reports, policy papers and other documents. In other cases, co-workers, supervisors, other participants, and/or counterparts in other organizations were questioned. In the case of seven participants who were not available to interview, information from their superiors and co-workers was obtained, thus providing insights into the impacts of the workshops on some who could not be seen. In total, 79 substantive interviews were conducted, including interviews with 31 of the possible 60* participants. A summary of interviews completed during the visits is provided in Table 5 on the following page.

Survey Response: As indicated, the interviews obtained during the country visits are summarized in Table 5. In Colombia and the Dominican Republic special efforts were made to include participants from the two Catholic Relief Service workshops which included a special village level component in the training so that an assessment of this approach could be made. Across all

* 61 questionnaires were sent to these seven countries but one participant had died.

TABLE 5

COUNTRY VISIT INTERVIEW SUMMARY

Country	Total Number of Participants	Number of Dif. Workshop Represented	Number of Participants Interviewed (%)	Number of Workshops Included in Interviews (%)	Number of Others Interviewed	Total Interviews
Ghana	13	4	6* (46%)	4 (100%)	5	11
Kenya	15	4	5* (33%)	3 (75%)	2	7
Tanzania	15	4	8* (53%)	4 (100%)	10	18
Indonesia	3	1	3 (100%)	1 (100%)	6	9
Pakistan	7	2	5 (71%)	2 (100%)	3	8
Colombia	3	1	3 (66%)	1 (100%)	11**	13
Dominican Rep.	4	2	2 (50%)	2 (100%)	10**	12
	60	10	31	8	47	78

* In addition, supervisors provided assessments of participants not interviewed as follows: Ghana - 2; Kenya - 1; and Tanzania - 4; Colombia - 1

** Includes interviews with 5 persons who attended workshops sponsored by CRS (3) and CARE (2).

NOTE: A fourth participant from Colombia is deceased.

In any mail survey the question of how to interpret non-response is a serious problem. In this instance, where a formal followup survey of non-respondents was not feasible and the explanations may be expected to include the reluctance of respondents to provide negative feedback, simple lack of time, or interest in completing the questionnaire, never having received the survey, and loss or delays of completed questionnaires in the mails, this is particularly difficult to handle.

Fortunately, however, information was available from the countries visited which may shed some light on this matter. Based on the information obtained during the visits, 10 percent (6 out of 61) of the questionnaires mailed to these seven countries could not have been received. One of the participants had died, one had been missing for over a year, and four were to be out of the country and/or away from the office and their mailing address for an extended period. In addition, in Peru where the updated records indicated there were three participants, it is known that two persons no longer lived in the country (although an AID employee, was forwarded the questionnaire and returned it completed). Generalizing from the specific information about respondents and non-respondents, in the seven countries visited plus other limited data, it is reasonable to project that at least 10 percent of the 218 persons to whom questionnaires were sent, could not have responded. Thus, using 196 as the number of potential survey respondents, the return from the mail survey is as indicated in the final column of Table 6, with 65 percent as the adjusted rate of return.

In addition, there is some country-specific information which may be of some assistance in interpreting non-responses. There was a large number of Brazilian non-respondents (24 out of 33), for example, and we speculate that the primary explanation is a lack of interest combined with general negative feelings toward the workshop. Forty-eight percent of the Brazilian non-response (i. e. , 16 participants) is associated with the fifth MIT workshop which was widely conceded to have been the least well received; indeed, many of these participants did not complete MIT's end of session evaluation, with the suggested explanation being their negative attitude toward the session, as well as lack of time.

On the other hand, the relatively high mail non-response from Tanzania (12 of 15) is probably best explained by the fact that half those not responding to the mail survey had been interviewed. Here, as in Pakistan and Indonesia, several participants apparently did not bother to complete the mail questionnaire since they had already devoted considerable time to discussing the matter during the country visit.

Finally, there is an indeterminate number of non-responses which can be attributed to the poor quality of local mail service and inaccurate or outdated mailing addresses. It is reasonable to assume that some participants never received the questionnaire while others had their completed form lost or delayed in the mails. In this regard, for example, a survey conducted by Development Associates during August through October 1976, achieved a

43 percent response rate by the end of the survey period, and in mid-February 1977, occasional responses quite consistent with those received initially, were still being received. Similarly, a World Bank survey of participants in the Bank's professional training seminars had produced approximately a 40 percent response rate after ten months from the date of mailing in April 1976; based on informal followup efforts the study director at the bank is convinced that the primary explanation for the non-response is the poor quality of mail service in many countries.

Ultimately, however, the importance of non-response to a survey must be related to its purpose. From the standpoint of the impact dimension of this study, the adjusted 65 percent or the actual 59 percent response rate must be considered some threat to the validity of the findings. From the standpoint of making recommendations for the future, however, this response, even conceding that there may be some bias, is adequate. Indeed, it may be argued that the respondents are the most interested participants and that these are precisely those to whom the most serious consideration should be given. Thus, for the purpose of this study the sample is judged sufficient for the analysis and recommendations which are made.

D. Data Processing and Analysis

Participant mail survey data was coded and recorded to permit analysis of U.S. citizens and LDC respondents by workshops, sponsoring institution,

geographic region, and totals across all categories. Analyses were performed with respect to workshop impacts, assessment of selected aspects of each workshop, and recommendations for the future.

For conciseness of presentation the description of the specific analyses and impact measures is provided in the context of the survey findings in the next chapter. It should be noted, however, that because of the post hoc nature of the evaluation and the multitude of participants, workshops, and national context variables which could not be controlled even if identified, the analyses are in terms of conceptual categories which subsume these specific differences. That is, for example, the analytical focus is primarily on whether the participants increased their knowledge or understanding of basic nutrition planning concepts and acted on this information, rather than on specific concepts and behaviors.

From this perspective specifying the particular information gained or action taken is not as important as determining that some change attributable to the workshop occurred. Also, given the focus on workshop outcomes there is no need to be overly concerned with the differences among participants or variations in workshop technique. More specifically, for example, a workshop was judged to have had an impact on participant behavior when responses indicated the participants had: (a) taken a specific program or policy action, (b) changed a specific personnel procedure or approach, or (c) applied a specific concept or technique presented in the workshop.

Primary attention during the impact analysis was on whether or not a specific example was given, not the particular concept applied or action taken, since these would be greatly influenced by the participant's background and the workshop attended.

Essentially, this approach was used in the formulation of the close-ended survey items and in the coding of all open-ended responses. While there is obviously some loss of detail, the approach does permit applying a common criteria across a dispersed set of people and conditions and thereby allows for comparison and contrast. Inherent in this approach, of course, is a limitation on the types of statistical analyses which can be performed. As a consequence, the analysis was limited to descriptive statistics and those appropriate for nominal type data.

Finally, the data obtained from the seven country visits were subjected to qualitative analyses by the study team members making the visit. In each case the team member has prepared a narrative report summarizing findings and setting forth overall conclusions. These country reports are presented in Chapter 4 and also were used in interpretation of the mail survey findings and the preparation of overall study conclusions and recommendations found in Chapter 5. The results of the mail survey are presented in the chapter which follows.

CHAPTER 3

MAIL SURVEY RESPONSE

A. Introduction

Following the procedures discussed, a mail survey of participants of the ten university-sponsored workshops was conducted for the purpose of gathering information about the impacts of the workshops, assessments of selected aspects of the workshops attended, and recommendations for followup and training efforts in the future. In total, one hundred and seven completed questionnaires had been received by the study team at the time of preparing this report. These responses, plus those which were returned unanswered, either because the respondent had only attended a portion of a workshop and did not feel qualified to respond or else could not be located, constitute 53% of the number of questionnaires mailed. As discussed at some length in the preceding chapter, we judge the responses received and reported on the following pages to be representative of the views of most workshop participants and to provide meaningful guidance in assessing the past and planning for the future.

The responses to the mail questionnaire represent a range of between thirty-five and seventy-eight percent of the participants in each of the ten university workshops. Proportionately, the smallest group of respondents are those who attended the fourth and fifty MIT workshops in Cambridge which

were focused on Latin America and Brazil, respectively; as indicated earlier, for a variety of reasons many of the Brazilians were known at the outset of the study to have been negative toward their experience and they are the only group where the results of the survey are probably biased significantly because of the non-respondents. A summary of the completed mail questionnaire response by workshop is presented in Table 7 below.

TABLE 7

MAIL SURVEY COMPLETED RESPONSES BY WORKSHOP AND CONTINENT

	MIT 1	MIT 2	MIT 3	MIT 4	MIT 5	MIT 6	Meharry 1	Meharry 2	Meharry 3	Cornell 1	Total
Africa	-	-	-	-	-	1	7	14	12	11	45
Asia/No. Africa	2	3	11	-	-	12	-	-	-	-	28
Latin America	4	2	2	7	7	-	-	-	-	-	22
United States	1	3	-	1	1	5	-	-	-	1	12
Total	7	8	13	8	8	18	7	14	12	12	107*
Percent of Total workshop participants	44	50	48	35	35	78	37	42	67	40	49*

* Six questionnaires were returned unanswered for reasons cited in the text.

Most of the participants in the workshops and most of the mail survey respondents were government employees, with the next largest group being staff members of several international voluntary agencies. Of these, seventy-five percent were holding the job position they had held when they attended the workshop at the time of the survey, and 82 percent had been in

their current job for over a year. Of the respondents residing outside the United States, forty-eight percent were administrators or field staff of nutrition programs, and seventeen percent were planners in a range of government ministries. Twenty-seven percent of the mail survey respondents were citizens of the United States, and of the other seventy-three percent, almost all of these were citizens of the less developed country in which they worked. A summary of the current work affiliations of the respondents is presented in Table 8 below.

Table 8

PARTICIPANT CURRENT WORK AFFILIATION BY REGION

	Africa	Asia/No. Africa	Latin America	U.S.	Total
Government	31	20	12	6	69
International Organization	8	3	4	5	20
University/Research Institute	4	3	5	1	13
Other	2	2	1	-	5
TOTAL	45	28	22	12	107

Overwhelmingly, the respondents surveyed had at least some contact with other persons who had gone to one or more of the workshops. Only nine percent had no contact with other participants while fifty-eight percent had maintained work or social contacts with three or more persons who had been to workshops on multisectoral nutrition planning. Since a sizeable number of those who did not respond to the survey were from countries where they were the only participant, a comparison was made between responses of those who presumably had been reinforced through contact with others and

the few respondents who had not. Although the numbers are too small to permit definitive conclusions, the results of the comparison allayed the fear that this was a potentially important source of bias in the survey results.

With respect to their expectations regarding the workshops, sixty-five percent of those responding indicated that they had anticipated learning about planning and planning techniques and fifty-six percent indicated they expected to receive specific information about nutrition. In addition, seventy-seven percent stated that they expected one important outcome of the workshop to be "establishing relationships with professionals in other countries," with the highest percentage in this regard being the Latin Americans (82%). Finally, twenty-eight percent of the respondents indicated that prior to attending the workshop, they expected to pursue "opportunities to further other professional activities not directly related to the workshop or nutrition, with the Africans (33%) and the Asians (29%) being the largest groups in this regard.

With this general background on the characteristics of the participants, in the section below we present the major findings with respect to the impacts of the workshop, participants views regarding selected aspects of the workshops they attended, and their suggestions for the future. This will be followed by a brief summary of the overall survey findings, prior to presenting the essentially complementary results from the seven country visits in Chapter 4.

B. Findings

The discussion of findings will be divided into separate sections dealing with workshop impacts and participants' assessments of the past and recommendations for the future. To facilitate presentation, most results are presented either by continent or across all respondents since the analysis by workshop showed relatively little variation along this dimension. It should be recalled, however, that seventy-three percent of the African participants attended the three Meharry workshops, the others being participants in the Cornell workshop in Nairobi, and that all Latin American and Asian participants attended the workshops conducted in Cambridge by MIT.

1. Workshop Impacts

As discussed in Chapter 2, the workshops were to be assessed in terms of impacts on participants' attitude and knowledge, on participants' behavior, and on organizations and nations or regions with which they work. Further, it was understood that primary interest would be in the first two of these dimensions, since the others were subject to influences far beyond the participants' and workshops' control. Somewhat arbitrarily, it was decided before any of the results were in that the evaluation team would consider the workshops successful if two-thirds of the respondents gave indications of changes in knowledge and attitude and two-thirds of these provided examples of changes in behavior. As will

be seen, these initial expectations were exceeded in the majority of cases and the workshops, in these terms at least, may be judged to have had a positive impact.

More specifically, Tables 9, 10, and 11 provide a summary of workshop impacts along the four dimensions or levels of interest. Table 9 provides a summary by workshop, Table 10 by region, and Table 11 by sponsoring institution. In each case, they reflect the application of decision rules or coding and scoring criteria to the responses to certain items on the mail questionnaire. The criteria employed are summarized as follows (with reference made to items on the basic survey questionnaire sent to English-speaking participants contained in Appendix A):

Impact on Knowledge/Attitude: If the answer to both parts of question 7 was "yes" and a specific example was given, then the workshop was considered to have had an impact; that is, the participant indicated that they came to the workshop looking for help in solving some specific nutrition-related problem, got some help through the workshop, and stated how the workshop helped. In addition, impact was judged to have occurred if the responses to the first half of the five subparts of question 8 totaled to a score of seven, when two points were assigned to an answer indicating that the workshop had considerably increased the participant's understanding or abilities in one of six cited areas, one point was

TABLE 9

IMPACT SUMMARY BY WORKSHOP

	MIT												MEHARRY						Cornell	
	1		2		3		4		5		6		1		2		3		1	
	Yes	No	Yes	No	Yes	No	Yes	No	Yes	No										
Impact on Attitude/Knowledge (Percent Positive)	3	5	6	2	10	3	5	2	5	3	12	5	5	2	14	2	10	0	9	3
	(38)		(75)		(77)		(71)		(63)		(71)		(71)		(88)		(100)		(75)	
Impact on Behavior (Percent Positive)	7	1	6	2	9	4	6	1	5	3	11	6	5	2	8	8	5	5	9	3
	(88)		(75)		(69)		(86)		(63)		(65)		(71)		(50)		(50)		(75)	
Impact on Organizations (Percent Positive)	4	4	7	1	6	7	3	4	3	5	12	5	3	4	2	14	1	9	6	6
	(50)		(88)		(46)		(43)		(38)		(71)		(43)		(13)		(10)		(50)	
Impact on Nation/Region (Percent Positive)	4	4	4	4	4	9	2	5	0	8	9	8	3	4	1	15	0	10	2	10
	(50)		(50)		(31)		(29)		(0)		(53)		(43)		(6)		(0)		(17)	

TABLE 10
IMPACT SUMMARY BY REGION

	Impact on Attitude/Knowledge		Impact on Behavior		Impact on Organizations		Impact on Nation/Region	
	Yes	No	Yes	No	Yes	No	Yes	No
Africa	38	7	28	17	13	32	6	39
Asia/No. Africa	23	4	20	7	17	10	13	14
Latin America	13	9	16	6	9	13	5	17
U.S.	5	7	7	5	8	4	5	7
Total Number:	79	27	71	35	47	59	29	77
(Percent)	(75)	(25)	(67)	(33)	(44)	(56)	(27)	(73)

TABLE 11
IMPACT SUMMARY BY SPONSORING INSTITUTION

	Impact on Attitude/Knowledge		Impact on Behavior		Impact on Organizations		Impact on Nation/Region	
	Yes	No	Yes	No	Yes	No	Yes	No
MIT	41	20	44	17	35	26	23	38
	(67)		(72)		(57)		(38)	
Meharry	29	4	18	15	6	27	4	29
	(88)		(55)		(18)		(12)	
Cornell	9	3	9	3	6	6	2	10
	(75)		(75)		(50)		(17)	
TOTAL	79	27	71	35	47	59	29	77
	(75)		(67)		(44)		(27)	

* Percent Positive is in ().

assigned to an answer indicating that the participant's understanding or abilities had "increased somewhat" and zero points were assigned to an answer indicating that there was no change. That is, out of twelve possible points on this part of question 8, the participant had to score over fifty percent. Credit was given for a positive response to either question seven or eight.

Impact of Behavior: Three items on the questionnaire were used in assessing behavioral impact. First, if the response to question 9 ("Do you think the workshop has made a difference in the things you have done (actions you have taken) with respect to attacking malnutrition?") was "yes," and a specific example of a program or policy action, or of a change in a personal process or procedure was given, then impact was assumed to have occurred. It should be noted that some participants answered "yes" but cited attitude changes or anticipated actions, and in such cases credit was not given. Second, if the answer to question 12 ("Have you attempted to apply any of the concepts, techniques, or tools to which you were exposed during the workshops?") was "yes" and an example of an analytic approach, specific tool, specific program or policy action, or teaching or advocacy of the multisectoral approach was given, impact was assumed. Again, several participants answered the basic question "yes" but gave examples which were either too vague

to be meaningfully coded or which were clearly not responsive. Third, if the answer to item 24 ("How accessible to you is information about nutritional status in your country?") was "Don't Know," then credit for a positive response to one of the other two questions was taken away. While there was no meaningful way of knowing which participants had access to information prior to the workshop, nor to assess the adequacy of the information or hold the workshop in any way accountable in this regard, it was assumed that all participants should at least have made an effort on their return to seek nutritional information and thus should know whether or not they could get it.

Organizational Impact: Two items were used in assessing the workshops' impact on organizations or institutions. First, if the response to the first part of question 10 ("Has your participation in the workshop and the participation of any of your colleagues in similar workshops affected the organizations with which you personally are affiliated?") was "yes," and one or two specific examples of a program or policy action or of attitude change was given, then impact was assumed to have occurred. A response of "not certain" or vague statements in response to the request for examples were not counted. Second, if the response to question 11 ("Has your participation in the workshop and the participation of any of your

colleagues in similar workshops had an impact on your country or region? ") was answered "Yes," and the example given pertained to organizational rather than national or regional impact, then change along this dimension was assumed.

National or Regional Impact: Impact at the national or regional level was assumed to have occurred when the response to question 11 (see above) was "Yes" and a specific example was given. Generally, this is judged to be the least satisfactory of the measures, in part because several participants clearly misinterpreted the question and because many others who responded positively gave examples which were difficult to classify. Also, in the absence of specific information on each country, it was impossible to assess the plausibility of the responses. In this regard, it was originally intended to use question 13 ("Are you aware of impacts from the workshops not directly associated with participants which have had an impact on nutrition planning or programs in your country? ") as a supplement to question 11. However, there were very few positive answers to this question and none of the examples given seemed to merit consideration; as a consequence, this item was not used in any analysis.

As indicated on the three summary tables, the greatest impacts were in the areas of attitude/knowledge and behavior, considerably less in other two areas of interest. When looking at the specific workshop and

regional data, it should be noted that it was possible for a participant to have been denied a positive score with respect to attitude/knowledge change but to be given a positive score with respect to behavioral impact. While this rarely occurred, it was particularly noticeable in the case of several U.S. citizens with considerable prior experience in the area of nutrition and nutrition programming. In these cases, the questionnaire indicated that only marginal changes were made in terms of increased understanding or ability, but that the participants returned to their agencies with renewed interest and/or enthusiasm which was translated into specific actions. It should also be noted with respect to the group from the third Meharry workshop that they had been back from the workshop less than two months when they received the questionnaires (indeed, some had not yet returned to their jobs); thus, it is not surprising that they reported the most positive impact in terms of attitude/knowledge change and also the least in terms of behavioral manifestations.

In terms of more specific questionnaire responses, it is noteworthy that forty-eight percent of the respondents said that they came to the workshop with a specific nutrition-related problem and sixty-three percent of these said that they had received some specific help in solving it. Those who did not generally indicated that the structure of the workshop was not conducive to dealing with practical problems or to what was troubling the participants at the time.

In the area of behavioral impacts, thirty-two percent of the participants gave examples of specific program or policy actions which were taken. Another nineteen percent gave examples of changes in their individual processes or procedures (i. e., dealing with new ministries in their work, teaching courses on nutrition, etc.). Forty-nine percent of the participants (including sixty percent of those in Africa) gave no specific examples of something they were doing differently in response to question 9, but twenty of these same participants did say they had tried to apply specific concepts, tools, or techniques. Whether accurate or not, it is also interesting to note that only five percent of the participants stated that they did not know whether or not information on the nutritional status in their country was available.

With respect to organizational impact, of the forty-four percent of the participants giving some reasonably specific example, forty nine percent cited some program or policy. These included specific changes in planning procedures, projects undertaken, and programs written, and in some cases underway. The others cited examples of changes in organizational attitudes and a general climate supporting multisectoral nutrition planning, rather than concrete actions.

In summary, the impact of the workshops as reflected by the questionnaire data was generally quite positive, particularly in the areas of impacts on attitudes/knowledge and resulting individual behaviors. In

these terms the workshops can be judged a reasonable success. This overall conclusion is supported by the responses received to a summary question (item 15) which asked participants to rate, on a five-point scale, the overall importance of the workshop to them and their work. As indicated in the summary of the responses to this item, presented as Table 12 below, only twenty-six percent of the respondents rated the workshops as only "somewhat important" or less.

TABLE 12

SUMMARY OF OVERALL IMPORTANCE TO PARTICIPANTS BY REGION

	Africa	Asia/No. Africa	Latin America	U.S.	TOTAL
Very Important	19 (42%)	8 (29%)	5 (23%)	1 (8%)	33 (31%)
Important	17 (38%)	14 (50%)	8 (36%)	7 (58%)	46 (43%)
Somewhat Important to No Value	9 (20%)	6 (21%)	9 (41%)	4 (33%)	28 (26%)

2. Assessment of Past Workshops and Recommendations for the Future

To provide assistance in planning future training efforts, the participants were asked several questions pertaining to their assessment of past workshops and others pertaining to recommendations for the future. With respect to the past, participants were asked in the second half of

question 8 to assess the adequacy of the treatment given to five subjects covered in all ten of the workshops. Respondents were given the choice of indicating that each of the five topics was treated: "adequately," "in too much detail," or "in too little detail." A summary of the responses from each workshop with respect to adequacy or inadequacy of treatment is presented in Table 14 on the following page. Below, a summary from across all respondents as to the three possible choices is presented. As indicated in the table, while most respondents indicated that each of the topics was adequately treated, relatively large numbers felt that not enough time was devoted to training in the use of nutrition planning tools and techniques, nor to the application of specific nutrition interventions. As will be seen, these responses are consistent with the even more widely held view that future efforts should be more practical in orientation.

TABLE 13
SUMMARY OF MAJOR REASONS FOR INADEQUATE TREATMENT OF
SELECTED TOPICS ACROSS ALL PARTICIPANTS

	Relationship of Nutrition to Development	Need for a Systematic Approach to Nutrition Planning	Complexity and Multisectorality of Nutrition Planning	Training in use of tools and Techniques	Application of Specific Nutrition Investigations
Treated Adequately	83%	88%	79%	56%	69%
Treated in too Much Detail	7%	7%	4%	10%	5%
Treated in too Little Detail	10%	5%	17%	33%	26%

TABLE 14
ADEQUACY OF TREATMENT OF SELECTED TOPICS BY WORKSHOP

	MIT												MEHARRY			Cornell				
	1		2		3		4		5		6		1	2	3	1				
	Adequate	Not Adequate																		
Relationship of Nutrition to Development	5	2	6	2	9	4	7	1	4	4	18	-	7	-	14	-	11	1	9	3
Need for a Systematic Approach to Nutrition Planning	5	2	8	-	13	-	7	1	6	2	16	2	7	-	12	2	12	-	11	1
Complexity and Multisectorality of Nutrition Planning	6	1	6	2	10	3	7	1	5	3	13	5	5	2	11	3	11	-	10	2
Training in Use of Tools and Techniques	3	4	1	7	4	9	6	2	-	8	8	10	5	2	11	3	8	3	6	6
Application of Specific Nutrition Investigations	5	2	7	1	10	3	4	3	4	3	6	12	6	1	12	2	11	1	8	4

On a somewhat different level, participants were asked in question 14, whether or not they felt the people selected to attend their workshop were generally appropriate. As indicated in Table 15, two-thirds of the respondents said they thought that "all or almost all were appropriate," and only three thought that "many" were not. Of those that indicated somewhat mixed feelings in this regard, sixty-three percent felt that some had inappropriate backgrounds, and did not have the educational/information base necessary for absorbing much of the information presented. Another nineteen percent of the respondents in this category stated that several of the participants were clearly not in a position which would permit them to make use of the information upon their return. In general, however, most participants seemed to think that most if not all of the participants selected for their workshop were appropriate; as will be discussed, this is generally consistent with the majority view that future efforts should maintain the practice of providing training to a rather diverse group.

TABLE 15

SUMMARY OF RESPONSES REGARDING APPROPRIATENESS OF PARTICIPANT SELECTION BY REGION

	AFRICA	ASIA	LATIN AMERICA	U.S.	TOTAL
All or Almost All Approximate	31	18	9	8	66 (65%)
Some Were and Some Were Not	12	9	8	3	32 (32%)
Many Were Not	-	-	2*	1*	3 (3%)

* These attended MIT - 4 and 5.

A final question of interest with respect to past efforts was asked only of the participants in the second Meharry workshop held in Dakar, Senegal. This workshop was conducted in English and French and it was argued by some planners that mixing participants from Anglophone and Franco-phone Africa would be desirable in terms of exchanging ideas and building relationships across national/linguistic barriers. As indicated in the summary of responses from the thirteen respondents from this workshop presented in Table 16 below, most of the participants felt that more would have been gained if the workshop had been held in only one language. In response to an open-ended question seeking the participants' reasons for this response, several indicated that much was lost in translation, and others stated that the opportunity for communication in small group sessions and outside the formal workshop setting was reduced because of the language barriers. It should be noted with respect to the negative comments about the simultaneous translation services, that the workshop planners had devoted considerable amounts of time and money to obtain the best simultaneous translating services possible.

TABLE 16

ASSESSMENT OF BILINGUAL ASPECT OF DAKAR WORKSHOP

	Benefit More From Limiting to One Language	Benefit Less From Limiting to One Language	Would Have Made No Difference
English Speaking	4	1*	-
French Speaking	4	-	4
TOTAL	8 (62%)	1 (8%)	4 (31%)

* This is the one U.S. Citizen Respondent Out of the Group.

With respect to recommendations for followup activities and the conduct of future workshops and training, the participants were asked several specific questions. Of the total number of respondents, all but fourteen indicated they thought other persons in their country should future workshops "basically similar" to the one they attended, and of these twelve, only seven responded in the negative. Of those who indicated that others from their country should be invited to future workshops, forty percent suggested planners, economists, administrators, or "top level" officials. Twenty-three percent of the others indicated that nutrition and/or health workers should participate, and thirty-five percent stated that participants should represent a fairly wide spectrum of ministries and bureaucratic levels.

When asked where future workshops should be held, forty-six percent of those responding indicated that they should be outside the United States, and eighteen percent stated they should be in the U.S. Of those who indicated that future training should be outside the United States, seventy percent indicated this was because future efforts should be located "near to the problem" being discussed. Of the thirty-five percent who indicated that location should not be a major concern, most went on to explain that they saw a need for several different types of training efforts in the future and that location should be decided on the basis of the workshops' objectives, with some long term and/or

highly technical training taking place in the U.S. where speakers and facilities were most available, but with sensitization workshops and most skill training taking place in less developed countries. A summary of the responses regarding location of future efforts is presented in Table 17 below.

TABLE 17
RECOMMENDED LOCATION OF FUTURE WORKSHOPS

	Africa	Asia/No. Africa	Latin America	U.S.	TOTAL
In U.S.	7	5	3	3	18
Outside U.S.	22	11	9	4	46
Not a Major Concern	12	11	9	3	35

Somewhat related to the question of location, participants were asked about the geographic focus of future workshops. Specifically, when asked whether or not workshops should "focus on a single country," only nineteen of the respondents said "yes" and seven expressed no opinion. When they were asked whether future workshops should "focus on a single region (3 or 4 countries)" sixty-four percent of the respondents said "yes" and seven percent expressed no opinion.

In the terms of content, participants were asked whether future efforts should provide "more, less, or about the same level of attention" to four areas which were addressed in each of the ten university workshops.

A summary of their responses to this question is presented in Table 18. Their responses clearly indicate a preference that increased emphasis in the future be placed on program and policy interventions and specific planning techniques. Sixty percent of the participants responding (fifty-eight percent overall) favor more emphasis on planning techniques, and sixty-five percent of those responding favor more emphasis on program and policy interventions.

The responses to this question relate closely to those given to an open-ended question (item 21) asking whether persons in the participant's country would be better served if future workshops took a somewhat different focus. Overall, since four percent of those responding indicated that the participants would be better served if future workshops took on a more practical orientation, including heavier emphasis on actually using techniques, discussing case studies, and visiting real programs and projects.

This general pattern of desiring greater emphasis on skill development and problem solving was further reinforced by answers to a question about followup activities. Participants were asked whether workshops or other types of followup should be planned for persons who attended previous workshops, and only twenty-three percent of those responding indicated that nothing special should be provided. Of those responding in the affirmative, the specific type of followup request was generally in the area of skill training in program planning and management,

TABLE 18

EMPHASIS TO BE GIVEN SELECTED TOPICS IN FUTURE WORKSHOPS AS COMPARED TO
EMPHASIS PREVIOUSLY GIVEN

	Africa			Asia/No. Africa			Latin America			United States			TOTAL		
	More	Less	Same	More	Less	Same	More	Less	Same	More	Less	Same	More	Less	Same
A) Theoretical aspects of Multisectoral policy and Planning	13	7	20	6	4	17	4	2	14	4	3	4	27	16	55
B) Specific Planning Techniques (PERT charting, cost-benefit, analysis, multiple regression and other statistical techniques, etc.).	29	6	8	16	4	7	14	4	4	3	6	2	62	20	21
C) Nutritional Problems and Research (causes, diagnosis, treatment of malnutrition, etc.)	22	3	18	9	2	15	9	3	8	4	-	7	44	8	48
D) Specific program and policy interventions	32	1	13	17	1	9	15	-	7	5	1	5	69	3	34

and/or problem solving with respect to implementation of policy and program interventions. A summary of types of followup training recommended is presented in Table 19 below.

TABLE 19
SUMMARY OF TYPES OF FOLLOWUP TRAINING RECOMMENDED

	Africa	Asia/No. Africa	Latin America	U.S.	TOTAL
Skill Training of Various Types	5	3	3	2	13
Planning/Management Training	4	7	4	3	18
Problem Solving Seminars/Information Exchange	14	6	2	2	24
Theory Reinforcement	4	-	-	3	7
Other	10	2	5	-	17
None	7	7	7	2	23

* Includes long-term university training, individual technical assistance, etc.

C. Summary and Conclusions

From the foregoing tables and discussion it should be apparent that in broad terms, the ten university-sponsored nutrition planning workshops accomplished their primary goal. The responses to the survey items pertaining to

impact on participants' knowledge and attitudes indicate that for well over two-thirds of the respondents there was a change in attitude and/or knowledge. In addition, there are also indications that for most the workshops also had some impact on their behavior.

Although there are fewer participants who indicate that the workshop made an impact on the organizations or the country with which they work, there were over a third who indicated organizational impact had occurred. Even granting some reservations about the validity of the measure used to assess national impact, the indications are that at least some occurred. In summary, then, the questionnaire responses indicated that generally speaking the previous efforts can be judged a success.

The responses also indicate, however, that the participants believe there were areas in which the workshops they attended could have been made better. Even clearer in this regard is their judgment that future efforts should take on a somewhat different cast. In essence, they viewed the workshops they attended as somewhat less practical in orientation than they would have liked, and urge that this be considered in future planning. Specifically, most suggest that future sessions for themselves and others emphasize training in planning techniques and the development and implementation of program and policy interventions.

In addition, many of the participants suggested that in the future AID should sponsor a range of workshops and training programs which would be geared to the needs of different types of people working in a variety of jobs and organizations throughout the developing world. While these efforts should include some long-term training held in the U.S., most should be relatively short-term in nature, emphasizing problem solving and skill building sessions held regionally outside the United States. For the most part, the participants indicated that future training should be conducted in several small groups of neighboring countries. Finally, almost all of those who had experience with a bilingual workshop indicated they would have gained more if it had been limited to a single language and indicated that future sessions should be planned accordingly.

The overall sense of the value of past workshops, the ways in which they might have been even better received, and the suggested directions for the future are strikingly similar to the responses obtained during the field visit interviews with participants and others in the seven countries. As will be seen from the country reports and overall conclusions drawn in the chapter which follows, most participants share a commonality of the workshop they attended and make similar recommendations regarding future training efforts. This view of the past and vision for the future varies remarkably little across the workshops, continents, and countries which have been involved.

CHAPTER 4

COUNTRY VISIT ANALYSES

A. Introduction

To add an additional dimension to the study seven countries were visited for the purpose of interviewing workshop participants, their supervisors and colleagues, and USAID Mission personnel. During December 1976 and January 1977, a member of the study team visited each of the seven selected countries for a period of four to seven days; one visited Africa, one Asia, and the other Latin America.

During each visit a set of specially prepared interview guides was used to provide structure in seeking and recording of information. In addition, each interviewer was provided a set of questions to be answered on the basis of the accumulated data gathered in each country; this provided a common framework for assimilating information from the various interviewees and guidance in pursuing comments and leads throughout. These broad questions were:

1. What were the impacts of the workshop(s)?
 - To what extent did participants leave the workshop(s) with new ideas, insights, and techniques?
 - To what extent are they applying what they gained?

- What other impacts have there been on participants?
2. What are the major recommendations regarding workshop content and structure?
- What parts of the workshop were most useful/least useful?
 - How should workshops be structured?
 - Where should workshops be held?
 - Who should attend?
3. What are the major recommendations regarding followup and post-training activity?

In addition, in several of the countries there was an opportunity to meet with participants in nutrition planning workshops sponsored by AID and conducted by CARE and the Catholic Relief Service. Since these were modeled after the university-sponsored workshops, where time and information permitted an assessment of these efforts and the lessons they hold for future AID-supported nutrition training was also explored.

On completion of each visit a report addressing the basic study questions was prepared. In their preparation, the full range of information and impressions gathered during the visit was reviewed and synthesized. As previously indicated, the results of the visits tend to confirm those from the mail survey, indicating that the workshops were generally quite successful

but that future endeavors would profit from some modification of content and technique. The individual country reports are presented below and are followed by a brief summary of the overall findings and conclusions from across all seven countries.

B. Findings: Country Narrative Reports

The narrative reports summarizing major findings from each country are presented below. The reports are arranged alphabetically by continent and each addresses the major questions set forth above.

Country Report 1: Ghana

1. Introduction

Interviews were conducted in Ghana during the latter part of the week of December 13, 1976. Thirteen Ghanaians had attended university-sponsored workshops, with four attending the first Meharry workshop, two attending the second, five the third, and two the Cornell workshop in Nairobi. In terms of background and position, the participants included the director of the Nutrition Division of the Ministry of Health, a faculty member of the University of Ghana's School of Community Medicine, the directress of preschool programs for the Catholic Relief Service, and more junior level officials in the Nutrition Division and the Ministries of Finance, Agriculture, and Social Services.

A total of eleven substantive interviews in Ghana were conducted during the visit. These included interviews with six workshop participants, representing all four workshops, plus five others with personnel at various Ministries and USAID. In addition to information obtained directly from the six participants, an interview with the supervisor of two others, provided added insight into the effects of the workshops.

Contextually, it should be noted that Ghana has a relatively active nucleus of persons engaged with nutrition programs and plans. With USAID support, there was a national nutrition conference in 1974 which was well received and somewhat influential at the national policy level. However, there has been little support for nutrition planning at the highest levels of Ghanaian government and the nutrition unit within the Ministry of Finance and Planning was reported to have lost stature as well as trained personnel during 1976. In the view of the organizer of the national nutrition conference and USAID, the ability of those concerned about nutrition to make major contributions has been effectively blocked by the lack of top level support. Consequently, while there is considerable project level activity in Ghana, relatively little progress has been made in recent years in terms of national level nutrition policy and planning.

2. Workshop Impacts on Participants

To what extent did participants leave the workshops with new ideas, insights, and techniques?

The extent to which the participants could articulate what they gained or learned from the workshops varied. Two were enthusiastic about ideas and information they obtained and were able to cite specific examples (one attended the Cornell workshop and the other the Meharry workshop in Dakar). At the other extreme, one found it "an interesting refresher" but stated that she learned nothing new, and another who had just returned from Nashville could cite nothing of substance that she remembered. The other two participants fell somewhere in between, indicating in a general way that they had gained a new appreciation for the content and complexity of nutrition planning and that relationships among the various sectors had become much more clear. The differences among participants seemed to relate to their prior knowledge of nutrition, general sophistication, and present job responsibilities.

To what extent are they applying what they gained?

After discounting the two participants who had returned from the third Meharry workshop within the month, and the participant who indicated that nothing new had been gained, there was evidence that participants were able to make use of what they acquired. In one case, examples of new approaches and materials used in university-level health and sociology

courses were cited. In another, the participant and separately interviewed colleagues indicated that the workshop produced greater conceptual clarity and increased confidence, and that this manifested itself in a variety of important but subtle ways in his job. In the third case, the participant could cite no specific examples of concrete actions but he and several coworkers indicated that attending the workshop had stimulated considerable additional study and in general, he had become an outspoken advocate of multisectoral planning within his agency.

What other impacts have there been?

In addition to the examples cited above, there were several other impacts of the workshop. In one case, a participant at the first Meharry workshop has been scheduled to become the director of the Ministry of Health's training center for rural nutrition workers. His supervisor who attended the Cornell workshop, indicated that while the demands of his job over the past year had prevented him from having the opportunity to apply what he learned at Meharry, he was being given this new assignment in large part because of that experience. The supervisor also indicated that during the Cornell workshop he had received specific assistance in developing the curriculum for the new center and that his initial plans had changed as a result.

On a different level, other examples were cited which were impossible to verify and generally seemed less than fully plausible. For example,

one participant with a recent U.S. masters degree in community development attributed actions he was taking with a large community health demonstration project to the Meharry workshop. While, indeed, he may have gotten some useful ideas at the workshop, the particular actions he cited seem more reasonably attributed to his graduate education than the relatively brief workshop. Not unrelated, the participant mentioned earlier as having gotten nothing really new out of the workshop has a U.S. masters degree in nutrition, and has held responsible positions in the field for several years. Prior to the workshop, the participant had attended two other AID-sponsored sessions stressing the multisectoral approach which included some of the major workshop speakers; it is significant that even she found it "an interesting refresher" and generally was positive in her comments about all but its specific impacts. For these and similar types of participants, it will be rarely possible to identify concrete examples of behavioral outcomes causally related to the workshops, but the reinforcement which was apparently provided should not be ignored.

3. Major Recommendations Regarding Content and Structure

What parts of the workshops were most useful/least useful?

The specifics cited regarding the most useful parts of the workshop ranged from problem-oriented discussions with workshop staff held outside the context of the formal sessions to being provided with a broad

understanding of the relationship between nutrition and other sectors of the economy. Three of the six participants cited the presentations and materials on nutrition planning and evaluation as particularly important. Also cited, were detailed presentations on conducting nutrition surveys and the simulation game which was used during the Cornell workshop in Nairobi. A specific technique for gathering food consumption data suggested at the Cornell workshop is to be incorporated in the forthcoming nutrition survey conducted by the Ministry of Health's Nutrition Division.

Relatively little was said regarding aspects of the workshop which were found not useful. Several did indicate, however, that some of the economics and planning lectures given at Meharry were beyond them and consequently of no real value. Comments here related as much or more to mode of presentation than the areas addressed, however.

How should workshops be structured?

Several of the participants urged that AID offer a variety of types of workshops. That is, while they felt that what they attended was useful and generally well executed, there is a need to sensitize and train a wide variety of Ghanaians, and that accommodating people with different backgrounds and needs will require a variety of workshop structures.

With respect to the three Meharry workshops, there was a common complaint that there was too much lecturing, too little group participation, and too little variety in teaching technique. One explicitly stated

that his biggest disappointment was that it was in fact, not a "workshop". More specifically, this general complaint was related to comments indicating that some of the interviewees and other participants fell asleep during several of the sessions, did not see the relevance of others, and while they had generally positive views of the entire experience felt that it could have been considerably improved. While some comments were particularized to specific content areas and/or workshop speakers, they were also of a general nature and in total represent a call for using a variety of presentational formats which include field trips, participant led problem solving sessions, and case study materials, as well as the traditional lecture-discussion mode which was almost exclusively employed.

Where should workshops be held?

Although one participant implied that really the best thing about the workshop was the chance it gave her to see her brother and sister in the United States, they were almost unanimous in expressing the belief that future workshops should be held in Africa or some other developing part of the world. The two participants in the Meharry workshop in Dakar and the one who attended the Cornell workshop in Nairobi, made no indication that they would have gotten more from attending sessions in the U.S.; or even that they would have preferred it. Indeed, they

commented favorably on the opportunity they had to see programs in other African countries to which they could relate.

Those who attended workshops in Nashville expressed the opinion that although it was pleasant they viewed it as wasteful to send them all the way to the U.S. when they have learned the same things, if not more, by holding the workshops in Africa. One went so far as to suggest that conducting the workshops in the U.S. tended to divert attention from their basic purpose, especially during the early sessions.

Consistent with the view that workshops should be held in LDC's was the view expressed by several that they should also be held outside of capital cities. Again, the reasoning was that this would put the participants in closer proximity to the actual problem being discussed, and might provide opportunities for meaningful field exercises as a break from classroom sessions. Also, assuming adequate facilities, this would tend to isolate the participants from the diversions of tourist attractions which would be present wherever they were in the U.S. and also in most large African cities. Specifically, it was suggested that if a workshop were to be held in Ghana, the Nutrition Division's rural training center should receive serious consideration as the most suitable site.

Who should attend?

As indicated above, it was suggested that AID mount a series of workshops aimed toward various types of people, and high on everyone's list of desirable participants were senior planners and policy makers. In the judgment of the Nutrition Division director, future workshops should include participants at his level of government and above. In his view, the Cornell workshop had many of the right people but should also have included some in even higher decision-making positions than those in attendance.

A major criticism of the Meharry workshops was that most participants were not in a position to make significant use of the information presented. While all agreed that people such as those trained at Meharry should attend workshops, they felt that in the absence of providing training for their supervisors much of the effort was wasted. Thus, the judgment was not that people from a variety of agencies and a variety of bureaucratic levels should not be trained, indeed they felt they should. Rather, it was argued that an entire system of training for a country should be developed emphasizing different aspects of nutrition planning and programs which spanned the range of critical actors involved in designing and implementing national nutrition policy.

On a different level, the practice of holding workshops with participants from several countries was widely endorsed. The participants did not find their urging of taking a country systems approach to planning

nutrition training to be inconsistent with holding regional workshops which permit the exchange of experiences across national boundaries. The two participants in the bilingual workshop Meharry conducted in Dakar, however, did suggest that future workshops be conducted in one language only. Both of these participants indicated that little or nothing was gained and something was lost by mixing English and French speaking participants.

4. Major Recommendations Regarding Followup

The participants who have been in written contact with Meharry staff all expressed their appreciation for the continued interest and their interest in continuing to receive the articles and brief papers which have been sent occasionally. It was stated by several that these reinforced points made at the workshops and sustained their interest in the area.

With two exceptions, none of the participants made specific requests for followup training for themselves. The two that did both indicated a desire for special assistance in the area of conducting nutrition surveys. This was discussed during the workshop but there was not enough time for the depth they now feel they need.

More generally, most participants expressed interest in expanding the level of training efforts so that others from Ghana could become sensitized and receive specific, needed skills. As indicated earlier, they

felt that a variety of training experiences should be planned for a relatively large number of Ghamians. In this regard, it was suggested that AID might accomplish this in part by assisting the newly formed center for training rural nutrition workers. It was also suggested in this content, that AID might be able to work with selected university faculty with the objective of getting them to introduce nutrition planning concepts into ongoing courses in economics, sociology, and agriculture.

5. Conclusion

In summary, the participants and others interviewed in Ghana provided information leading to the conclusion that overall the Meharry and Cornell workshops had a generally positive impact on most participants and that several had been able to translate what they gained from the workshops into action. They also indicated that the form and content of the workshops were generally adequate but that there was room for considerable improvement in the future. In their view, a more comprehensive effort directed at a wider cross-section of the bureaucracy and necessitating a variety of training approaches would be appropriate. In this regard, while they expressed an appreciation for Meharry's efforts at followup, they felt that having a real impact would require a systematic approach to further training which was directed toward changing the general attitude toward nutrition at senior levels of government and providing specific skills to those in the lower echelons.

Country Report 2: Kenya

1. Introduction

Interviews were conducted in Kenya during the end of the first and the start of the second week in December 1976. Fifteen Kenyans had attended university-sponsored workshops, with two attending the first Meharry workshop, one the second, two the third, and ten the Cornell workshop held in Nairobi. The participants included middle and upper level officials in the Ministries of Health, Agriculture, Social Services, Education, and Finance and Planning. Also included were more junior level officials associated with the Nairobi City Council and district offices of various national ministries.

A total of seven substantive interviews were conducted during the visit. These included interviews with three participants in the Cornell workshop (including a Canadian and a Swede), a participant in the first Meharry workshop who also attended the Cornell workshop, a participant in Meharry's third workshop, a non-participant in the Ministry of Finance and Planning, and AID Mission personnel. Because the visit to Kenya included a national holiday falling during the period when many Kenyans take annual vacations, scheduling interviews was difficult and several of those which were conducted were done outside of the participants' working hours. Their willingness to arrange the appointments was an indication of the importance they gave to the subject of nutrition planning.

2. Workshop Impacts on Participants

To what extent did participants leave the workshops with new ideas, insights, and techniques?

All of the participants interviewed expressed the conviction that they did gain something from the workshop. In four of the five cases they indicated that they gained increased understanding of the multisectoral dimension of nutrition planning, its complexity, and its relationship to national development. The fifth participant did not cite specific benefits but appreciated the opportunity the workshop provided for a group of concerned Kenyans to meet and work together. The other Cornell participants made this point in addition to citing specific information and ideas which were gained.

To what extent are they applying what they gained?

Three of the five participants were able to cite specific actions they have taken since the workshop which they believe can be attributed to their participation. A fourth had just returned from Nashville and not yet returned to work. The fifth indicated that his job in the university medical center did not provide him an opportunity to utilize the material covered.

Two of the three who cited specific actions included references to applying general concepts in their normal work. However, they focused their comments on a joint effort to advocate adoption of a national nutrition policy and the creation of a coordinating mechanism within the Ministry of Finance and Planning. During the Cornell workshop the Kenyan participants met as a working group and devised a strategy for securing national commitment to nutrition planning, and they have been working together on implementing the strategy ever since. Specifically, they and others have formed an interagency working group which has assisted a participant working in the Ministry of Finance and Planning prepare a report calling for the creation of a separate section within the ministry responsible for planning and coordinating nutrition activities. During the first week of December, the draft of their proposal was "approved in principle" by the Ministry and all of the participants were very hopeful that the Government would make a commitment to nutrition planning. It should be noted, however, that personnel at the AID Mission did not share their optimism and that the key advocate within the Ministry was to return to Europe at the end of February.

3. Major Recommendations Regarding Content and Structure

What parts of the workshop were most useful/least useful?

The participants at the Cornell workshop all indicated that clearly the most useful time was that devoted to small group meetings. It was here that they were able to develop a strategy for advocating nutrition

planning at the national level and take the first small steps toward implementing their plan. In their judgment, this would not have happened without the workshop.

In addition, several of the participants commented that the general sessions on nutrition and its relationship to development provided a common framework and vocabulary which has been useful ever since. Also, some commented favorably on the sessions devoted to analyzing the nutrition system and specific sessions on planning and evaluation methods.

Conversely, other participants indicated that the planning and evaluation sessions and the discussion of the systems approach to nutrition was too complex and that they gained little or nothing from them. They also indicated that the time devoted to nutrition interventions was insufficient and that because of the limited treatment given the time that was devoted to this important area was of limited value.

How should workshops be structured?

All participants strongly urged that a mixture of training approaches be adopted. The three members of the group advocating a national level policy stated that until the very top levels of the Kenyan bureaucracy

(i. e., Ministers and First Secretaries) are convinced of the importance of nutrition planning, there is really little point in implementing additional workshops of the Cornell or Meharry variety. Specifically, they felt that a two to three day series of briefings for top officials and members of Parliament should be convened and that it might be helpful for AID to be somehow involved in the planning and financing of such an event. Only after commitment is secured from the top do they believe that operational level personnel can really make use of the concepts and skills addressed by workshops such as they attended.

In addition to this, they called for training designed to sensitize senior level officials, and all participants urged that the format of future workshops be changed to permit much greater participant involvement. All indicated that they found the mode of presentation in many workshop sessions boring and that this interfered with their ability to learn. More specifically, some participants suggested using field trips while others urged greater use of small groups for problem solving and case study discussions. In general, they suggested greater variety in teaching methods and that more attention be paid to the expressed needs of the participants.

Where should workshops be held?

The interviewees all indicated that the location of the workshop should be dictated by the type of participant and the specific purpose of each

workshop. Since they also urged provision of a variety of types of workshops, it followed that they suggest a variety of locations. Specifically, for the sensititation of top level Kenyan officials they recommend a resort setting while for village level they tend to suggest areas where field exercises would be possible.

For the type of workshop they attended the participants did not express strong feelings with respect to location. Those that had been to Nashville appreciated the trip but did not feel the time or expense was necessary; they felt as much or more could be accomplished with similar workshops held in Africa. The Cornell participants also felt that an African setting was more appropriate than the United States. They suggested, however, that workshops not be held in the home city of the participants. In this regard, they pointed out that several of the most influential Kenyans attending the Cornell workshop were frequently called away and missed many sessions. They also commented that because of family commitments they tended to miss much of the after-hours interaction with other participants, which would have been valuable but possible only if they had been away from home.

Who should attend?

As indicated above, it was suggested that a series of workshops be organized and that these be directed toward very senior officials, middle

level officials such as those interviewed, and field workers. The participants should be from a cross section of ministries actually or potentially involved in nutrition planning and programs. They generally endorsed the kind of agency mix which was represented in the workshops they attended.

With the possible exception of workshops aimed for the most senior level officials, and those targeted for field workers, they felt that an international mix of participants was beneficial. The exchange of experiences and information across national boundaries was viewed as useful.

4. Major Recommendations Regarding Followup

The participant who attended the first Meharry workshop expressed appreciation for the articles and other followup materials which had been sent periodically. Otherwise, the only substantive comment regarding followup was the recommendation that a wide-range of additional workshops be held, after senior level government support has been secured. None of those interviewed felt that they personally had specific needs which would be served by additional training but all thought that occasional sessions devoted to exchanging information and generally reinforcing the concepts associated with multisectoral planning would be beneficial.

5. Conclusion

In summary, the Kenyans interviewed had somewhat mixed reactions to the workshops. Of those attending the Cornell workshop, most felt that they gained information and insights and that the workshops had stimulated action leading toward securing national support for nutrition planning. Procedurally, they felt that the workshops were generally well organized but that much more would have been gained by using a wider variety of training techniques and providing greater opportunity for participant interaction and involvement. With respect to future activity, they felt that a variety of workshop approaches, starting with a short sensitization session for the most senior members of the bureaucracy was needed. This should be followed with skill training and problem solving seminars for operating level personnel.

Country Report 3: Tanzania

1. Introduction

Interviews were conducted in Tanzania during the week of December 6, 1976. Fifteen Tanzanians had attended university-sponsored workshops with two attending the first Meharry workshop, three the second, six the third, and four the Cornell workshop in Nairobi. The participants included the several staff members of the Tanzanian Food and

Nutrition Center (TFNC), middle level officials in the ministries of Finance and Planning, Agriculture, and Small Industries, district planning staff, and an assistant program director of Catholic Relief Services.

A total of 18 substantive interviews were conducted in Tanzania during the visit. These included interviews with eight workshop participants representing all four workshops, plus 10 others with persons in various ministries, other associated organizations, and AID. In addition to information received directly from the eight participants, interviews with the superiors of four others provided added insight into the effects of the workshops.

Contextually, it should be noted that the Government of Tanzania has a long standing commitment and has emphasized investment in rural development and social programs. There is a general climate throughout the government which supports accepting the importance of nutrition planning when its significance is understood.

2. Workshop Impacts on Participants

To what extent did participants leave the workshops with new ideas, insights, and techniques?

Most of the participants interviewed indicated they gained conceptual understanding and specific knowledge from the workshops, and this was

supported in separate interviews with superiors and coworkers. Specifically, two participants from the Ministry of Finance and Planning independently indicated that their entire view of nutrition and its relevance to national development had been transformed as a result of their experiences at Meharry (one attended the second workshop in Dakar and the other had recently returned from the third workshop in Nashville). On the other extreme, two participants, both with advanced degrees and considerable prior work experience in nutrition-related areas, stated they learned nothing of substance at the workshop. One of these two nevertheless had positive overall reactions toward the workshop while the other felt the one he attended was essentially a waste of time. The four other participants interviewed and the four about whom information was obtained second-hand, can be placed somewhere in the middle of this continuum. Each of these participants apparently gained somewhat in knowledge and understanding.

To what extent are they applying what they gained?

The most dramatic example of impact was provided by a participant in the second Meharry workshop. He is responsible for preparing the national agricultural development plans for the Ministry of Finance and Planning; and, as he indicated and as has been confirmed by the director of TFNC, he had effectively blocked the inclusion of a nutrition component

in the national agricultural plans for at least two years prior to the workshop. After returning from Dakar, however, he sought assistance from TFNC and at the time of the visit, had included a nutrition element in the final draft of the next five-year agricultural development plan.

More typical of the impact, however, was the assessment by the foreign technician serving as planning director of TFNC. In his view, the two participants on his staff had gained considerable sophistication as a result of their experiences at Meharry (workshops 2 and 3) which had subtle but significant impact in the way they conceptualized problems in their work. Similar indications were received from and/or about participants working in the Ministry of Agriculture and as district planning officers. Finally, in one case a former supervisor, now with a cooperating agency, reported that the most significant impact of the workshop was the assurance it had given to one participant who now was a strong advocate of nutrition planning concepts she had previously known but was reluctant to share. The confidence inspired by the workshop resulted in her being a much more effective worker in the field.

Quite expectedly, on the other hand, positive evidence of impacts on all participants was not forthcoming. Of the participants who felt they had gained the most personally, one had not been able to apply any of the knowledge in his work and doubted whether he would be able to do so.

The two who felt they had gained little or nothing from the workshop were also, of course, unable to provide evidence of attributable actions taken.

3. Major Recommendations Regarding Content and Structure

What parts of the workshop were most useful/least useful?

The eight participants differed considerably with respect to what they thought were the most and least useful parts of the workshops. On the positive side, most spoke highly of the presentations on the systems approach to nutrition and the utility of the sessions on program planning and evaluation. There were positive comments in this regard from participants in all four of the workshops. Positive comments were also made about the presentations on the relationship of nutrition to development and on basic nutrition facts. One participant with prior training in nutrition stated that an outdated bit of information was corrected which would affect the advice she gave to projects throughout the country.

Relatively few specific comments were made with respect to the least useful aspects of the workshops. Eliminating the participant who was generally negative toward the whole experience, two cited the sessions of planning and economics. Their comments, however, focused more on the mode and language of presentation than on the subject matter covered. One of the participants simply stated that the whole discussion was over her head.

How should workshops be structured?

Generally, most felt that there was not enough participant interaction and involvement in the working sessions and that the amount of material covered was overwhelming. Several complained that they had not participated in what they considered to be a "workshop", but rather in a series of lecture-discussion sessions. In this regard, several also complained of boredom, especially midway through the workshop, which they attributed to the lack of variety in training style. Others, however, were generally pleased with each of the sessions and made no such comments.

Almost all interviewees urged that future workshops be held in rural areas in LDC's and several participants specifically suggested that the sessions devoted to basic nutrition concepts and nutrition survey and analysis techniques be handled in the context of field assignments. Participants with no prior background in nutrition felt that they could have absorbed the basic nutritional concepts better and much more quickly if they had actually seen persons suffering from malnutrition in the village context. Similarly, the experienced nutritionists stated they would have found the introductory sessions much less onerous if they had included field observations and they might even have something gained from them if handled in that manner.

There was also some feeling that participants had not been adequately informed prior to the workshops. A supervisor of two participants suggested that providing a topical agenda and, ideally, a set of suggested readings in advance of the sessions would have permitted discussions within his division prior to their departure and the opportunity for the participants to have made a greater impact on their return.

While several participants made essentially similar comments, they were in the context of suggesting that future efforts should include a variety of different types of workshops, targeted on people with varying specific concerns. Specifically, suggestions were made for future workshops directed toward food economics, food distribution, and consumption habits and how to change them. Participants felt that workshops such as these should combine knowledgeable outside experts with considerable participation by those in attendance. They should also be preceded by sending each participant a reading list and specific assignments which are to be completed before the workshop. In their view, such sessions would be quite valuable for persons like themselves who attended past workshops as well as others who were becoming involved for the first time.

Where should workshops be held?

The Tanzania participants favored holding the workshops outside the U.S. Indeed, even those who had combined the trip to Nashville with work and pleasure abroad felt that more would have been accomplished if the workshop had been held in Africa. There was also wide feeling that some future workshops should be held in a village setting. This would permit dealing with actual examples of people, problems and projects. In this regard, several participants and others referred to a recent UNICEF conference conducted in one of Tanzania's rural education centers. A review of the participant evaluations of this conference, made available by the UNICEF coordinator, supported the view that it had been perceived as a success; suitable facilities were available and international participants appreciated the opportunity to hold the conference near to the problems being discussed.

On a different plane, there were mixed reactions regarding whether workshops should be focused on a single country, a small group of homogeneous countries or a diverse set of countries. Some felt that much was to be gained from holding workshops on a single country basis, because this permitted focusing on specific problems to which all could relate. Others felt that workshops should be held on a small-region basis so that some international exchange would be possible,

but still allowing a focus on concrete, common problems. Several, however, strongly argued that if workshops for middle and upper level officials were limited to participants from a single country, they would be severely limited in their freedom of discussion. In such cases, they would have to weigh the political and bureaucratic implications of all that was said, while in an international context there was considerably more freedom for open expression and exploration of ideas. It was also pointed out that, at least in the case of East Africa, the animosities among neighboring countries would also impede discussion.

Who should attend?

As indicated above, several suggested that AID mount a series of different types of workshops aimed toward different types of people. While it was suggested that workshops be held for very senior as well as more middle level government officials, several of the participants specifically urged that future workshops be "held in villages for villagers." Specifically, participants in the budget division of the Ministry of Finance and Planning argued that if real national impact was to be made, the message of multisectoral nutrition planning had to reach the community level leaders who did the local-level planning. While one felt that as coordinator of regional budgets within the ministry he could have some influence, it is in the field that the sensitization and skill training is

needed. His view of the need to focus attention at the district and village planning level was strongly reinforced by the director of planning at TFNC. He stated that in Tanzania, the importance of nutrition and the concept of the multisectoral approach may be understood and supported more readily in the villages than at the national level, and the planning structures provide the village and district planning bodies with considerable power and influence.

While the importance of village and district level training was stressed by most interviewees, they also stated or implied that this would have to be delivered by Tanzanians. In this context, it was suggested by some that AID could usefully play a supporting role by training the village-level trainers as well as continuing to train the same type of people as in the past.

4. Major Recommendations Regarding Followup

Several participants expressed appreciation for the communications and materials they had received from Meharry since their return. Several also indicated a desire for specific followup training in addition to the more general suggestions included as part of the discussion above.

Specifically, there were requests for problem centered workshops and seminars in the areas of distribution, pricing policies and altering consumption patterns. It was also suggested that special skill training seminars in quantitative techniques appropriate in nutrition planning would be useful. In this context, it was noted that about half of Tanzania's planners come from formal university programs in economics and planning, while the others have backgrounds as field extension workers. For those with little prior training in quantitative techniques, special seminars would be particularly valuable. For the others, somewhat more particularized training in applications of various techniques to nutrition problems would be appropriate.

At a different level, the director of TFNC suggested there was a great need for materials as well as journal articles and books which were difficult to obtain in East Africa. He urged that AID perform a clearing-house function for organizations such as his and that they send selected written materials to participants as they become available. It should be noted that he and his staff were unaware of the AID supported efforts in this regard by the League for International Food Education and of organizations such as VITA which can provide blueprints and descriptions of the type of material goods which he regretted were unavailable.

Finally, it was suggested by some that it would be useful for AID to explore the use of ongoing training and educational programs as vehicles for future efforts. Specifically, the MCH and health education units of the Ministry of Health, the three training institutions of the Ministry of Agriculture, and the training facilities for rural development workers based in the Prime Minister's Office were suggested. Also, exploring the possibilities for incorporating nutrition planning into the curriculum of the economics and planning programs at the university was urged.

5. Conclusion

In summary, most but not all of the Tanzanian participants indicated that they had gained understanding and information from the workshops and that this had been translated into meaningful action in their jobs. While many were positive in their comments regarding the conduct of the workshop they attended, all had suggestions which they felt would improve future endeavors. Generally, there were calls for varying the types of sessions within a workshop and making most sessions more practical and problem centered. Almost all Tanzanians interviewed suggested that future efforts in nutrition training were needed, but that different types of sessions should be designed for different types of participants. Especially important in this regard is the development of training approaches which will be suitable for village and district level

planners. Finally, the Meharry participants appreciated the followup they had received but several indicated that problem and skill-oriented sessions would be helpful to them and others, as would be receiving new written materials as they become available.

Country Report 4: Indonesia

1. Introduction

Interviews were conducted in Indonesia during the week of December 6, 1976. Three Indonesians had attended university-sponsored workshops, all participating in the sixth MIT workshop held seven months before (i. e., in March and April) in Cambridge. The three participants were in relatively senior positions with the Department of Agriculture, the Department of Health, and with the National Development Planning Agency. In addition to interviews with each of the three participants, six other interviews were conducted during the visits. These included interviews with participants' colleagues, staff of voluntary agencies, and AID Mission personnel.

2. Workshop Impact on Participants

To what extent did participants leave the workshops with new ideas, insights, and techniques?

There is no doubt that the workshops had a significant impact on the participants' knowledge of nutrition planning and that they gained new insights, techniques, and ideas about the multisectoral approach to nutrition. All of the participants had at least one example of advocating this approach to their superiors, colleagues, and subordinates, either through formal papers and/or plans they had written after the workshop (and as a result of it) or through less formal methods such as oral communication, lectures, or talks on multisectoral nutrition planning. Each of the participants was articulate about the concept and although each emphasized a slight bias in favor of one area over another (i. e., pricing policies versus nutrition education), they all understood the need for coordinated planning between all of the sectors and determinants of nutritional status. In addition, all seemed to understand the terms, "evaluation," "project hypothesis," and "nutrition systems" and there was a common judgment that the workshop was of value and helped shape their ideas of planning and project development.

To what degree are they applying what they gained?

Each of the participants is applying what was learned from the workshop in various ways, depending on his role and

responsibilities. One of the participants is in a relatively midlevel position and his work does not provide the opportunity to apply fully what was covered regarding the concepts of evaluation, project hypothesis, and systems planning, although some limited applications of these concepts have been possible in his work. The other two participants are at a more senior level, reporting to the Assistant Secretary of Agriculture in one case and to the Director of the National Planning Agency (Bappenas) in the other. The former had written an approach paper on the concepts of nutrition planning and submitted it to the Secretary General of Agriculture. This was a direct result of his participation in the workshop and he stressed in his paper the importance of multisectoral planning.

This participant is also exploring the possibility of convening a national congress which was described as a meeting of all the ministries to discuss agricultural and nutritional planning along with health, education, pricing, employment, financial resources, population, welfare, and industry. A draft of the convention plan has been prepared and a matrix developed delineating basic issues, responsibilities, and coordination of efforts. The basic purpose is to agree on a general plan for food and nutrition improvement. The vehicle for organizing the convention is a technical committee which is comprised of a representative from all the ministries. He was asked to become a member of the committee shortly

before participating in the workshop and he also organized the food and nutrition unit in the Department of Agriculture where he is presently chief of the unit.

The other senior level participant is responsible for reviewing regional plans submitted to the National Planning Agency and indications are that he is applying concepts of multisectoral planning in his work. More specifically, he is attempting to apply nutrition planning as an integrated approach for each of the country's five regions, and is making an effort to influence other planners in area and regional development. Problems, however, do exist. Other planners do not always comprehend the concept of multisectoral planning, various departments have different priorities, and it is not easy to reach agreement on allocation of resources and responsibilities. It is the participant's job to coordinate priorities, and he states that techniques he learned at the workshop have helped him plan and integrate different approaches in ways which affect change.

In addition, as a strong advocate of the multisectoral approach this participant is trying to influence others by giving lectures at the Academy of Nutrition where he has introduced a course in nutrition planning and by teaching a course in nutrition planning at the School of Food Technology and the School of Medicine in Djakarta. This work, as well as his responsibility in coordinating regional planning, has had broad positive impact even though nutrition planning is not yet readily accepted in all sectors.

In summary, it appears that there has been a traceable impact on participants, projects, and national plans for nutrition improvement as a result of the workshop experience, although the impact is admittedly difficult to measure and limited to the particular areas of influence of the three participants. All of the participants saw one of their principal roles as reinforcing and advocating multisectoral planning and utilizing the integrated approach, to the extent possible, in their own planning and development of projects and have acted accordingly.

What other impacts have there been?

Since the workshop experience, one of the participants moved into a new role important for national planning efforts since the work involves coordinating on a national scale with other ministries. The second participant has not moved into a new job but is nevertheless more involved with planning sponsored by other international organizations. For example, plans are currently being developed for a possible workshop in Indonesia for Asian countries in agricultural planning which will be sponsored by the East-West Center. He has also communicated with the Department of Public Welfare about the importance of nutrition planning and coordination with other sectors, and is responsible for a pilot program in nutrition intervention sponsored by the World Bank.

The third participant has written papers for the Secretary General of Agriculture and is involved in organizing a national conference on nutrition planning. All indicated that their participation favorably impressed their superiors (one said that his superior thought the workshop stimulated his enthusiasm and new ideas for nutrition planning). However, all three also indicated that while the theory was important, it was difficult to put into practice because of bureaucratic resistance to change.

It is clear that the concepts of performing needs assessments and developing an integrated multisectoral approach to nutrition problems are being implanted at relatively high levels of the government in Indonesia, and the participants are occupying positions in which they can effectively use the tools, techniques, and ideas gained from the workshop. All of the participants are involved in some kind of a planning network, with one of them responsible for nutrition planning at the highest government planning level. However, there is probably not as much contact and communication between the participants as might be desired, but this is understandable since each of the three is working in different departments and at somewhat different levels. Nevertheless, each of them does keep in contact with other participants and tries to obtain information about nutrition planning in LDC's. Two of the participants maintain contact with MIT and attempts are being made to invite one of the MIT staff to Indonesia as a guest speaker for the convention of the national congress.

In terms of advocating multisectoral nutrition planning, all three have taken both formal and informal steps to convince others of the value of nutritional development. For example, publication of papers, talks, oral briefings in staff meetings, and actual practice of the tools, techniques, and ideas have been and are being undertaken in a serious way. While each expressed frustration over difficulties in making changes throughout the government planning process, they are encouraged that some progress is being made. Also, each of them is becoming involved in other international projects on nutrition planning (i. e., World Bank, East-West Center, UNICEF) and some impact is being felt through their communication and participation, because it represents both resources and opportunities to train others and reinforce the nutrition planning concept.

In summary, while problems still exist at the higher levels of policy and planning decision-making, and conflict between departments has impeded progress, positive change is occurring. As evidenced by the government's acceptance of nutrition planning in the five-year regional plans, multisectoral nutrition planning is gaining ground. So, while somewhat frustrated, the participants seem optimistic that with more training and support the idea will eventually be accepted and applied on a nationwide scale, in part, at least, because the participants are maintaining a strong enthusiasm and advocacy for nutrition planning with their peers, superiors, and subordinates.

3. Recommendations Regarding Content and Structure

What parts of the workshop were most useful/least useful?

All of the participants found the simulation game and the discussion of the models to be the most impressive part of the workshop, although other aspects of the training were also deemed useful. Particularly, the discussions on politics and advocacy, the nutrition system, and the importance of nutrition to national development were noted. Also, the case studies which showed the differences between concepts and the constraints to successful implementation provided them with a useful understanding of how and why projects fail. Two of the participants indicated it was important to understand the constraints, as well as what to avoid, in nutrition planning and implementation.

While no specific part of the workshop emerged as being the least useful, there was a common view that there was too much lecture, not enough participation, and no exposure to actual programs, projects, or conditions associated with nutritional status and nutrition planning. For example, all were impressed with the information on the differences between concept and practice, but they would have liked to have seen an actual program in operation and to have discussed what problems were encountered in implementation of plans and projects. Also, each participant wanted more training on how to improve multisectoral planning and how to resolve problems associated with behavioral change and resistance to new concepts.

How should workshops be structured?

All participants felt that future workshops should be more practical and less theoretical or conceptual in orientation. The consensus of all interviewees was that workshops should be structured to provide participants with exposure to programs and projects which will enable them to identify specific problems associated with putting nutrition concepts, tools, and techniques into practice. In addition, there was general agreement that participants should be more actively involved in the conduct of the workshop and that a variety of training techniques to supplement the current almost total reliance on the classroom lecture-discussion mode of education should be used.

In general, the participants spoke highly of the MIT workshop staff and considered most of the content areas reasonably well covered. However, they found it quite difficult to absorb so much material in the allocated time and regretted having very little time for reflection during the workshop itself. Generally, they felt the overall amount of time devoted to the workshop was adequate, but they suggested providing participants more free time and varying the modes of presentation in order to maintain high levels of learning.

In this regard, there was a strongly felt need for field trips which would permit participants to place the theoretical discussions in more concrete perspective. As expressed by several, the point of field trips

would not be to learn of various interventions which would probably be inappropriate in their national context, but to make real the generic concepts and skills which were being discussed. Finally, it was also suggested that more emphasis be given to conducting nutrition surveys, consumption profiles, and other specific techniques.

Where should workshops be held?

Each of the participants felt that the workshops should probably be held outside the U.S. and preferably in an Asian country such as the Philippines, Taiwan, Indonesia, or Japan. They felt that Asian countries would have similar problems and that perhaps more could be learned from the experiences of other LDC's. In addition, while no specific workshop site was favored, it was felt that the location should not be isolated or too far removed from areas where they could observe programs and projects in operation. The criteria should be the adequacy of facilities and speakers, and proximity to appropriate nutrition projects and programs.

Who should attend?

The suggestions on who should attend the workshops were relatively uniform, varying primarily as a function of the working relationships of the participants to others in the fields of nutrition, health, planning,

and social welfare. The most common recommendation was that more operational type persons attend the conference, ranging from mid-level planners to nutrition education field workers at the local level. Obviously, this will depend on the objectives of the workshops, but it is a rather critical departure from the previous requirements of participation that nominees be responsible officials with a capacity to influence policy with respect to nutrition planning and programming. However, the participants perceived a need for training on a wider scale and would like to see different types of workshops for a greater number of people, not all of whom would be in planning or programming roles. This would suggest a broader and more complex role for training institutions and for consideration to be given to expanding the manpower development type level of commitment.

On the other hand, it was also suggested that even higher level policy making personnel than those attending the MIT workshop be invited. These are persons responsible for making crucial planning decisions, and this too suggests a different mode of training content and delivery than in the past. It is felt, however, that a greater impact could be achieved if very high officials were exposed to the nutrition planning concept and its implications for national development. Lastly, there was common agreement that training should be continued for the same types of participants as were present at the MIT workshop attended.

With respect to size, it was argued that generally, the number of participants should be limited to twenty as a maximum, probably 15 at a minimum, with at least two and preferably three from each country. The need for homogeneity within the group will depend on the specific objectives of the workshop, but views were mixed on whether people from different disciplines add to or detract from the success of the workshops. Some felt that having persons from various disciplines was a positive factor because it offered opportunity to exchange views on various aspects of nutrition development. Others felt the group should have roughly the same background making it is easier to cover the topics, as well as facilitating a common understanding of the process. While the participants did not seem overly concerned about the selection from different levels, all thought that some improvements could be made in the existing selection process so as to assure that future participants in the present type of workshop represented senior levels of government and possessed similar characteristics and understandings of issues in nutrition development.

4. Recommendations Regarding Followup

There has been very little followup by the universities and AID for the participants in Indonesia. All of them indicated this was the one real weakness of the workshop and each of them stressed that followup is

important and would be highly useful in several areas. Two of the participants indicated that visits of workshop staff would go far in convincing their colleagues of the importance of nutrition planning because people were more likely to listen and be swayed by "outside experts" than by what the participants were advocating. Some indicated that if MIT had simply provided them with followup materials, papers, and information on workshop issues, it would have been very useful. Some participants have tried to keep in contact with MIT as well as other participants, but all expressed an opinion that better followup by MIT would be extremely helpful. Thus, MIT should keep in closer contact with participants to keep the "issues of nutrition planning warm" and to support and reinforce what is being done as a result of participation.

In summary, it was clear that all three participants are attempting to convince others of the merits of the multisectoral approach. They are also incorporating some of the ideas, techniques, and tools learned in the workshop to their own work. The Indonesian experience suggests that the area of followup and support can be viewed as one of the most serious deficiencies, and conversely, as one of the potentially most important aspects of the workshop.

5. Conclusion

In summary, the Indonesian participants all reflected increased knowledge and behavioral manifestations attributable to their participation in

the workshop. All also had positive reactions to their experience at MIT, but suggested that greater involvement of the participants in the workshop sessions and greater variety in instructional techniques would have made the workshop even more beneficial. With regard to the future, they urge various forms of followup efforts including visits by workshop staff, sending of materials, and conducting future training efforts on a large scale for a wide variety of Indonesian participants.

Country Report 5: Pakistan

1. Introduction

Interviews were conducted in Pakistan during the week of December 13, 1976. Six Pakistanis and one MIT staff member assigned to Pakistan had attended university-sponsored workshops; four of the Pakistanis and the MIT representative attended the third MIT workshop and the other two attended the sixth workshop held by MIT in Cambridge. One of the six Pakistanis was a USAID employee working in the area of nutrition programming and the others were employed by the Government of Pakistan, one working for the Department of Agriculture, and the others in the nutrition section of the governments' planning department.

A total of eight substantive interviews were conducted during the visit. These included interviews with five participants plus colleagues and

AID Mission personnel. Contextually, it should be noted that the AID Mission has been very supportive of nutrition planning in Pakistan and that MIT has an AID-supported contract in this area with a representative permanently stationed in-country with access to university support.

2. Impacts of Participants

To what extent did participants leave the workshops with new ideas, insights, and techniques?

All of the participants, except one, indicated that they left the workshop having learned a good deal about nutrition planning. Some stressed improved conceptual understanding of areas such as the nutrition planning process while others focused on techniques associated with designing nutrition surveys. All, however, agreed that the workshop was very helpful in providing an understanding of the importance and need for the multisectoral approach. The one dissenter thought the workshop was not very well organized, both administratively and topically, and that the topics were below his level (as an agricultural economist). He did, however, indicate that the coverage of topics was reasonably good and he saw some value in his assigned task of designing a nutrition survey model, much of which was used in conducting a micro-nutrient survey after his returning to Pakistan.

Most of the participants could articulate the multisectoral approach to nutrition planning and all understood it to be the coordination of all sectors in a nutrition planning system. Many were impressed with models depicting the determinants of nutritional status and indicated the necessity for a coordinated sector approach to nutrition development, ranging in scope from setting national pricing policies to implementing rural transportation systems. While there was a common vocabulary and understanding of the nutrition planning process among participants, they said a key problem they faced was the varied use of terms by their colleagues in other disciplines.

To what degree are they applying what they gained from the workshops?

All of the participants interviewed said they had been able to apply much of what they learned from the workshop. Naturally, however, the nature of these applications varied with their differing roles and responsibilities.

Two of the participants were able to cite a particularly concrete example of applying the concepts, tools, and techniques learned in the workshop. Building directly on one of their workshop assignments, they implemented a nutrition survey which was initiated after the workshop and their return to Pakistan. Specifically, they used some of the techniques and tools they learned to modify a questionnaire for the survey, and to design

the approach, develop a manual of instructions, train interviewers, and participate in the actual field survey work. The purpose of the survey was to obtain data on the nutritional status of a region, evaluate the results, and then, to expand it to a national effort to get nutrition data for the country. It is anticipated that the findings and results will be analyzed for incorporation into a chapter of the National Plan for Nutrition Intervention, which will be part of the government five-year development plan. This was a direct result of the workshop and has added a new dimension to the nutrition planning process. It should be noted that these participants are being aided by an MIT representative who reviewed the questionnaires and survey design, made some suggestions, and is working with them in the nutrition cell of the government planning syndicate.

Other participants indicated that they were also able to use things they learned in developing different nutrition-related projects and plans. In general, the concensus of those interviewed was that although there was a traceable impact of participants' influence on other projects, it was indirect, and in most cases limited to sensitizing other planners to the multisectoral approach.

What other impacts have there been on participants?

In part because of the workshop, the status of two of the participants has increased substantially, while the third, who is no longer involved in nutrition planning, nevertheless, plays an important role in reviewing nutrition plans and coordinating nutrition with agricultural planning. One of the participants was Assistant Chief in the Office of Plan Coordination before attending the workshop. After his return, he was selected by the government to become Chief of the Nutrition Cell of the Planning Division where he is now regarded as the most important official in nutrition planning. His selection was attributed directly to the workshop and he is playing an important role in planning for the government of Pakistan.

Another participant who attended the same workshop is the deputy chief of the nutrition cell. He is now in charge of the micro-nutrient field survey and is considered to be doing an outstanding job in training interviewers and monitoring the field effort. The survey is considered to be one of the best, if not the best, the country has ever undertaken. The protocol, design, techniques, and questionnaires were all part of the training this participant received during the workshop. He is, by other accounts, doing an excellent job, which can be directly attributed to his attendance at the workshop.

The third participant is mainly concerned with agricultural planning but his participation has helped him in his work in this area since one of his responsibilities is to review and check the plans of the nutrition cell to determine their relevance to the agricultural sector. He said his immediate supervisor was favorably impressed with his participation and the knowledge he gained about nutrition is an advantage in assessing the relation of the nutrition plans to agricultural plans and programs.

Of the other three participants, two are AID employees and the third is an MIT representative working with the government of Pakistan. All of these participants indicated that they have benefited directly from the workshops and have put into practice many of the things learned in various programs and projects. In general, it was agreed that the workshops also influenced their thinking about the determinants of nutritional status and the multisectoral approach to planning.

Most of those who attended are involved in varying levels of a planning network using the multisectoral approach, although contact with other participants is limited and sporadic, primarily because of the constraints of their jobs. However, there are attempts to contact other participants as well as AID and MIT representatives on special matters.

With respect to nutrition advocacy, the participants have made both formal (i. e., written reports, position papers) and informal attempts

through personal contact to convince others of the multisectoral approach but find it is a difficult and sensitive subject. The nutrition cell is probably having more success than others because of MIT representation and the efforts of the chief and deputy chief to incorporate a multisectoral approach to nutrition into the national development plan. However, resistance is met at the higher policy levels where some officials are not attuned to planning and do not perceive the importance of multisectoral approach to nutrition planning.

In conclusion, most persons felt that they were making gains in meeting the problems of nutrition planning but at the same time admitted there are major problems in getting national and regional commitment to nutrition planning and in utilizing the multisectoral approach. This has caused some frustration, but then, it does seem unreasonable to suppose that three mid to senior level officials will have a national impact and convince high level policy makers to adopt the multisectoral approach in a little less than a year's time. It is important to note, however, that enthusiasm remains high and the concepts are regarded as important.

3. Recommendations Regarding Content and Structure

What parts of the workshop were most useful/least useful?

Each participant has different needs, professional interests, and job responsibilities, and tended to judge the usefulness of the workshop

accordingly. However, most thought that the concept of the nutrition planning process was very useful and the nutrition planning model, survey techniques, and individual lectures (Scrimshaw, Levinson, Pines, Austin, Field) were also mentioned. Some participants tended to view problems in a holistic manner and the nutrition model delineated the various components and determinants of nutritional status in an effective way. Others viewed this as useful but wanted to see more examples of specific nutritional interventions.

Generally, there were no substantive comments on any topic which was considered least useful to them. However, there were comments favoring less use of lecture methods, more practical experience dealing with problems and especially, ways to resolve those problems. Workshops should continue teaching and stressing theory for sensitization, but should also focus more on such things as nutrition surveys, profiles, planning exercises, and in particular, case studies where participants can analyze why programs which looked good on paper failed in practice.

How should workshop be structured?

There is little doubt that future workshops should consider incorporating more practical exercises despite the objective of sensitizing individuals at the conceptual level. Also, it would be worthwhile to place more emphasis on training techniques in those topics dealing with more

practical and experiential subject matter. It seems evident that participants would benefit greatly from actual studies involving problem definition, problem resolution, and analysis of issues facing LDC's. In addition, because of the intensity of the training, many participants felt that not enough time was allowed for group interaction on their own time. Others felt that interaction during the workshop was good, but perhaps more free time might be allotted to promote interaction between participants in a non-structured way.

It was also suggested that workshops should involve the participants more particularly in finding out what common problems and issues they confront and various ways in which they are resolving them. One participant thought it would be useful to have former participants as guest speakers and as part of staff proceedings during the initial stages. This might provide the workshop planning group with a different set of experiences related to participants practical concerns, issues, and problems. Also most participants felt that field trips would have added another useful dimension to the workshop in that they might be exposed to the differences between the theoretical and the practical and thereby gain some insights into some of the problems and difficulties faced in the implementation of the specific projects or development programs and plans to improve nutritional status. It was noted, however, that field trips should be tailored to the workshop audience and their unique

professional interests and needs, but should span the spectrum of nutrition projects, interventions, operations, and related sectors of nutrition development. This would provide a broad coverage of those factors which are treated in the workshops and permit participants to observe ongoing efforts.

The length of the workshops were about right for most of those who attended, and most agreed that much was covered in a compressed period of time. However, two thought the time was insufficient and that too much was covered in the time available. Generally, however, they stated that future workshops should last about as long as previous ones in order to immerse participants in the topics over a sustained period of time, but some of the dinner lectures might be cut and some of the other lectures reduced to allow more field trips and observation.

Where should workshops be held?

All except one participant stated that future workshops should be held outside the U.S. and in regional areas where problems and issues are similar. Many participants thought that in-country workshops would be very effective; these would bring together a number of participants from different government agencies so that specific problems and issues in planning and nutrition could be dealt with on a national basis.

Workshops should be held in areas where adequate facilities and accommodations are readily available, and universities would seem in most cases to meet these requirements.

Also, most participants felt that different types of workshops for different levels of people working in health and nutrition would be beneficial if in-country workshops could be organized. Such training might be held in rural areas for health, MCH, and agricultural extension workers as well as teachers and other mid-level officials. While sensitization training for officials who have responsibility for planning is considered very important, a critical need is to reach other sectors at the field and other operational levels, and focus in-country workshops on nutrition education and how to deliver health and nutrition services to the rural population.

In general, the criteria for deciding workshop locations should, of course, depend on the objectives of the workshop and the types of participants. For planning officials, rural areas would not be appropriate, but if training were to be directed to village or field level personnel, then local rural sites would be the most effective.

Who should attend?

Participants had mixed views on who should attend the workshops. Some felt that a mix of government officials with different backgrounds presents

an opportunity to gain new viewpoints, problems, and priorities. Others felt that participants with a wide range of background skills made it difficult to find a common denominator for the workshop activities. In their view, the wide range of backgrounds made it inevitable that for some participants most topics would be either over or beneath their grasp.

In general, however, most interviewees thought that participants at their workshops were appropriate and that participants should be selected on the basis of their ability to influence plans and projects. However, all participants also felt that more people at different levels should be exposed to sensitization sessions and that skills training, particularly for people at the operational level, was critical to improving nutritional status and implementing nutrition programs.

4. Recommendations Regarding Followup

All of the participants felt that AID and MIT did not effectively followup on the workshop and this was considered to be a weakness. They felt some followup would have helped them put into practice some of the ideas and techniques they had learned and in convincing others of the validity of the multisectoral approach.

Many felt that followup should include sending participants information on workshop issues, as well as papers and materials received from other LDC's and, in general keeping in contact with them.

Visits to participants to reinforce their activities and to meet other senior level policy planners who did not attend a workshop was also suggested. This might help convince others of the multisectoral approach and lend support to the participants' advocacy of multisectoral nutrition planning.

5. Conclusion

In summary, the interview data suggest that the participants from Pakistan gained conceptual understanding and specific knowledge during the workshops which have been applied since their return. While they were positive in their reactions to the MIT training, they suggested that future workshops should provide for greater participant involvement and include field trips, practical exercises, and other means for adding variety to the predominant training mode. They also felt that provision should be made for followup contact with workshop staff and that the cause of nutrition planning in Pakistan would be enhanced by providing a variety of problem oriented training opportunities in the future.

Country Report 6: Colombia

1. Introduction

Interviews were conducted in Colombia during the week of December 6, 1976. Three persons residing in Colombia, plus one who is no longer living, attended university-sponsored workshops; all three

attended the fourth MIT workshop held at Cambridge during February and March 1975. In terms of background, one participant is the AID Nutrition Project Director, one is the Director of Save the Children Foundation, and the third is a senior official with the Family Welfare Institute.

A total of thirteen substantive interviews were conducted during the visit to Colombia. In addition to interviews with the two Colombian participants (the AID nutrition officer was out of the country), there were interviews with five persons who had participated in AID supported workshops conducted by CARE and the Catholic Relief Services as well as AID Mission personnel and participants' colleagues and coworkers. Because the Catholic Relief Services workshop held in Palmira, Colombia was quite similar in intent to the university workshops but very different in form, an effort was made during the visit to compare the outcomes of the two. The primary differences in the workshops were that CRS involved participants in pre-workshop planning and execution, included field exercises in a Colombian village, conducted the workshop in Spanish, and devoted two rather than four weeks to actual implementation. The basis for making the comparative assessment will be incorporated in narrative below.

Before proceeding, however, it should be noted that Colombia is a leader in the field of development planning and, in particular, multi-sectoral nutrition planning. The Government of Colombia was among the first to establish a multisectoral nutrition plan, and large amounts of monies have been committed to reduce the level of malnutrition among the lower 30 percent of the population. Also, USAID has signed a three-year loan for \$6 million to assist the Government of Colombia to implement their national plan, and using the USAID loan as a building block, the World Bank is contemplating a \$35 million loan for the next decade. In brief, Colombia is well on its way to implementing many of the concepts discussed in the nutrition planning workshops and much of the planning for the Colombian effort had occurred prior to their organization. Therefore, little of the major Colombian activity can be attributed to the workshop participants, but, as reflected below, several aspects of the implementation phase of the nutrition plan is at least indirectly attributable to their effort.

2. Impacts on Participants

To what extent did participants leave the workshops with new ideas, insights, and techniques?

The participants from Colombia, including the chief AID nutrition officer, came away from the university-sponsored workshop with a new

commitment to implementing the concepts presented. Most participants in the voluntary agency workshops also gained new insights into the need for a multisectoral approach, the need for better planning of projects, and the need to evaluate both the process and the impact of their actions.

To what degree are they applying the concepts presented during the workshops?

As indicated below, participants at both the university-sponsored and voluntary agency-sponsored workshops evidenced programmatic examples of using the concepts and techniques to which they were exposed. The nutrition officer for AID/Colombia has been assigned overall responsibility for the Evaluation Component of the \$6 million nutrition loan to GOC during the next three years. In this capacity he has and will make use of concepts and techniques presented at MIT.

The Colombian director of Save the Children Foundation who participated in the MIT/LA workshop returned to apply for an AID Operational Program Grant. By using the "log frame" and a multisectoral approach they received for the first time in Colombia, a three-year grant for \$300,000; AID approved their request without changes. It must be noted, however, that the director was assisted in writing the proposal by a Peace Corps volunteer with proposal writing experience.

The grant monies will focus on three rural jurisdictions and an integrated rural development approach will be used. A locally recruited team of community developers (coordinators, mejoradora de hogar, agronomo, mejorador de vivienda) will work with the other agencies in an effort to improve the quality of life. What is significant is that small projects will be funded and that each must use the "log frame" and multisectoral approach, to be approved. In addition, the director is also committed to evaluation, and has designed a baseline data gathering instrument to be used by the above described teams prior to initiating any local project.

The above approach is completely new for Save the Children Foundation, since prior to this they worked strictly on a one-to-one basis, arranging for families in the U.S. to support a "poor child" in Colombia and then seeing that the child received the "support" and keeping the benefactors informed. While this major program change cannot be attributed to the workshops since the Foundation had previously taken this new direction, it can be said that the training provided to the Colombian program director was critically important in helping implement the new approach.

The participant from the Instituto Colombia de Bienestar Familiar organization is an active participant of the National Nutrition and Alimentation Council which advises the National Planning Office regarding progress towards implementing a nationally mandated Nutrition and Food Plan. The latter is receiving U.S. support via the \$6 million Nutrition loan.

Since his return from the MIT/LA workshop he has been an active advocate of two of the interventions proposed in the U. S. Nutrition loan, specifically, the experimental food stamps or coupons and the introduction of iron enriched sugar into the Colombian market. Along with several colleagues, he has also been trying to get nutrition into the public school curriculum. Having been successful at the elementary level, his agency's greatest concern now is the high school curriculum and the training of "science teachers" and nutritionists. As a first effort, the participant utilized the materials plus the bibliography provided in the nutrition workshop to organize a two-month, post graduate course for high school teachers of biology, chemistry, and general science. The course was provided for 40 teachers at the National Pedagogical University. In addition, he was asked by the Save the Children Foundation director to be on the Foundation's Colombian Board of Directors, and these individuals support each other directly and indirectly in implementing concepts presented during their training.

As a result of the CRS workshop, the Colombia Catholic Relief Services has adopted the AID "log frame" for all of their projects. They now request local planning groups of Caritas to establish baseline data prior to (and as part of) and new project presentation and evaluation and include

it as an integral part of new projects. This is a major departure from the past attributable at least in part to the workshops. Also, an intervention strategy/plan developed as an exercise in their workshops has been adopted and implemented by Caritas in Colombia.

3. Recommendations Regarding Content and Structure

What parts of the workshop were most useful/least useful?

To the surprise of many, the specific lectures about identification of the determinants of malnutrition and assessment of nutritional status of individuals were described to be least useful, or at least, the most frustrating. Much of the information was "very basic" for the nutritionists while for the layman-program administrator the lectures were "too technical." In general, the participants felt that time was too short to give the nutritionists' skills/techniques to a layman, and that it was frustrating for nutritionists with research experience to "grin and bear it" while the layman (non-nutrition related professional) tried to catch-up. In addition, the participants felt that the large amounts of reading material distributed during the workshop were not very useful. Too little time was allowed for reading, and several participants (particularly those from MIT/LA) commented that reading materials should have been provided to them in advance.

On the other hand, in all cases, the Colombian participants expressed satisfaction with those lectures/activities which dealt with the following topics:

- The relationships between nutrition and development and/or the multisectorality of the problem;
- The planning process; and
- The methods or techniques of intervention.

All agreed that after these presentations, the participant is sensitive to the problem and can never return to prior approaches in programs or projects designed to assist the poor and malnourished. Messieurs Pines, Nelson, and Austin were mentioned as exceptionally good trainers who worked the group through the above presentations.

All participants found the "case study" approach to learning excellent. The studies were useful in content, and the opportunity to apply the planning process and to design specific intervention strategies was good. Most helpful was the way in which the training staff provided technical assistance to each small planning group and then critiqued their intervention strategies. More important still was the very process of planning together. Several participants stated that: "Planning together with a group of concerned colleagues, designing and weighing the various intervention strategies, and finally coming to a consensus, was the most exciting and useful part of the workshop."

How should the workshops be structured?

All the participants, regardless of workshop attended, agree that the workshops should give equal weights to theory and practice and should provide an opportunity for practical application of what is discussed. The major criticism of the MIT/LA workshop was the absence of any opportunity to apply via a practical field experience the theories presented throughout the sessions. On the other hand, the CRS/Colombian Regional workshop included a practical nutrition assessment exercise in a local village which led to preparing a jointly-designed multisectoral intervention plan which could be implemented. The latter approach was praised by all CRS participants. In fact, the plan/strategy developed was adopted by the local Caritas and is being implemented.

A middle or third approach was used by CARE in their regional workshop. The theory was followed by small group work on case studies. Three work groups focused on a Nicaragua case study and each developed an intervention strategy which was presented and critiqued by staff and other participants.

While all three institutions providing nutrition training sent the participants some information prior to the session, CRS provided the most. Indeed, the CRS participants were heavily involved in the design of the workshop six months prior to the training. The trainers joined with staff in a survey of needs/interests of the participants which contributed to the

ultimate design of the workshop. The guideline given to the designers was that the workshop should be "practical", and the result was the practical field planning experience judged by everyone involved to be a success.

In the MIT/LA training no time was allowed even for field visits. The comment was made that at least a few field visits to places where nutrition assessment, nutrition intervention techniques, or planning was being implemented would have provided both a change of pace and a different learning experience for the participants.

In both the CARE and CRS workshops, small groups were formed to analyze the case studies (CARE) or carry out a field nutrition assessment (CRS). This working together, which involved both problem analysis and design of intervention strategies left most trainees with a thorough understanding of the complexity and/or multisectorality of the problem. In addition, the working together gave everyone an opportunity to share different view points and this planning process, wherein colleagues shared ideas and then forged a set of solutions or intervention strategies, was an important learning experience for the participants. Several participants felt the process of planning together was of equal importance to the content material presented in lectures.

The opposite of this small work group approach is the lecture approach which was the primary teaching method used at MIT. Although case studies were used to some extent at MIT, the Colombians felt that the exercises were too far removed from the realities. The two participants in the MIT/LA workshop specifically complained that because of their lack of facility in technical English and the speed of the lectures, many Spanish speakers spent much of their time listening to a translator and/or asking each other the meaning of the speakers' points. The combination of the lecture method and their limited language skills reduced what they learned in each session. In their view, the language problem would be overcome in part if more time was allowed for interaction between participants. In addition, they regretted that no time was allowed for field visits to nutrition related programs in the greater Boston area (e.g., preschool programs, feeding programs, commodity distribution centers, research centers, etc), feeling that such visits would have added a needed dimension to the workshops.

Where should workshops be held?

All participants in Colombia agreed that there are no distinct advantages to holding the workshops in the United States. On the contrary, most pointed out that when the training is held in the U.S., the selection criteria for candidates are thrown out of order. Instead of selecting those candidates most qualified and most likely to use the learning, priority

must be given to those individuals who speak English, and selection is also biased toward those who have the most "pull" with those making the selection. In other words, when the training is in the U.S., a four-week trip becomes something other than a learning opportunity; it becomes a vacation abroad. Given this perspective, they felt that those who became participants were not always those most qualified.

On a different plane, below is a summary of the comments by Colombian participants in MIT and CRS workshops regarding the question of location:

MIT/LA

- The facilities were adequate;
- Simultaneous translation was not adequate for real give and take between participants and staff;
- The library and other facilities available at the university were not used; and
- No field trips to local nutrition related projects were provided.

Colombia/CRS

- The facilities were adequate and especially important was that the training site was removed from their work site;

- All training was done in Spanish; therefore, there was no need for translation and interaction between participants was at a high level; and
- It was possible to invite many local Colombian program staff and guest speakers who would not have been able to attend in the United States.

Who should attend?

With regard to the type of participants, the Colombians agreed on the following points:

- All participants should be "doers"; that is, individuals who can make plans and be instrumental in decision making upon their return home. This should be a prime criteria in selection. To select individuals with no possibility of implementation of "learning" is frustrating to all.
- When participants come from more than one country, there should be several from the same country but from different sectors (e.g., Ministry of Health, Agriculture, Planning, Education). This reinforces the possibility that participants from the same country may be able to support each other in their efforts to implement multi-sectoral planning.

- Only if a workshop can be made country specific should technicians from the regional and district levels be invited. Many do advocate such training for individuals working at the regional, district, and community levels, however.
- The advantages of holding a one-country only workshop should be considered. Key individuals from all nutrition-related governmental and private institutions could be invited and the relevance of tentative plans produced by small work groups would be extremely high. Also, it would permit the participants to know the activities of their own governmental and private institutions.
- Finally, language ability should be an important consideration. All Colombian participants agreed that if the training is done in their own language it facilitates communication and understanding. By holding the training in only one language (e. g., Spanish), the need for simultaneous translation is eliminated and efficiency of the group is increased. When individuals meet who have different levels of facility with English as their second language, there are many unnecessary obstacles to communication.

4. Recommendations Regarding Followup

No formal followup was organized between trainers/training institutions and the participants, and former participants have not been encouraged to meet, communicate, or support each other in their work.

While the participants at both the MIT and CRS workshops felt they gained from the sessions on evaluation and planning techniques, all Colombian participants expressed the need for more training in these two areas. The workshops sensitized the participants to the need for evaluation and the need to plan but not enough was done in skill training. This was perhaps the greatest area of frustration for the participants and there are specific implications here for followup. As one participant (MIT/LA) said, "I know we need to gather baseline data in order to evaluate our progress and measure the impact of our efforts later on, but I don't know how to go about organizing such a data gathering effort." Another participant (CRS) expressed this thought, "with limited resources available, I know we need to weigh the cost and benefits of several intervention alternatives, but we have not been able to do this yet."

5. Conclusion

Both the MIT and the CRS participants in Colombia indicated that they gained both in knowledge and concept from the workshops and that they have been able to translate this into practice. While the participants in both workshops spoke highly of the structure and content of the training they received, many more specific criticisms and suggestions for change emerged from those who went to MIT. They particularly emphasized the need for making future efforts more practical in orientation

and to overcome the problems of holding training sessions in what for almost all participants was a second language.

For both groups, the sessions devoted to planning and evaluation were judged the most useful and both praised the opportunity to work in small groups. The CRS participants, who devoted proportionally much more time to the small group discussion and practical field exercises, were especially complimentary toward their training, emphasizing these aspects in particular.

With respect to followup, both groups of participants felt that written materials and other forms of communication with trainers and training institutions should be provided. They also felt the need to take the next step in their training; now that they are sensitized to the need for a multisectoral approach to planning, they need specific skill development training.

Country Report 7: Dominican Republic

1. Introduction

Interviews were conducted in the Dominican Republic during the week of January 3, 1977. Four persons residing in the Dominican Republic attended university sponsored workshops. One, the AID nutrition advisor, attended the first MIT workshop, and the others attended the fourth

workshop held by MIT in Cambridge. The three attending the MIT Latin American workshop included an economist in the Secretariat of Agriculture, the Assistant Director of CARE, and the Executive Director of the Church World Service.

A total of twelve substantive interviews were conducted during the visit. Because the Secretariat of Agriculture economist was attending graduate school in California and the Assistant Director of CARE was on leave, only two of the MIT trained participants could be interviewed. However, interviews were conducted with the supervisors of the two who could not be seen, five participants in the Catholic Relief Services sponsored workshop held in the Dominican Republic, one who had participated in a CARE sponsored workshop, and participants' colleagues and AID Mission personnel.

Because the Catholic Relief Services (CRS) workshop held in the Dominican Republic was similar to the MIT workshops in intent but quite different in form and because it came later than the similar CRS workshop in Colombia and thus might have improved on that earlier successful experience, an effort was made during the visit to assess the differences in the two approaches. As with the earlier Colombian

workshop, CRS involved participants in workshop planning and execution, included field exercises, conducted the workshop in Spanish, and devoted only two weeks to implementation. The basis for making comparisons between the CRS and MIT efforts is presented in the narrative below.

Before proceeding, however, it should be noted that except for activity associated with a recently initiated Health Sector Loan from AID, the Dominican Republic has made virtually no commitment to nutritional programs. The most extensive efforts are the feeding programs supported by Title II P.L. 480 programs in schools, mother and child feeding centers, food-for-work programs, and other institutional CARE programs. These are administered by U.S. voluntary agencies (CARE, CRS, CWS) and their local counterparts.

2. Impacts on Participants

To what extent did participants leave the workshops with new ideas, insights, and techniques?

All of the participants stated that they came away from the workshops with a renewed commitment to attacking malnutrition and implementing the planning and intervention techniques where possible. The AID nutrition officer stated she came back, "refreshed and sensitized" to the multisectoral approach. An extremely experienced career CARE officer stated that he and the assistant director had been sensitized to the need

for greater planning in the design of nutrition programs. This encouraged them to support the "new directions" within CARE which call for greater evaluation of program activities.

Generally, the voluntary agency staff, including Dominicans, were so impressed with the planning process, as presented, that all of them are now trying to apply these techniques in their own agencies. In addition, many came away convinced that there are viable alternatives to the standard Title II, P.L. 480 feeding programs for attacking malnutrition. Most believe that they are better planners as a result of the workshops.

To what degree are they applying what they gained from the workshops?

As illustrated by the examples cited below, the participants at both the university sponsored and voluntary agency sponsored workshops evidenced programmatic examples of the utility of the concepts and techniques to which they were exposed. AID/DR negotiated a Health Sector Loan which included a nutrition component. One of the prime authors was the AID nutrition advisor who wrote the nutrition component. She also participated in the writing of the Health Sector Assessment which was used as background information and support for the loan. The loan as a whole, and the nutrition component in particular, are both multi-sectoral in their approach and reflect concepts and approaches gained through the MIT workshop.

The participant from the Secretariat of Agriculture is presently studying at the University of California, at Davis, for a Masters Degree in agro-economics. Original plans called for him to direct the newly created Office of Nutrition Coordination within the Ministry of Agriculture. Upon his return from the workshop, he worked closely with AID in the design of the Health Sector Loan, particularly the nutrition component. In addition, he is one of the principal authors of a ten-year plan for agriculture development in the Dominican Republic. The plan provides a multisectoral diagnosis of the economy and then presents a strategy for agricultural development. The central focus is to modify the nutritional level of 75 percent of the population. Much of his contribution and commitment was attributed to his participation in the MIT workshop.

Since his return from the MIT/LA training, the Executive Director of Church World Services (Servicio Social de Iglesias Dominicanas) has instituted within his agency the planning concepts presented by the workshop. He has organized monthly workshops using the "log frame" and the planning process as the major topic and requires staff to use them in project development. In addition, he has developed a "Nutrition Project" to be funded by the Secretariat of Health. The four-year project, concentrated in three regions, will focus on: a) providing the basic nutrients to at least 40 per cent of preschool age children; b) providing the same nutrients for pregnant and nursing mothers; and c) providing

food and nutrition education and work with other agencies in prevention and treatment of endemic diseases. Over a four-year period the project will cost \$130,000.

Under guidance of the local CARE director and assistant director, two new evaluation efforts have been initiated. The first, a preschool survey to determine levels of malnutrition, was sponsored by AID and carried out on a country-wide sample basis; baseline data was gathered for a long-term evaluation of the CARE preschool feeding program, and the data is presently being analyzed in the CARE/NY office. The second assessment effort is the assessment of the nutritional status of school age children being organized in collaboration with the Ministry of Education's feeding programs. Evaluation of this nature is new for CARE and can be partially attributed to the workshops.

The staff of Catholic Relief Services/ CARITAS have implemented in their entirety the "log frame" and planning processes presented during the CRS workshop. All new projects submitted to CRS must use the "logical framework" and the planning process developed in the workshops. Since the workshop, all the CARITAS staff have been through several inhouse workshops in the use of both processes. The entire agency has used the above techniques to develop a five-year plan for the agency, with CRS having spent \$3,000 to contract a local university to do a baseline study for the above five-year plan. The CARITAS staff have

also used the above participatory planning process to develop a country-wide project called "farm to market" roads. This project is due for implementation during the next two years.

Two applied nutritionists who attended the CRS workshops are now assigned by the Secretariat of Health to the Secretariat of Agriculture's Office of Nutrition Coordination. They are presently responsible for implementation of the country-wide radio nutrition education program. This is one aspect of the Nutrition Education program being implemented under the Health Sector Loan. They both have adopted the planning process discussed in the workshop in their work.

What other impacts have there been on participants?

In general, all participants are more optimistic about solving the problems of malnutrition. All are in positions which permit them to use what they learned in the workshops. Whether or not it can be related to the workshops is open to question, but several individuals have moved to positions of greater responsibility. Specifically, the Secretariat of Agriculture participant was offered and accepted graduate study at the University of California in Agricultural Economics, and two Secretariat of Health staff (home economics graduates) are now assigned to the Office of Nutrition Coordination.

3. Major Recommendations Regarding Content and Structure

What parts of the workshop were most useful/least useful?

All participants felt the presentations on the planning and evaluation processes were well done and extremely useful. Also very important were the sessions on the relationship between nutrition and development. The understanding of this relationship was critical to the other aspects of the workshops and has made a difference to the participants since their return to their jobs.

The presentations regarding the political and bureaucratic factors associated with nutrition planning in the first MIT workshop were also judged highly useful. The participants in the voluntary agency workshops expressed regret that this dimension of the problem had not been adequately dealt with in those they attended. All participants felt that particularly important in this regard are discussions on advocacy and the need and techniques for creating a general climate favorable to nutrition planning.

While there were no specific areas of the MIT workshop which were cited as not useful, the participants urged that future endeavors emphasize practical application of methods and techniques more than was done. The participants at the CRS workshop were also generally positive but specifically cited their attempt at implementing a field survey

and then developing a nutrition intervention strategy as not very helpful. This was quite opposite from the reaction to the same exercise given by the participants in the CRS workshop in Colombia and was attributed to the poor choices of field work locations and generally less effort having gone into planning the Dominican Republic workshop.

How should workshops be structured?

With respect to the structure of future workshops all participants, regardless of the workshop they attended, were in essential agreement. All felt strongly that the future workshops should be practically oriented and provide the participants with skills as well as a new awareness.

The other major points they made were:

- Future workshops should include exercises which require the use of specific planning tools, allowing sufficient time for participants to use them.
- Workshops should include the opportunity for questions and answers and give and take among the lecturers and participants. Particularly, the CRS participants complained of long lectures with very limited time for group discussion.
- In the fourth MIT workshop, language was a problem since many of the participants were Spanish speakers and the lectures were in English. In the participants' judgment, future workshops

should be in one language, the language of the majority of the participants.

- Several weeks prior to the workshop the participants should be provided with a topical agenda and basic reading materials (preferably in their native language); these should be reviewed prior to the workshop.

Where should workshops be held?

Almost all those interviewed stated that future workshops should be held outside the United States and in a country speaking the language of most or all of the participants. In their view, this allows for realistic field experiences which should supplement discussions of concepts and theory.

The participants acknowledged that by continuing to hold workshops in the U.S. it would be possible to draw on certain experts who otherwise probably would not participate. While this is to be regretted, they felt that equally useful speakers from less developed countries could be utilized with no loss and perhaps some gain to the overall effort. Specifically, several participants suggested that future workshops, regardless of sponsoring institutions, be held at: INCAP in Guatemala; CIAT in Colombia; Children's Hospital in Mexico City; the Caribbean Food and Nutrition Institute in Jamaica; and the Nutrition Institute in Brazil.

Who should attend?

Generally, the participants were satisfied with the selection made for the workshops they attended and felt that future efforts could profitably be directed toward other people like themselves. They did indicate, however, that care should be taken to assure that English language ability does not continue to be of major importance in participant selection for university workshops. There was some concern that in the past some people who should have gone were excluded because of the language requirement.

On a different level, they felt that 20 to 30 participants is an ideal group for this type of workshop. Those selected should be in positions where they can implement, either as a planner or as a program administrator, the concepts taught during the workshop. Ideally, they should also be able to use the materials in the design of similar workshops within their own organization upon their return to their country.

4. Major Recommendations Regarding Followup

The participants indicated that there had been little or no direct followup to the workshops they attended, and they felt there should have been. Although they cited few specific examples of what they wished had been done, many did express a current need for additional training in techniques and approaches to which they were exposed during the workshops.

Also, they expressed interest in workshops devoted to planning and implementing various intervention strategies and projects. Of particular interest in this regard were the implications of land reform, income redistribution, and the promotion of small versus large scale agriculture to nutrition planning. Several indicated that followup workshops in such areas should be limited to former participants because they share common perceptions and vocabulary with respect to nutrition planning.

In addition, several stated that at the end of each workshop the participants should be offered technical assistance in the organization and implementation of similar workshops to be conducted in their home country and their particular organization. In this regard, it was requested that AID Missions provide limited materials and some personnel for such followup efforts. It was felt that this approach to followup would both reinforce the participants' knowledge and create a climate of support within their home agencies.

5. Conclusion

In summary, the participants at the MIT and voluntary agency workshops in the Dominican Republic evidenced gains in knowledge and understanding with respect to nutrition planning and evaluation. It was also apparent that they had been able to translate what they gained into positive, concrete actions. In general, all participants spoke favorably

of the form and content of the workshops they attended, although all indicated that an increased emphasis on the practical application of concepts would have been beneficial. Because of special problems in site selection and workshop planning, the CRS participants felt that their field exercises had been of limited use. All, regardless of the workshop, commented on the importance of stressing the political and bureaucratic aspects of nutrition planning. They also said the workshops should be held outside the United States and in the first language of most participants.

With respect to followup, the participants expressed a desire for sessions dealing with specific planning techniques and various program and policy interventions. In addition, they felt that the workshop sponsors should provide continued liaison with participants and that they and AID should be prepared to assist them plan and implement workshops for their colleagues.

C. Site Visit Summary and Conclusions

Perhaps the most striking aspect of the assessments made separately by three professional evaluators of the contracted firm on three continents is their essential similarity. Regardless of participants' continent, country, workshop, or agency, the message which emerges from each of the seven countries

reports is essentially the same. In almost all cases, the workshops had an impact on the knowledge and attitudes of the participants. Particularly in Africa and to a lesser extent Latin America, the impact was the most dramatic on planners and economists with little prior exposure to the relationship between nutrition and development and its overall importance to a developing society. As one young Tanzanian economist put it, "I had always before thought that discussions on nutrition belonged in the kitchen with the women!"

In addition to having an impact in terms of knowledge and attitude, many of the participants had been able to put what they learned into practice. While behavioral manifestations flowing from participation in the workshops varied considerably, in most cases they did exist. For some participants the tangible outcome of the workshop was limited to advocating nutrition and multi-sectoral planning concepts with greater assurance than before and for the very first time within a circle of influence. In other cases, however, national development plans and major programs were affected. Although the number of truly dramatic examples of impact attributable in whole or in part to the workshops was relatively small, there were, in fact, considerably more than the evaluation team (and we suspect AID) ever expected to find.

In spite of the generally positive findings, not all participants gave evidence of any new knowledge or of any noticeable changes in behavior. In addition,

most of those who did attest to the positive impacts of the workshops had strongly held feelings about how their experience could have been better and how efforts in the future should be changed. In essence, the views of the majority of participants can be summarized as listed below:

- The workshops they attended should have been more practically oriented, held outside the United States, used many more participatory training techniques, and generally have considered the needs and limitations of the participants more fully. While many suggested the use of field trips, case studies and field exercises, what almost all seemed to desire was greater variety in mode of presentation as a means of sustaining interest, a greater concern for prior knowledge and deficiencies in subject matter and language, and a greater sense of involvement in the learning process which would in part help overcome the sense of a focus on theory at the expense of practical application.
- Future workshops should be held for a variety of different types of participants. In some countries a particular need was expressed for addressing the problem of sensitizing the most senior of governmental officials, while in others there was a felt need to first sensitize and then provide specific skills to people all the way down to the village level. From almost all, what was clear was a call for additional training of various types targeted toward all levels of the bureaucracy.

- Future workshops and other followup support should be given to those who attended workshops in the past. In some cases interest was primarily in receiving written materials and occasional personal technical support. In other cases there was interest in being able to call on AID for assistance in planning and implementing participant run workshops for colleagues, superiors, and village level personnel. What emerges from the range of specific examples cited is a widely held desire for AID to develop a system of support based on a recognition that in some situations it should be former participants and other nationals who must transmit the importance of nutrition planning, but that they will often need various kinds of assistance.

In the final chapter of this report, which follows, the information and conclusions obtained during the visits to the seven selected countries will be combined with the rather similar information obtained from the mail survey to participants from throughout the world. This will be followed by a set of recommendations flowing from the findings which may be considered in planning future training endeavors.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

Viewed from one perspective, the information and conclusions presented in the preceding two chapters suggest that the ten university-sponsored workshops on multisectoral nutrition planning generally succeeded in accomplishing their major purpose. Viewed from another, they represent a major call for action and a challenge for the future. In essence, the workshops did succeed in providing most participants with a new way of looking at the problem of development and an understanding of the critical importance of nutrition in the development process. They also succeeded in stimulating many of the participants to take concrete actions based on their new understanding, and many of these actions brought positive results. On the other hand, the participants clearly expressed a conviction that AID's job was not yet done. They personally felt the need for followup assistance and urged that some similar and some quite different training be provided to others. From the responses received, it appears that the workshops succeeded in playing a role in helping to achieve their underlying objective of creating a world-wide nucleus of people informed about and committed to the concept of multisectoral nutrition planning; it also appears that it is now time to move to a new level of activity.

More specifically, the responses from the mail survey and from the interviews conducted during visits to seven countries yield the conclusion that attitudinal and cognitive impacts were achieved. Analysis of the mail responses showed

such impact on seventy-five percent (75%) of the participants, and the interview data supported and gave detail to these written reports. Similarly, the mail returns indicated that sixty-seven percent (67%) of the participants did act on the information and insights they received. While the written and interview data show that the actions range from simply advocating nutrition concepts among colleagues through teaching courses and changing personal practices, they also include preparing national plans and new programs which have had impacts on both the organizations and nations with which the participants work. Because the workshops were but one part of a much larger international movement directed toward increasing awareness of the importance of nutrition planning, it is rarely possible to attribute organizational and national impact to an individual or to a three to four week facet of an individual's experience. Nevertheless, it was clear from the information accumulated that in some cases the workshops clearly did make a substantial difference to critical individuals and in others they provided important reinforcement to a variety of other experiences and pressures to which participants had been exposed.

In spite of the generally positive comments regarding the workshops and the indications of impact, as they reflected on their experience, most participants felt that even more could have been gained. Regardless of the workshop attended or their country of origin, most participants felt that the highly structured nature of the workshops was detrimental to maximum learning. In the view of more than a few, the emphasis on lecture rather than practicum and listening rather than discussion was an impediment. In discussion, many acknowledged that there

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

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may have been a value to overwhelming the participants with content and material, correctly assuming that there would be time for reflection later. However, they also strongly argued that even more benefit would have been derived, while maintaining the same pace of activity and scope of content, if a variety of teaching techniques had been used. Particularly frequent in this regard were their calls for increased use of case materials and problem oriented discussion, and the opportunity to visit communities and projects where they could relate theory and technique to practical situations. Several explicitly stated that what they were really requesting was a break from the boredom of listening to lectures either about topics to which they had trouble relating or about which they already knew a great deal. It was argued at both these extremes that the facts of malnutrition would be more meaningful when there were undernourished children to be seen, and that the importance and application of planning techniques would be more real in the context of a project to be observed or a real problem to be solved.

Consistent with the desire for greater practicality, most of the participants felt that future workshops should be held outside the United States. Many also expressed a desire, now that they had been sensitized to the problem, for followup training which would give them the conceptual and analytical tools needed to more effectively translate their understanding into actions having an impact on malnutrition. For some, the most highly desired type of followup activity would be intensive skill building sessions devoted to planning and analysis

techniques. For others, what was most desired were a series of problem oriented workshops using the participants themselves as the major resource, but with outside experts available during the interchange. For still others, what was wanted was long-term training in the U.S. or elsewhere; and still others simply wanted access to the latest publications and to become a part of an international network exchanging information and materials regarding nutrition and nutrition planning.

In addition to this more personally directed followup effort, almost all participants stated that the sensitization process for others in their country should continue. For almost all, this means a continuation of essentially the same type of workshop they attended. In addition, some requested help in organizing sensitization workshops for their colleagues, and others strongly argued that future efforts should be directed at the highest echelon of government while a few argued that real impact would only occur when the message was effectively presented to the community or village level.

What emerges from this summary of the findings from the mail survey and country visits is a sense that the time has come for a comprehensive, systems oriented approach to the planning of nutrition training. In keeping with this conclusion, the following suggestions are offered for consideration:

1. There should be a continuation of the sensitization oriented workshops, but there should be certain basic changes in format.

From all indications there is a need to continue the current sensitization

type workshops, but generally these should be:

- limited to a relatively small group (3 to 6) of relatively homogeneous countries;
- held outside the United States and, facilities permitting, outside the capital city of the host country;
- provided to carefully selected participants, chosen so that they represent various academic disciplines and employing organizations, but are homogeneous in terms of general educational level and their ability to apply what they learn on their return;
- conducted wherever possible in the dominant language of most participants (e.g., English, French, Spanish, etc.), and limited to a single language group; and
- structured to provide a variety of instructional techniques, including use of regionally relevant case material, field exercises, and small group discussions and assignments, as a supplement to lectures and formal presentations.

In addition, it is suggested that workshop staff make an effort to avoid technical terminology when possible (i. e., in some contexts it is just as appropriate and considerably more meaningful to non-nutrition trained participants to refer to "food" rather than "calories," for

example); that at least a topical outline of the materials to be covered, and where possible written background materials, be sent to participants before the training; and that the syllabus and procedures used in the CRS workshop in Palmira, Colombia, be carefully reviewed during the design phase of future efforts. While there are a variety of factors in the planning and implementation of workshops and the selection of participants which are beyond AID/Washington control, implementation of some of these suggestions in any given workshop should be possible.

2. A multi-faceted system of followup activities should be implemented for former participants

To reinforce the concepts presented and to respond to the specific needs created in the sensitization workshops, a variety of followup activities responsive to the varying needs of the participants should be planned and implemented. Recognizing that some aspects of what is proposed is now in place, it is suggested that this system include:

- Skill training sessions designed for planners, analysts, and administrators

These should be relatively short, intensive, technique-oriented efforts designed for homogeneous groups from one or more countries which are a response to indications of need. Based on the information from this study, there appear to be currently felt needs in the areas of: statistical analyses in nutrition planning; program, project, and policy evaluation; and program planning and design.

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- Policy and program oriented workshops and problem oriented seminars

These should be relatively short (e. g. , one or two weeks) focused on one or two topics, and involve former participants and outside experts from several countries. Participants should be expected to be resource speakers and at least some should come prepared to raise questions, make brief presentations, and lead some discussions.

- Use of former participants as speakers in sensitization workshops held in the future

Not only will many have special insights which they can offer, this will serve as reinforcement of what they gained from the workshop in which they were a participant.

- Providing all participants with the names of other persons in their countries who have participated in AID sponsored nutrition workshops and training

In several of the countries visited participants were unaware of other former participants, and were not only interested in seeing the complete list, but indicated that it would have been of use to them in their work on several occasions. A list should be updated and sent to all former participants annually.

- Automatically placing the names of all participants on the mailing list of the League for International Food Education's (LIFE) Newsletter

Several of the participants interviewed complained of the lack of information and claimed never to have heard of resources which were available. LIFE, VITA and other organizations exist which would meet many of their needs and efforts should be made to see that they are used.

- Indications of AID's willingness to assist participants conduct training and sensitization sessions for their colleagues

Participants in most countries visited indicated a desire for assistance in implementing various types of training in which they were involved. For example, in the Dominican Republic several participants desired assistance in providing training to staff of their organizations. In Ghana, the Nutrition Division of the Ministry of Health is starting a training center for nutrition workers under the general supervision of a participant in the first Meharry workshop and would welcome some assistance. In Tanzania, the Food and Nutrition Center co-sponsors nutrition training for staff of other organizations and would appreciate written materials and other types of help. In Indonesia, one participant now teaches courses in nutrition planning as a result of the workshop, at the Academy of Nutrition, the Institute of Food Technology, and the Ministry of

Education and would welcome receiving materials and other types of assistance periodically; another Indonesian specifically asked if AID could arrange for guest speakers for a national congress for multisectoral nutrition planning he is organizing.

- Sending a questionnaire to all participants approximately six months after their return

The questionnaires would seek information about: what they are doing, the need for followup assistance, and the need for other support activities in their country. Aside from providing AID with useful information, the questionnaire would serve as a subtle reinforcement of the training and perhaps a stimulus to renewed activity.

As indicated, several of these suggestions require only the structure of ongoing activities in a way which provides direct followup to participants. Much of the informational material requested by several participants is available, but they have not been aware of its existence. Also, much of the personal followup and assistance requested could be provided during the course of otherwise scheduled trips of TA/N staff and some, in fact, has been provided in this fashion in the past. The new dimension would be the provision of special followup training seminars and the special assistance in helping participants implement sensitization training on their own.

3. Specially designed training should be provided to senior level national leaders in selected countries

In several of the countries visited the participants indicated that progress in nutrition planning could not effectively proceed until at least some official support from the highest echelons of the government had been received. Although they recognized that this was a potentially highly sensitive matter, they were convincing in their argument that something special should be planned for persons at this level. While the form, content, and sponsor of such sessions should vary by country, it was generally agreed that a short (i. e., two to three day) briefing session on the relationship between nutrition and development with some discussion on policy and intervention mechanisms was most appropriate.

4. Specifically designed training should be provided to U.S. government personnel working in strategically important posts outside the U.S.

As a supplement to the continued inclusion of selected AID and voluntary agency staff in the sensitization workshops, several U.S. government officials surveyed commented that much would be gained by holding brief workshops for AID Mission directors, Peace Corps staff, and other senior level U.S. government officials. As one such official commented on a mail questionnaire, a major roadblock to implementing multi-sectoral nutrition planning in some countries is a perception of its

irrelevance to development shared by both the top echelons in the U.S. Mission and the host country government.

5. Special training should be provided to village level workers.

To assure the effective implementation of nationally developed plans and programs, and where possible, to stimulate input into national level processes, an understanding of the relationship between nutrition and development, the multisectorality of nutrition programming, as well as specific implementation skills must reach the village level. Typically, training in this regard must be country-specific in design and delivered in the national language. Given this requirement, AID's role in such efforts should be to provide a variety of types of support to local institutions. This support could range from the training of trainers to providing personal and material assistance to local training centers.

6. Long term, academic training in the U.S. should continue to be provided for a small number of persons.

Although no effort was made in this study to gather information about needs for long-term training or the quality of prior efforts in this regard, several participants specifically spoke to this issue and logic demands reference to its inclusion. It should be noted, however, that if AID's objective is to have the concept of nutrition and a recognition of its importance pervade the planning processes of all sectors and development organizations, then logic suggests the need is for only a relatively small number

"nutrition planning specialists" and an emphasis on the type of sensitization and skill building workshops discussed above.

7. Materials should be developed and actions taken leading to the infusion of nutrition planning concepts into university economics and planning curricula as well as in nutrition and home economics curricula.

To achieve a long-term and lasting impact with respect to attitudes toward nutrition programming and policy and program development, attention should be paid to reaching future planners and programmers through their normal educational processes. Specifically, AID should consider supporting the development of several nutrition planning modules which could be included as an integral part of the university level training of future government economists and planners. These modules might range from development of a full semester course on nutrition planning and development, through short units on selected topics (e.g., the nutritional implications of pricing policy, nutrition and worker productivity, etc.), to simple lists of suggested readings which could be assigned by faculty as recommended supplements to required texts in various courses. As part of this effort, AID should consider various means of co-opting the economic and planning communities. This would include contracting with economics and planning departments of universities, supporting nutrition related research in these fields, and securing places on the agendas of U.S. and international professional conferences. Also, quite clearly, the efforts currently directed toward

nutrition and home economics departments should be intensified.

In conclusion, the suggestions made above flow directly from the comments and suggestions made throughout this study by workshop planners, participants, and their colleagues in various countries throughout the world. As indicated earlier, the ten workshops which were conducted by contractor universities between early 1974 and the end of 1976 are judged to have been a success. In spite of their apparent impacts, however, there is ample evidence to suggest ways of improving similar efforts in the future and on which to base a recommendation for continued and expanded efforts in a number of new directions. In the broadest sense, the message which comes forth from the data collected is a call for embarking on an expanded but well targeted training effort during the immediate years ahead. In essence, a training system should be developed, regional and topical priorities set, and cooperative arrangements with a wide variety of U.S. and other organizations established for implementing the training and conducting the related research which is required.

APPENDIX A

MAIL QUESTIONNAIRES AND INTERVIEW GUIDES

1. Nutrition Planning Workshops Participant Questionnaire

Basic English version sent to English-speaking participants residing outside the United States.

2. Stage De Nutrition: Questionnaire De Participant

French version of questionnaire sent to participants at the second Meharry workshop held in Dakar, Senegal.

3. Nutrition Planning Workshop Participant Questionnaire

The basic English version of the questionnaire plus an item only asked of participants at the second Meharry workshop held in Dakar, Senegal.

4. Nutrition Planning Workshop Participant Questionnaire

The basic English version of the questionnaire with slight modifications made for persons residing in the United States.

5. Participant Interview Guide

Used to structure discussion and recording of information with participants during the visits to seven selected countries.

6. Non-participant Interview Guide

Used to structure discussions and recording of information with non-participants interviewed during visits to seven selected countries.

NUTRITION PLANNING WORKSHOPS

PARTICIPANT QUESTIONNAIRE

Dear Former Participant:

Please answer each of the questions as completely as possible. Your answer will be used to help design future efforts pertaining to planning and implementing a multisectoral approach to nutrition.

Thank You For Your Cooperation

Name: _____ Citizenship: _____

Address: _____

1. a. What is your current affiliation?

- Government
- Business or Industry
- University
- Research Institute

- Professional Association
- International Organization
- Other (specify: _____)

Please identify your current position:

(Title)

(Organization)

1. b. What are your primary responsibilities? _____

1. c. How long have you held your current position? _____

2. What was your position at the time of the workshop?

Same as above

Other

Specify: _____

(Title)

(Organization)

3. Do you have personal contact with other persons who attended workshops on multisectoral nutrition planning?

Yes

No

If yes, with about how many persons _____? Did they attend workshops sponsored by (Check all that apply):

MIT

Meharry

Cornell

Catholic Relief Service

CARE

Other

Is your contact:

work related

non-work related

both

4. What led you to participate in the workshop?

Asked to attend by my employer (government, etc.)

Asked to attend by U.S. AID

Sought nomination based on available information

Urged to seek nomination by participants in other workshops

Other

5. What did you expect to learn? (Check all that apply):

Planning Techniques

Approaches/Methods

Specific information regarding nutrition

Specific information regarding planning nutrition programs

Other (Specify: _____)

6. What other benefits did you expect? (Check all that apply):

- Establishing relationships with professionals in other countries
- Establishing relationships leading to professional support for your work from workshop leaders
- Access to sources of new information
- Opportunities to further other professional activities not directly related to workshop on nutrition
- Other (Specify: _____)

7. When you went to the workshop, were you looking for help in solving some specific nutrition related problem?

- Yes No

If yes, did you get help in solving the problem through the workshop?

- Yes No

If yes, how did the workshop help? If no, why not?

8. The workshop covered a wide range of topics in varying degrees of detail. In retrospect, how would you assess the workshop and its impact on you in the following areas?

a) The relationship between nutrition and development

My understanding of the relationship:

- Increased considerably Increased somewhat
 Did not change

The subject was treated:

- Adequately In too much detail
 In too little detail

b) The need for a systematic approach to nutrition planning

My understanding of the need:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

The subject was treated:

- | | | | |
|--------------------------|----------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Adequately | <input type="checkbox"/> | In too much detail |
| <input type="checkbox"/> | In too little detail | | |

c) The complexity and multi-sectoriality of nutrition planning

My understanding of the complexity:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

The subject was treated:

- | | | | |
|--------------------------|----------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Adequately | <input type="checkbox"/> | In too much detail |
| <input type="checkbox"/> | In too little detail | | |

d) The existence and use of specific planning tools and techniques

My awareness of planning tools and techniques:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

My ability to use specific tools and techniques:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

The training in use of tools and techniques was:

- | | | | |
|--------------------------|--|--------------------------|----------------------------------|
| <input type="checkbox"/> | Appropriate | <input type="checkbox"/> | Insufficient (not enough detail) |
| <input type="checkbox"/> | Too detailed given the needs of the participants | | |

e) The application of specific nutrition interventions

My detailed knowledge of one or more specific interventions:

- Increased considerably Increased somewhat
 Did not change

The subject was treated:

- Adequately In too little detail
 In too much detail

9. Do you think the workshop has made a difference in the things you have done (actions you have taken) with respect to attacking malnutrition?

- Yes No

If yes, please give at least one example of some action you have taken which is a reasonably direct result of the workshop. If no, why not?

10. Has your participation in the workshop and the participation of any of your colleagues in similar workshops affected the organizations with which you personally are affiliated?

- Yes No Not certain

If yes, please give one or two examples of effects which you believe can be traced at least in part to the workshop(s):

11. Has your participation in the workshop and the participation of any of your colleagues in similar workshops had an impact on your country (or region)?

Yes No

If yes, please give one or two examples of impacts; if not, why not?

12. Have you attempted to apply any of the concepts, techniques, or tools to which you were exposed during the workshops?

Yes No

If yes, what did you attempt? If no, why not?

Was the attempt successful?

Yes No In Part

13. Are you aware of impacts of the workshops not directly associated with participants (for example, recruitment, publicity, holding it in your country, etc.) which have had an impact on nutrition planning or programs in your country?

Yes No

If yes, please summarize these impacts.

14. In general, do you think that the people selected to attend your workshop were appropriate given the content and style of the workshop?

- All or almost all were appropriate
- Some were and clearly some were not
- Many were not appropriate

Why? _____

15. Overall, how important has the workshop been to you and your work?

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| Very | | Somewhat | Not | No |
| Important | Important | Important | Important | Value |

RECOMMENDATIONS

16. How important a consideration in the planning of future workshops is the issue of location? That is, cost considerations aside, should they be held?

- In the U. S.
- Outside the U. S.
- Not a major concern

Why? _____

17. Do you believe that future workshops should:

	<u>Yes</u>	<u>No</u>	<u>No Opinion</u>
a) focus on a single country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) focus on a single region (3 or 4 countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) focus on a single type of participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) focus on only one or two topics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

18. Should future workshops provide more, less, or about the same level of attention to:

	<u>More</u>	<u>Less</u>	<u>Same</u>
a) theoretical aspects of multisectoral policy and planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) specific planning techniques (PERT charting, cost-benefit analysis, multiple regression and other statistical techniques, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) nutritional problems and research (causes, diagnosis, treatment of malnutrition, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) specific program and policy interventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. To sensitize participants to the idea and importance of a multisectoral approach to nutrition, should future workshops be:

One week Two weeks Three weeks Four weeks

20. Do you think other persons in your country should attend future workshops basically similar to the one you attended?

Yes No No Opinion

If yes, generally what types of people?, if no, why not?

21. Do you think persons in your country would be better served if future workshops took a somewhat different focus?

Yes No

What changes would you suggest?

22. Should workshops or other types of followup be planned to provide specialized training for persons who attended previous workshops?

Yes No No Opinion

If followup were planned, what kind should be it and what should it emphasize?

23. Do you personally feel the need for further technical training in any areas related to planning or implementing nutritional programs or policies?

Yes No

If yes, what specific kinds of training?

24. How accessible to you is information about nutritional status in your country? That is, is the existing information:

Easily available Not available

Accessible, but with some difficulty Don't know

Available but difficult to access

25. Have you made use of the available information?

Yes No

If yes, have you used any of this information within the past 12 months?

Yes No

26. If you have any other comments or suggestions, please make them below.

THANK YOU

STAGE DE NUTRITION

QUESTIONNAIRE DE PARTICIPANT

Cher ex-Participant:

Veillez répondre à chacune des questions aussi clairement que possible. Vos réponses sont très importantes car elles nous serviront, grâce à vos commentaires et à vos suggestions à améliorer nos prochains stages.

Merçi pour votre coopération

Nom et Prénoms: _____ Nationalité: _____

Adresse: _____

1.a. Actuellement, à quelle organisation appartenez-vous?

Gouvernement
 Commerce ou Industrie
 Université
 Institut de Recherches

Association Professionnelle
 Organisation Internationale
 Autre : (spécifier)

Veillez indiquer quel est votre poste actuel?

(Titre) (Organisation)

1.b. Quelles sont vos principales responsabilités? _____

1.c. Depuis combien de temps occupez-vous votre poste actuel? _____

2. Quel poste occupiez-vous au moment du stage?

Le même (tel qu'indiqué auparavant)

Autre:

Spécifier _____

Titre

Organisation

3. Avez-vous des rapports personnels avec d'autres personnes qui ont participé aux stages?

Oui

Non

Si oui, avec combien de personnes? _____ Ont-elles assisté aux stages conduits par (Indiquer avec un astérisque).

MIT
 Meharry
 Cornell

Catholic Relief Service
 Care
 Autre

Vos rapports sont-ils:

Professionnels

Non professionnels

Les deux

4. Qui-est-ce qui vous a incité à participer au stage?

Avez-vous participé à la requête de votre employeur? (gouvernement, A la requête de AID etc.).
 Avez-vous requis votre désignation sur la base d'informations obtenues?
 Encouragé à obtenir votre participation par la suggestion de participants à d'autres stages?
 Autre

5. Qu'espérez-vous y apprendre?

Techniques de planification
 Travaux d'approche
 Des informations spécifiques en rapport avec la nutrition.
 Des informations spécifiques se rapportant aux programmes de nutrition.
 Autre (spécifier)

6. Quels autres bénéfices espérez-vous obtenir? (Indiquer sur les listes qui suivent)

- Etablir des relations avec des professionnels d'autres pays.
- Etablir des relations professionnelles qui vous aideraient pour la présentation de vos travaux.
- Accès à de nouvelles sources d'information.
- Occasion d'amplifier d'autres activités professionnelles précisément en rapport avec le stage de nutrition.
- Autre (spécifier) _____

7. Quand vous avez assisté au stage, était-ce votre but solutionner quelques problèmes spécifiques en rapport avec la nutrition?

Oui

Non

Si oui, est-ce que le stage vous a aidé? Si non, pourquoi pas?

8. Le stage d'une façon très détaillée a couvert un vaste champs d'activités; en retrospective comment évalueriez-vous l'impact qu'il a produit sur vous, sur les sujets suivants:

a) Le rapport entre nutrition et développement

Ma compréhension du rapport:

- A augmenté considérablement
- A augmenté un peu
- N'a pas changé

Le sujet a été traité:

- Proprement
- Avec trop de détails
- Sans assez de détails

b) La nécessité d'un accès systématique aux plans de nutrition

Ma compréhension de la nécessité:

A augmenté considérablement A augmenté un peu
 N'a pas changé

Le sujet a été traité:

Proprement Avec trop de détails
 Sans assez de détails

c) La complexité des plans de nutrition:

Ma compréhension de la complexité:

A augmenté considérablement A augmenté un peu
 N'a pas changé

Le sujet a été traité:

Suffisamment Avec trop de détails
 Sans assez de détails

d) Existence et usage de techniques spécifiques

Ma connaissance des techniques:

A augmenté considérablement A augmenté un peu
 N'a pas changé

Les méthodes et techniques présentées pendant le stage étaient:

Appropriées
 Trop détaillées en accord avec les besoins des participants
 Insuffisantes

11. Votre participation au stage ou la participation de quelques uns de vos collègues à ce stage ou à d'autres ont-elles eu un effet dans votre pays ou dans votre région.

Oui Pas sûr Peut-être

Si oui, donnez un exemple ou deux des effets produits; si non, pourquoi pas?

12. Avez-vous essayé de mettre en pratique les opinions, les techniques ou autres méthodes auxquelles vous avez été exposé durant les stages?

Oui Non En part

Si oui, qu'est-ce que vous avez essayé? Si non; pourquoi pas?

Est-ce que votre essai a obtenu un bon résultat?

Oui Non En part

13. Avez-vous connaissance de résultats indirects obtenus des stages (par exemple, sur le recrutement, la publicité qui ont eu un effet sur la planification de la nutrition ou des programmes de votre pays.

Oui Non

Si oui, résumez ces effets.

14. En général, croyez-vous que les personnes sélectionnées à participer à ce stage étaient dûment qualifiées vu le contenu et le genre de stage?

- Toutes ou presque toutes étaient qualifiées.
- Quelques unes l'étaient, d'autres ne l'étaient pas.
- Beaucoup n'étaient pas qualifiées.

Pourquoi? _____

15. Par-dessus tout, quelle importance ce stage a eu pour vous, pour votre travail?

- | | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> |
| Très
Important | Important | Quelque peu
Important | Pas
Important | D'aucune
Importance |

RECOMMENDATIONS

16. Pour la préparation de prochains stages, qu'elle importance doit on donner au choix du lieu? C'est à dire, sans prendre en considération les frais, devraient ils avoir lieu?

- Aux USA
- En dehors des USA
- Sans aucune importance

Pourquoi? _____

17. Croyez-vous que les futurs stages devraient:

	Oui	Non	N'opine Pas
a) se concentrer à un seul pays	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) se concentrer à une seule région (3 ou 4 pays)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) se concentrer d'après un seul groupe de participants	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) se concentrer sur un ou deux sujets seulement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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18. Est-ce que les prochains séminaires devraient pourvoir le même degré d'attention aux:

	Davantage	Moins	Pareil
a) Aspects théoriques de planification	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Techniques spécifiques d'organisation (diagrammes, analyse de coût-et-profit et autres techniques statistiques, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) Problèmes de la nutrition et recherche (cause, diagnostique, traitement de la mauvaise nutrition, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) Intervention de méthodes de programmes spécifiques	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. Pour sensibiliser les participants à l'idée et à l'importance de l'approche de la nutrition à de multiples secteurs, est-ce que les prochains stages devraient durer:

<input type="checkbox"/>	Une semaine	<input type="checkbox"/>	Deux semaines
<input type="checkbox"/>	Trois semaines	<input type="checkbox"/>	Quatre semaines

20. Pensez-vous que d'autres personnes de votre pays devraient prendre part à des stages, tel que celui ou ceux auxquels vous avez participé?

Oui Non N'opine pas

Si oui, quel genre de personnes? Si non, pourquoi pas?

21. Croyez-vous que les gens de votre pays obtiendraient de meilleurs résultats si les prochains stages se concentraient différemment?

Oui Non N'opine pas

Quels changements suggèreriez vous? _____

22. Est-ce que des stages ou autres genres d'activités devraient être organisée afin de pourvoir un entraînement spécialisé pour les personnes qui ont au préalable participé à d'autres séminaires?

Oui Non N'opine pas

Si ces activités devaient avoir lieu, quel genre suggèreriez vous et quel devrait être le sujet principal?

23. Est-ce que vous personnellement, croyez vous à la nécessité d'expandre les entraînements techniques dans certaines branches en relation avec l'organisation de la planification des programmes de nutrition?

Oui Non

Si oui, quel genre d'entraînement?

24. Quelles facilités d'accès avez-vous au sujet de l'état de nutrition dans votre pays? C'est à dire aux informations existantes:

D'accès facile Pas disponibles

Difficiles d'obtenir Je ne sais pas

Disponibles mais difficile d'obtenir

25. Avez-vous utilisé les informations disponibles?

Oui Non

Si oui, avez-vous utilisé ces informations durant l'année écoulée?

Oui Non

26. Le stage à Dakar prévoyait une traduction simultanée en Anglais et en Français. Croyez-vous que vous en auriez tiré meilleur profit si le stage avait été conduit seulement dans la langue de votre choix (Anglais ou Français)

- J'en aurai tiré meilleur profit
- J'en aurai moins profité
- Pareil

Pourquoi? _____

27. Si vous avez d'autres commentaires ou suggestions, veuillez les indiquer ci-après.

MERCI BEAUCOUP POUR VOTRE COOPERATION

NUTRITION PLANNING WORKSHOPS

PARTICIPANT QUESTIONNAIRE

Dear Former Participant:

Please answer each of the questions as completely as possible. Your answer will be used to help design future efforts pertaining to planning and implementing a multisectoral approach to nutrition.

Thank You For Your Cooperation

Name: _____ Citizenship: _____

Address: _____

1. a. What is your current affiliation?

- Government
- Business or Industry
- University
- Research Institute

- Professional Association
- International Organization
- Other (specify: _____)

Please identify your current position:

(Title) _____ (Organization)

1. b. What are your primary responsibilities? _____

1. c. How long have you held your current position? _____

2. What was your position at the time of the workshop?

Same as above

Other

Specify: _____

(Title)

(Organization)

3. Do you have personal contact with other persons who attended workshops on multisectoral nutrition planning?

Yes

No

If yes, with about how many persons _____? Did they attend workshops sponsored by (Check all that apply):

MIT
Meharry
Cornell

Catholic Relief Service
CARE
Other

Is your contact:

work related

non-work related

both

4. What led you to participate in the workshop?

Asked to attend by my employer (government, etc.)

Asked to attend by U.S. AID

Sought nomination based on available information

Urged to seek nomination by participants in other workshops

Other

5. What did you expect to learn? (Check all that apply):

Planning Techniques

Approaches/Methods

Specific information regarding nutrition

Specific information regarding planning nutrition programs

Other (Specify: _____

6. What other benefits did you expect? (Check all that apply):

- Establishing relationships with professionals in other countries
- Establishing relationships leading to professional support for your work from workshop leaders
- Access to sources of new information
- Opportunities to further other professional activities not directly related to workshop on nutrition
- Other (Specify: _____)

7. When you went to the workshop, were you looking for help in solving some specific nutrition related problem?

- Yes No

If yes, did you get help in solving the problem through the workshop?

- Yes No

If yes, how did the workshop help? If no, why not?

8. The workshop covered a wide range of topics in varying degrees of detail. In retrospect, how would you assess the workshop and its impact on you in the following areas?

a) The relationship between nutrition and development

My understanding of the relationship:

- Increased considerably Increased somewhat
 Did not change

The subject was treated:

- Adequately In too much detail
 In too little detail

b) The need for a systematic approach to nutrition planning

My understanding of the need:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

The subject was treated:

- | | | | |
|--------------------------|----------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Adequately | <input type="checkbox"/> | In too much detail |
| <input type="checkbox"/> | In too little detail | | |

c) The complexity and multi-sectoriality of nutrition planning

My understanding of the complexity:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

The subject was treated:

- | | | | |
|--------------------------|----------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Adequately | <input type="checkbox"/> | In too much detail |
| <input type="checkbox"/> | In too little detail | | |

d) The existence and use of specific planning tools and techniques

My awareness of planning tools and techniques:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

My ability to use specific tools and techniques:

- | | | | |
|--------------------------|------------------------|--------------------------|--------------------|
| <input type="checkbox"/> | Increased considerably | <input type="checkbox"/> | Increased somewhat |
| <input type="checkbox"/> | Did not change | | |

The training in use of tools and techniques was:

- | | | | |
|--------------------------|--|--------------------------|----------------------------------|
| <input type="checkbox"/> | Appropriate | <input type="checkbox"/> | Insufficient (not enough detail) |
| <input type="checkbox"/> | Too detailed given the needs of the participants | | |

e) The application of specific nutrition interventions

My detailed knowledge of one or more specific interventions:

- Increased considerably Increased somewhat
 Did not change

The subject was treated:

- Adequately In too little detail
 In too much detail

9. Do you think the workshop has made a difference in the things you have done (actions you have taken) with respect to attacking malnutrition?

- Yes No

If yes, please give at least one example of some action you have taken which is a reasonably direct result of the workshop. If no, why not?

10. Has your participation in the workshop and the participation of any of your colleagues in similar workshops affected the organizations with which you personally are affiliated?

- Yes No Not certain

If yes, please give one or two examples of effects which you believe can be traced at least in part to the workshop(s):

11. Has your participation in the workshop and the participation of any of your colleagues in similar workshops had an impact on your country (or region)?

Yes No

If yes, please give one or two examples of impacts; if not, why not?

12. Have you attempted to apply any of the concepts, techniques, or tools to which you were exposed during the workshops?

Yes No

If yes, what did you attempt? If no, why not?

Was the attempt successful?

Yes No In Part

13. Are you aware of impacts of the workshops not directly associated with participants (for example, recruitment, publicity, holding it in your country, etc.) which have had an impact on nutrition planning or programs in your country?

Yes No

If yes, please summarize these impacts.

14. In general, do you think that the people selected to attend your workshop were appropriate given the content and style of the workshop?

- All or almost all were appropriate
 Some were and clearly some were not
 Many were not appropriate

Why? _____

15. Overall, how important has the workshop been to you and your work?

- Very Important Important Somewhat Important Not Important No Value

RECOMMENDATIONS

16. How important a consideration in the planning of future workshops is the issue of location? That is, cost considerations aside, should they be held?

- In the U. S.
 Outside the U. S.
 Not a major concern

Why? _____

17. Do you believe that future workshops should:

- | | <u>Yes</u> | <u>No</u> | <u>No Opinion</u> |
|--|--------------------------|--------------------------|--------------------------|
| a) focus on a single country | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) focus on a single region (3 or 4 countries) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) focus on a single type of participant | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) focus on only one or two topics | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. Should future workshops provide more, less, or about the same level of attention to:

	<u>More</u>	<u>Less</u>	<u>Same</u>
a) theoretical aspects of multisectoral policy and planning	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) specific planning techniques (PERT charting, cost-benefit analysis, multiple regression and other statistical techniques, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) nutritional problems and research (causes, diagnosis, treatment of malnutrition, etc.)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) specific program and policy interventions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

19. To sensitize participants to the idea and importance of a multisectoral approach to nutrition, should future workshops be:

One week Two weeks Three weeks Four weeks

20. Do you think other persons in your country should attend future workshops basically similar to the one you attended?

Yes No No Opinion

If yes, generally what types of people?, if no, why not?

21. Do you think persons in your country would be better served if future workshops took a somewhat different focus?

Yes No

What changes would you suggest?

22. Should workshops or other types of followup be planned to provide specialized training for persons who attended previous workshops?

Yes No No Opinion

If followup were planned, what kind should be it and what should it emphasize?

23. Do you personally feel the need for further technical training in any areas related to planning or implementing nutritional programs or policies?

Yes No

If yes, what specific kinds of training?

24. How accessible to you is information about nutritional status in your country? That is, is the existing information:

Easily available Not available

Accessible, but with some difficulty Don't know

Available but difficult to access

25. Have you made use of the available information?

Yes No

If yes, have you used any of this information within the past 12 months?

Yes No

26. The workshop in Dakar provided for simultaneous translation in English and French. Do you think you would have benefited more if the workshop had been conducted only in the language of your choice (English or French)?

- I would have benefited more
- I would have benefited less
- It would have made no difference

Why? _____

27. If you have any other comments or suggestions, please make them below.

THANK YOU

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NUTRITION PLANNING WORKSHOPS

PARTICIPANT QUESTIONNAIRE

Dear Former Participant:

Please answer each of the questions as completely as possible. Your answer will be used to help design future efforts pertaining to planning and implementing a multisectoral approach to nutrition.

Thank You For Your Cooperation

Name: _____ Citizenship: _____

Address: _____

1. What is your current position?

Title Organization

2. What was your position at the time of the workshop?

Same as above
Other

Specify: _____
(Title) (Organization)

3. Do you have personal contact with other persons who attended workshops on multisectoral nutrition planning?

Yes No

If yes, with about how many persons _____? Did they attend workshops sponsored by (Check all that apply):

MIT
 Meharry
 Cornell

Catholic Relief Service
 CARE
 Other

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Is your contact:

work related non-work related both

4. What led you to participate in the workshop?

- Asked to attend by my employer (government, etc.)
- Asked to attend by U. S. AID
- Sought nomination based on available information
- Urged to seek nomination by participants in other workshops
- Other

5. What did you expect to learn? (Check all that apply):

- Planning Techniques
- Approaches/Methods
- Specific information regarding nutrition
- Specific information regarding planning nutrition programs
- Other (Specify: _____)

6. What other benefits did you expect? (Check all that apply):

- Establishing relationships with professionals in other countries
- Establishing relationships leading to professional support for your work from workshop leaders
- Access to sources of new information
- Opportunities to further other professional activities not directly related to workshop on nutrition
- Other (Specify: _____)

7. When you went to the workshop, were you looking for help in solving some specific nutrition related problem?

Yes , No

If yes, did you get help in solving the problem through the workshop?

Yes No

If yes, how did the workshop help? If no, why not?

8. The workshop covered a wide range of topics in varying degrees of detail. In retrospect, how would you assess the workshop and its impact on you in the following areas?

a) The relationship between nutrition and development

My understanding of the relationship?

Increased considerably
 Did not change

Increased somewhat

The subject was treated?

Adequately
 In too little detail

In too much detail

b) The need for a systematic approach to nutrition planning

My understanding of the need:

Increased considerably
 Did not change

Increased somewhat

The subject was treated:

Adequately
 In too little detail

In too much detail

c) The complexity and multi-sectoriality of nutrition planning

My understanding of the complexity:

Increased considerably
 Did not change

Increased somewhat

The subject was treated:

Adequately
 In too little detail

In too much detail

d) The existence and use of specific planning tools and techniques

My awareness of planning tools and techniques:

Increased considerably
 Did not change

Increased somewhat

My ability to use specific tools and techniques:

Increased considerably
 Did not change

Increased somewhat

The training in use of tools and techniques was:

Appropriate
 Too detailed given the needs of the participants

Insufficient (not enough detail)

e) The application of specific nutrition interventions

My detailed knowledge of one or more specific interventions

Increased considerably
 Did not change

Increased somewhat

The subject was treated:

Adequately
 In too much detail

In too little detail

9. Do you think the workshop has made a difference in the things you have done (actions you have taken) with respect to attacking malnutrition?

Yes No

If yes, please give at least one example of some action you have taken which is a reasonably direct result of the workshop. If no, why not?

10. Has your participation in the workshop and the participation of any of your colleagues in similar workshops affected the organizations with which you personally are affiliated?

Yes No Not certain

If yes, please give one or two examples of effects which you believe can be traced at least in part to the workshop(s)

11. Has your participation in the workshop and the participation of any of your colleagues in similar workshops had an impact on any country or program with which you are familiar?

Yes No

If yes, please give one or two examples of impacts; if not, why not?

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12. Have you attempted to apply any of the concepts, techniques, or tools to which you were exposed during the workshops?

Yes, No

If yes, what did you attempt? If no, why not?

Was the attempt successful?

Yes No In Part

13. Are you aware of impacts of the workshops not directly associated with participants (for example, recruitment, publicity, holding it in a particular country, etc.), which have had an impact on nutrition planning or programs in any country with which you are familiar?

Yes No

If yes, please summarize impacts?

14. In general, do you think that the people selected to attend your workshop were appropriate given the content and style of the workshop?

All or almost all were appropriate
 Some were and clearly some were not
 Many were not appropriate

Why?

15. Overall, how important has the workshop been to you and your work?

Very Important Important Somewhat Important Not Important No Value

RECOMMENDATIONS

16. How important a consideration in the planning of future workshops is the issue of location? That is, cost considerations aside, should they be held?

- In the U. S.
- Outside the U. S.
- Not a major concern

Why? _____

17. Do you believe that future workshops should:

- | | <u>Yes</u> | <u>No</u> | <u>No Opinion</u> |
|--|--------------------------|--------------------------|--------------------------|
| a) focus on a single country | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) focus on a single region (3 or 4 countries) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) focus on a single type of participant | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) focus on only one or two topics | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

18. Should future workshops provide more, less, or about the same level of attention to:

- | | <u>More</u> | <u>Less</u> | <u>Same</u> |
|--|--------------------------|--------------------------|--------------------------|
| a) theoretical aspects of multisectoral policy and planning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| b) specific planning techniques (PERT charting, cost-benefit analysis, multiple regression and other statistical techniques, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| c) nutritional problems and research (causes, diagnosis, treatment of malnutrition, etc.) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| d) specific program and policy interventions | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

19. To sensitize participants to the idea and importance of a multisectoral approach to nutrition, should future workshops be:

One week Two weeks Three weeks Four Weeks

20. Do you think other persons in your organization should attend future workshops basically similar to the one you attended?

Yes No

If yes, generally what types of people? If no, why not?

21. Do you think persons in your organization would be better served if future workshops took a somewhat different focus?

Yes No

What changes would you suggest?

22. Should workshops or other types of followup be planned to provide specialized training for persons who attended previous workshops?

Yes No No Opinion

If followup were planned, what kind should be it and what should it emphasize?

23. Do you personally feel the need for further technical training in any areas related to planning or implementing nutritional programs or policies?

Yes,

No

24. If you have any other comments or suggestions, please make them below.

THANK YOU

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8. What were your expectations when you went? Were they realized?

9. More specifically, do you think the following topics were treated adequately? What did you gain from these discussions?
 - a) Relationship between nutrition and development:

 - b) Need for a systematic approach to planning nutrition:

 - c) The complexity of the multisectoral approach:

 - d) Specific planning tools and techniques (e.g., cost-benefit, etc.):

 - e) Application of specific interventions (i.e., programs, etc.):

10. Jim Pines talked about the concepts of evaluation and project hypotheses, have you been able to apply these ideas? How?

11. Do you think other people in your country should participate in the kind of workshop you attended? What kinds of people and why?

12. Do you think it would be more helpful if USAID changes its approach? For instance, if they changed the content of workshops or even went so far as to offer special training in your country geared to your special problems? What changes should be made and why? What should be offered? By Whom? Where?

13. Do you have any special job needs which AID training could help you with? What training would help?

14. If AID continues with sensitization training, where should it be held? Who should come? Should there be groups from one country and how chosen? Should it be as long as you had? What changes from what you had would you make?

15. Are there ongoing training efforts in your country that could have nutrition components added? What are they? Who provides them?

OTHER COMMENTS:

NON-PARTICIPANT INTERVIEW GUIDE

COUNTRY: _____ DATE: _____

INTERVIEWEE: _____

POSITION: _____
(Title) (Agency)

RESPONSIBILITIES: _____

RELATED PARTICIPANT(S): _____
(Name)

(Workshop)

CATEGORY

Supervisor

Co-worker

Collaborators

AID Mission

Other

How familiar is the respondent with the participant(s) and workshop(s)?

Very Moderately Slightly Not Familiar

Participant(s)-before workshop:

Participant(s) -after workshop:

Workshop operations:

COMMENT: _____

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How well does the respondent understand the concept of taking a multisectoral approach to nutrition planning/programming?

Very

Moderately

Slightly

Not Familiar

Do not know

Is their understanding derived from the participant(s)?

In Whole

In Part

No

Do not know

GENERAL COMMENTS ABOUT INTERVIEW:

202

IMPACT ON PARTICIPANT

A. For respondents who knew participant(s) before and after workshop: (Check if N/A)

1. Are you aware that _____ participated in a workshop on nutrition planning?

Yes No

If yes, what is your impression of the purpose of the workshop and how effective it was?

Purpose: _____

Effectiveness: _____

2. What changes, if any, have you seen in the participant(s) since attendance at the workshop?

None Positive Negative

COMMENT: _____

3. Specifically, have there been any changes with respect to the following?

Commitment to Nutrition Planning:

Yes No

COMMENT: _____

Approach to Nutrition Planning:

Yes No

COMMENT: _____

4. Approach to Work/Job:

Yes No

COMMENT: _____

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B. For all respondents who know participants :

5. The workshop stressed planning and evaluation and that these ideas and skills should be applied to an individual's job situation and small projects as well as national level plans and programs. Is the participant applying or talking about applying these ideas?

Uses Talks about using Do not know

COMMENT: _____

6. The workshop also stressed the concepts of the nutrition system and a project hypotheses. Have you heard the participant talk about these ideas? Act on them?

Talk about Yes No
Act on Yes No

COMMENT: _____

7. In addition to _____, are there others in _____'s organization who have received training or expressed a commitment to the concept of a multisectoral approach to combatting malnutrition?

Yes No Do not know

Do these individuals tend to share the same views? Do they seem to work together or coordinate their efforts?

Yes No Do not know

COMMENT: _____

How many are there and what are their positions? _____

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How are their views received? Have they tried to have an impact on your organization?
Have they had any success?

Yes No Do not know

If no, has (have) _____ talked much about a multisectoral approach to malnutrition? Has he/she (they) attempted to have an impact on his organization? Has she had any success?

COMMENT: _____

8. During the past (period since the workshop -- e.g., year), have there been any changes in organizational policies or practices with regard to approaching the problem of nutrition?

Yes No Do not know

What changes? _____

Was _____ involved in bringing about any of these changes?

Yes No Do not know

How? _____

9. Is there a national, multisectoral nutrition plan either in existence or in the development stages?

Existing Developing Do not know

Is there a link between _____ and development of this plan?

Yes No Do not know

DESCRIBE: _____

10. Are there national or sub-national programs being implemented which reflect a multi-sectoral approach to combatting malnutrition?

- National Both Do not know
- Sub-National Neither

Is there a link between _____ and the planning and/or implementation of any of these programs?

- Yes No Do not know

DESCRIBE: _____

11. Are there national or sub-national programs being planned/developed which reflect a systematic multisectoral approach to combatting malnutrition?

- National Both Do not know
- Sub-National Neither

Is there a link between _____ and the planning/development of any of these programs?

- Yes No Do not know

DESCRIBE: _____

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RECOMMENDATIONS

AID training in nutrition over the past several years has mostly been directed toward sensitizing middle and senior level officials to the problem of nutrition and general approaches to its solution. They are now interested in assessing whether they should continue with this approach, whether they should move toward more specific skill building training, or move in some other direction.

12. How great a need do you think there is in _____ for additional workshops focused primarily on sensitizing people to the problem and general approaches to its resolution (Respondent is answering in terms of: _____)?

High Moderate Low

13. How great a need do you think there is for training of a specific, skill building nature?

High Moderate Low

What skills would you emphasize? _____

Are there any areas you think USAID should stay away from as they consider more particularized training?

14. Who do you think should receive training (Specific organization and level of staff)?

Sensitization? _____

Skill building? _____

15. Are there specific job skills which you need and which AID training might provide? If yes, what are they?

Yes No

Skills: _____

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16. How important a consideration in the planning of future training is the issue of location? That is, cost considerations aside should they be held?

<input type="checkbox"/>	In the U.S.
<input type="checkbox"/>	Outside the U.S.
<input type="checkbox"/>	Not a major concern

Why? _____

17. Do you believe that future workshops should:

	<u>Yes</u>	<u>No</u>	<u>No Opinion</u>
a) focus on a single country	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) focus on a single region (3 or 4 countries)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c) focus on a single type of participant	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d) focus on only one or two topics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

COMMENT: _____

18. Should workshops or other types of followup be planned to provide specialized training for persons who attended previous workshops?

Yes No No Opinion

If followup were planned, what kind should be held and what should it emphasize?

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19. Do you have any comments regarding the types of persons/organizations who would provide training? What should they have, credentials, etc. ?

OTHER COMMENTS: _____

20. Do you think it would be preferable for workshops to be held in only one language or with simultaneous translation so that participants from various countries/language groups can interchange ideas and experiences?

One language

Simultaneous translation

COMMENT: _____

21. What training is on-going to which components on nutrition planning could be added?

22. OTHER COMMENTS: _____

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SPECIAL AID ITEMS

23. Where does nutrition fit into the country's development plans? Is the multisectoral approach understood?

24. Generally, where does nutrition fit into the AID Mission plan? Is the multisectoral approach accepted?

25. What are the Mission's comments regarding past selection/recruiting of participants? (e.g., how much care was given to this? How useful was the AID cable on selection criteria? Special problems?).

26. Mission comments regarding future selection/recruiting? (e.g., Should criteria be different? How much lead time is needed? etc. ?).

27. What kind of follow-up has the Mission provided workshop participants? How much contact has there been? Have there been any systematic efforts at follow-up?

APPENDIX B

SUMMARY OF MAIL AND INTERVIEW RETURNS

COUNTRY	Number Questionnaires Mailed	Number Returned Complete	Number Returned Blank*	Number Inter-viewed not Re-turning Mail Q.	Number Non-response	Percent Response
1) United States	17	12	2	0	3	82
Africa						
2) Benin	1	0	0	0	1	
3) Botswana	1	0	0	0	1	
4) Burundi	1	1	0	0	0	
5) Camercon	3	3	0	0	0	
6) Chad	3	0	0	0	3	
7) Ethiopia	7	7	0	0	0	
8) Gambia	1	1	0	0	0	
9) Ghana	13	8	0	2	3	
10) Kenya	15	7	2	1	5	
11) Lesotho	1	1	0	0	0	
12) Liberia	8	3	0	0	5	
13) Malagasy	1	1	0	0	0	
14) Mali	3	2	0	0	1	
15) Niger	2	1	0	0	1	
16) Nigeria	1	0	0	0	1	
17) Senegal	12	4	0	0	8	
18) Sierre Leone	1	0	0	0	1	
19) Sudan	1	1	0	0	0	
20) Swaziland	1	1	0	0	0	
21) Tanzania	15	3	0	6	6	
22) Togo	1	1	0	0	0	
23) Zaïre	5	0	0	0	5	
24) Zambia	1	0	0	0	1	
Africa Total	98	45	2	9	42	57
Asia/North Africa						
25) Bangladesh	9	7	0	0	2	
26) India	2	2	0	0	0	
27) Ladonesia	3	1	0	2	0	
28) Korea	1	0	1	0	0	
29) Morocco	5	1	0	0	4	
30) Nepal	4	2	0	0	2	
31) Paupua	2	0	0	0	2	
32) Pakistan	7	6	0	1	1	
33) Philippines	4	4	0	0	0	
34) Syria	1	0	0	0	1	
35) Thailand	3	3	0	0	0	
36) Tunisia	2	2	0	0	0	
Asia Total	43	28	1	2	12	72

ATTACHMENT B - Continued

COUNTRY	Number Questionnaires Mailed	Number Returned Complete	Number Returned Blank	No. Interviewed Not Returning Mail Quest.	Number Non-response	Percent Response
<u>Latin America</u>						
37) Bolivia	1	1	0	0	0	
38) Brazil	33	9	0	0	24	
39) Chile	2	1	1	0	0	
40) Colombia	4	1	1	2	0	
41) Costa Rica	1	0	1	0	0	
42) Dominican Republic	4	3	0	0	1	
43) Ecuador	1	1	0	0	0	
44) El Salvador	3	1	0	0	2	
45) Guatemala	4	3	0	0	1	
46) Jamaica	1	1	0	0	0	
47) Nicaragua	3	0	0	0	3	
48) Peru	3	1	0	0	2	
<u>Latin American Total</u>	60	22	3	2	33	45
<hr/>						
<u>GRAND TOTAL</u>	218	107	8*	13	90	59
<hr/>						

* In two of these cases the participant was deceased, in two the participants had observed only one or two workshop sessions and did not feel qualified to comment, in one (Korea) the participant's trip was canceled at the last minute and he never attended, and in three the participant moved leaving no forwarding address.