

A.I.D. EVALUATION SUMMARY - PART I

PD-ABC-515
70/90

1. BEFORE FILLING OUT THIS FORM, READ THE ATTACHED INSTRUCTIONS.
2. USE LETTER QUALITY TYPE, NOT "DOT MATRIX" TYPE

IDENTIFICATION DATA

<p>A. Reporting A.I.D. Unit: Mission or AID/W Office (ES# _____) <u>S&T/N</u></p>	<p>B. Was Evaluation Scheduled in Current FY Annual Evaluation Plan? Yes <input checked="" type="checkbox"/> Skipped <input type="checkbox"/> Ad Hoc <input type="checkbox"/> Evaluation Plan Submission Date: FY <u>90</u> Q <u>4</u></p>	<p>C. Evaluation Timing Interim <input checked="" type="checkbox"/> Final <input type="checkbox"/> Ex Post <input type="checkbox"/> Other <input type="checkbox"/></p>
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D. Activity or Activities Evaluated (List the following information for project(s) or program(s) evaluated; if not applicable, list title and date of the evaluation report.)

Project No.	Project / Program Title	First PROAG or Equivalent (FY)	Most Recent PACD (Mo/Yr)	Planned LOP Cost (000)	Amount Obligated to Date (000)
936-5113	Nutrition Education and Social Marketing Field Support	1987	9/30/93	\$10,000	\$4,345 (9/30/90)

ACTIONS

E. Action Decisions Approved By Mission or AID/W Office Director

Action(s) Required	Name of Officer Responsible for Action	Date Action to be Completed
1. Amend the contract between AID and Academy for Educational Development (AED) to remove the requirement for U.S. Resident Advisors.	Project Officer and Office of Procurement	3/91
2. Extend AED contract for an additional 12 months from 9/30/92 to 9/30/93 and the PACD from 9/30/93 to 9/30/94 to consolidate and complete project activities currently underway.	Project Officer and Office of Procurement	3/91
3. In consultation with the Office of Procurement, explore the possibility of converting AED's existing contract to the new dual contract mode (separate contracts for ST/N central funding and buy-ins).	Project Officer and Office of Procurement	6/91
4. Undertake the linkage of database of Nutrition Education and Social Marketing Field Support Project with database of other Office of Nutrition projects, e.g. VITAL, APHA	Project Officer and AED (M.B. Parlato)	9/91
5. Incorporate evaluation recommendations into AED's work plan (see Recommendations listed on pages 4 and 5 of ES)	Project Officer and AED (M.B. Parlato)	3/91

APPROVALS

F. Date Of Mission Or AID/W Office Review Of Evaluation: _____ (Month) _____ (Day) _____ (Year)

G. Approvals of Evaluation Summary And Action Decisions:

Name (Typed)	Project/Program Officer	Representative of Borrower/Grantee	Evaluation Officer	Mission or AID/W Office Director
Signature	Eunyong Chung		Fern Finley	Norge W. Jerome
Date	<i>Eunyong Chung</i> 12/26/90		<i>Fern Finley</i>	<i>Norge W. Jerome</i> 12/31/90

ABSTRACT

H. Evaluation Abstract (Do not exceed the space provided)

This mid-term evaluation of the Nutrition Education and Social Marketing Field Support Project, more commonly referred to as the Nutrition Communication Project (NCP), assessed the nutrition and social marketing activities carried out under the contract between S&T/N and AED. NCP has three main goals: perform assessments of nutrition information and education needs; develop nutrition communication strategies and design, disseminate and evaluate nutrition information messages; and upgrade technical skills of LDC personnel in nutrition communication. A six-person evaluation team consisting of nutrition, communication and management specialists undertook content analysis, open-ended interviews and trips to Africa and Latin America to observe project activities first hand.

Key findings include:

- o There was considerable NCP activity although it appears to be fragmented. Despite the constraints of projects heavily dependent on buy-ins, the contractor should consolidate and focus its efforts on fewer activities.
- o The contractor should make greater use of its subcontractors and/or other sources of U.S. and LDC nutrition expertise.
- o The NCP buy-in and core-funding process is tedious and should be replaced by the newly developed streamlined dual contract mode if this can be done without rebidding the contract.
- o While institutionalization is difficult in such projects, the contractor should attempt to develop cadres of host country trainers in nutrition communication activities in local and regional institutions.
- o NCP should concentrate on four areas in its remaining years: implementing coherent state-of-the-art country projects; undertaking additional state-of-the-art syntheses in such areas as ethnographic research; undertaking pilot projects in a truly community based mode; and developing cadres of trained personnel.
- o The contractor needs an additional year beyond the current contract to complete the above activities. Additional core funds also will be required.
- o The requirement for U.S. resident advisors is impractical and should be removed from the contract. Local U.S. or host country nationals should be hired instead.
- o While coordination with related projects is important some duplication is inevitable and not necessarily bad.
- o The A.I.D. Administrator should send a circular message to the field affirming the agency's support for nutrition programs and encouraging missions to participate in such projects as NCP.
- o S&T/N should endeavor to link the NCP, APHA and VITAL databases into one coherent system.

A major "lesson learned" is the difficulty centrally funded projects with small core budgets face in achieving their objectives in LDCs.

COSTS

Evaluation Costs

1. Evaluation Team		Contract Number OR TDY Person Days	Contract Cost OR TDY Cost (U.S. \$)	Source of Funds
Name	Affiliation			
Thomas A. Moser Martha Weiss Figueroa Patricia Avila de Hails W. Ardine Kirchhofer Elenor Seumo Paul Yarbrough	The Pragma Corp.	IQC PDC-1406-I- 00-7152-00 Delivery Order No. 26	\$54,349	Program
Mission/Office Professional Staff Person-Days (Estimate) _____ N/A		3. Borrower/Grantee Professional Staff Person-Days (Estimate) _____ N/A		

A.I.D. EVALUATION SUMMARY - PART II

SUMMARY

J. Summary of Evaluation Findings, Conclusions and Recommendations (Try not to exceed the three (3) pages provided)

Address the following items:

- Purpose of evaluation and methodology used
- Purpose of activity(ies) evaluated
- Findings and conclusions (relate to questions)
- Principal recommendations
- Lessons learned

Mission or Office: ST/N	Date This Summary Prepared: 12/26/90	Title And Date Of Full Evaluation Report: Mid-term evaluation, Nutrition Educa and Social Marketing Filed Support
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In September, 1987, the Academy for Education Development was selected to implement the newly designed S&T/N Nutrition Education and Social Marketing Field Support Project, more commonly referred to as the Nutrition Communication Project (NCP). The major focus of this five year program was to assist USAID Missions, host government departments, PVO's and other organizations in developing countries to design, implement and evaluate nutrition information/education/communication (IEC) activities by formal and informal means through various channels. NCP grew out of seven years experience with a predecessor activity, the Nutrition Education and Support Project (1979-1986). The final evaluation of the earlier project indicated the continuing need for a mechanism to provide a concentrated input of technical assistance (TA) and resources to developing countries.

NCP was designed to place priority on testing nutrition education interventions and providing technical assistance and training. Specific content areas included growth monitoring, breastfeeding, weaning practices, nutrition in infection (especially diarrheal diseases), vitamin A nutrition and maternal nutrition. Intervention in these areas could stand alone or be linked to PL 480 Title II feeding Programs, primary health care delivery, or child survival programs.

The purpose of this mid-term evaluation was to assess progress and accomplishments of the project to date in order to assist S&T/N in determining future project directions. A six person team consisting of nutrition, communication and management specialists undertook the evaluation which included content analysis and open-ended interviews with A.I.D., contractor, subcontractor and PVO personnel both in the United States and abroad. Field trips were made to West Africa and Latin America to interview USAID, host government and PVO officials and to observe field project activities first hand.

Although the project is completing its third year, it is only now in its fully operational stage primarily because of the long lead time necessary to launch most of the buy-in activities. The evaluation team found that AED is doing a good job in meeting contract objectives. However, there was appearance of fragmentation, even in several project countries where activities were focussed. While this shortcoming was caused in good measure by the nature of the buy-in process, the team felt that AED could do a better job concentrating, consolidating and focussing its efforts on fewer activities. Its country project strategies should be reassessed to assure that they are innovative state-of-the-art projects and that they meet criteria for effective nutrition programs (as cited in the 1989 International Nutrition Planner's Forum conference in Seoul, Korea). Further, AED should make greater use of its subcontractors and/or other sources of nutrition expertise which represent highly qualified nutritional skills beyond those of the AED core staff.

Other major findings and conclusions include:

- o Inevitability of Some Duplication
While continued efforts at coordination of project activities with related projects are important, some overlap is doubtless inevitable, especially in projects like NCP which cover virtually all aspects of nutrition education currently emphasized by A.I.D.
- o The Need to Simplify the Buy-in Contracting Mode
The NCP buy-in and core funding process entails inordinate paperwork and confusion. Recently, A.I.D. has developed a streamlined mechanism, a dual contracting mode with one contract for core costs and the other for buy-ins, which the contracts office claims will greatly facilitate the understanding, implementation and management of centrally funded projects.
- o The Need to Ensure Sustainability and Institutionalization
While these are difficult goals to achieve in centrally funded projects such as NCP, AED needs to reinforce its efforts to concentrate in the remaining years of the project on developing cadres of trained individuals who can train others in nutrition communication interventions.
- o The Need for Stronger Agency Support for Nutrition Programs
Nutrition has traditionally had a lower priority in A.I.D. than the health and population sectors, which has placed heavy constraints on the ability of S&T/N projects to gain wide acceptance, especially projects like NCP which are centrally funded.

The report makes recommendations that:

1. The NCP should be continued with the modifications suggested below.
2. S&T/N instruct AED to concentrate on the following four areas:
 - o develop its country projects to assure that they follow a coherent strategy of developing truly innovative state-of-the-art activities;
 - o expand its efforts in developing state-of-the-art syntheses of lessons learned in the NCP component themes and related matters such as ethnographic research approaches;
 - o undertake one or more experimental pilot activities as part of existing country projects in a truly community-based mode;
 - o develop cadres of trained individuals in nutrition communications.
3. S&T/N consider increasing core funding to NCP to fully implement and complete the above activities.
4. S&T/N initiate action to remove the requirement for U.S. Resident Advisors from AED contract. S&T/N should inform AED that it no longer needs to pursue this contract objective. Rather, it should pursue hiring local resident U.S. or indigenous personnel to manage NCP activities in project countries.
5. The AED contract be extended and funded for an additional twelve months to consolidate and complete project activities currently underway and to undertake the additional tasks cited in #2 above.

6. AED's existing contract be converted to the new dual contract mode if this can be done without requiring a new solicitation.

7. S&T/N encourage AED to increase involvement of its subcontractors in project activities. In technical areas where expertise is not available from the subcontractors, AED should continue and expand its use of expert nutrition consultants as needed.

8. AED be encouraged to utilize host country and regional expertise in all technical aspects of project implementation.

9. AED design and implement alternatives for developing training capacity in social marketing and communication in local universities, training divisions of appropriate ministries and continue to provide support to regional centers such as INCAP and CERCOM.

10. S&T/N review NCP project reports with the goal of reducing their number and length.

11. S&T/N should endeavor to link the NCP, APHA, VITAL, and other relevant databases into one coherent system.

A major "lessons learned" is the difficulty centrally funded projects with small core budgets face in achieving their objectives in LDCs.

ATTACHMENTS

K. Attachments (List attachments submitted with this Evaluation Summary; always attach copy of full evaluation report, even if one was submitted earlier; attach studies, surveys, etc., from "on-going" evaluation if relevant to the evaluation report.)

External Mid-term evaluation report on Nutrition Education and Social Marketing Field Support Project.

COMMENTS

L. Comments By Mission, AID/W Office and Borrower/Grantee On Full Report

The external mid-term evaluation report has been reviewed by the Office of Nutrition of the Bureau for Science and Technology (ST/N). The evaluation was carried out according to the scope of work provided by the ST/N and answered all questions.

ST/N agrees with the evaluation findings and project officer will incorporate recommendations into the project's work plan as appropriate.