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PD-ABG-988
84767

Food and Nutrition Monitoring and Support

Enhancing Nutrition: Operational Recommendations

June 1993

This report was prepared by Casals & Associates, Inc. for the Office of Nutrition, Bureau for Research and Development (R&D/N), Agency for International Development, under Contract No. DAN-5110-C-00-1025-00, Project No. 93G-5110. Deanna M. Crouse, MHS, Charles C. Cheney, Ph.D., and Sergio Diaz-Briquets, Ph.D., prepared this report.

Final Report

Food and Nutrition Monitoring and Support

Contract No. DAN-5110-C-00-1025-00

Project No. 936-5110

Submitted to:

**Agency for International Development
R&D/N Project Office**

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June 1993

ACRONYMS

ABS	Annual Budget Submissions
AED	Academy for Education Development
A.I.D.	Agency for International Development
ARI	Acute Respiratory Infection
C&A	Casals & Associates, Inc.
CDIE	Center for Development Information and Evaluation
EDC	Educational Development Center, Inc.
FSN	Foreign Service Nationals
FTE	Food Technology and Enterprise for Development
FY	Fiscal Year
HPN	Health Population and Nutrition
ICN	International Conference on Nutrition
ILSI	International Life Sciences Institute
IMPACT	Food and Nutrition Monitoring and Support Project
LAC	Latin America and the Caribbean
MCH	Maternal and Child Health
NGO	Non-governmental Organization
OMNI	Opportunities for Micronutrient Interventions
PL	Public Law
PRISM	Performance Information System for Strategic Management
PVO	Private Voluntary Organization
R&D/N	Office of Nutrition, Bureau for Research and Development
REDSO/ESA	Regional Economic Development Services Office of East and Southern Africa
REDSO/WCA	Regional Economic Development Services Office of West and Central Africa
USDH	U.S. Direct Hires
WIN	Women's and Infant's Nutrition: A Family Focus Project

EXECUTIVE SUMMARY

The Office of Nutrition (R&D/N) requested Casals & Associates (C&A) to review, evaluate, and propose recommendations on the Office's nutrition and nutrition-related activities and their relationship to Agency policies, programs and strategies in Washington and overseas Missions.

During the course of the project, a selection of recent documents was chosen for review that represented the activities of A.I.D. Missions in all regions. The intent of the review was to specifically identify nutrition and nutrition-related activities and the amount of funding allocated to them. In addition, C&A reviewed past and current materials dealing with Agencywide and Office of Nutrition policies, as well as documents covering wider developments in the international nutrition community. Upon completion of the documentary review, interview protocols were developed in consultation with R&D/N and administered to A.I.D. staff from the various Policy and Operations Directorates, including all R&D and Regional Bureaus, and A.I.D. Missions.

Analysis of the information and suggestions gathered during the interviews, together with the documentation reviews, forms the basis for C&A recommendations to develop strategies to enhance the Office's nutrition and nutrition-related activities within the context of current and anticipated changes in Agency policies, programs and strategies. Specifically, these recommendations are to:

1. Enhance Communications Processes
2. Strengthen Field Presence
3. Conduct A.I.D. Nutrition Workshops

Each of these is discussed in a separate section of this report and concludes with a suggested operationalization plan.

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1. INTRODUCTION

The Office of Nutrition, Bureau for Research and Development (R&D/N), within the Agency for International Development (A.I.D.) requested Casals & Associates (C&A) to review, evaluate, and propose recommendations on R&D/N's nutrition and nutrition-related activities and their relationship to Agency policies, programs, and strategies in Washington and overseas Missions.

C&A conducted individual interviews with over 35 A.I.D./Washington officials, four A.I.D. contractors, and 10 Missions between October 1992 and January 1993 (see Attachment A). A.I.D./Washington staff were identified from the Policy and Operations Directorates, including all Regional and R&D Bureaus. Contractors were selected in collaboration with the Office of Nutrition. Three of the A.I.D. contractors are implementors of R&D/N centrally-funded projects; the fourth holds an R&D/N Indefinite Quantity Contract and has performed numerous other A.I.D. contracts over the past decade. C&A also conducted a group interview with the R&D/N director and staff. The Missions to be approached were selected in collaboration with R&D/N. Out of the fourteen Missions contacted, four did not provide responses.

Interview protocols were developed with open-ended questions and addressed issues related to the Agencywide reforms and initiatives, explored their impact on nutrition and nutrition-related activities, and solicited suggestions for enhancing R&D/N's role and programs. The Washington interviews were conducted person-to-person and provided in-depth explorations of R&D/N operational issues and suggestions of how the Office could improve its roles and programs.

Finally, numerous documents were reviewed which included country strategy reports, regional plans, annual budget submissions, A.I.D. policies, as well as a wide spectrum of non-A.I.D. international development and nutrition-related documents (Attachment B).

In order to propose "doable" recommendations, C&A analyzed the data gathered from A.I.D./Washington, contractors, and Missions to (a) compare the responses, (b) identify consistent themes among all three groups, and (c) assess how best to address the themes. This process provided C&A with a wealth of information and suggestions. With this data, three recommendations emerged:

- Enhance Communications Processes
- Strengthen Field Presence
- Conduct A.I.D. Nutrition Workshops

Each of the following sections is devoted to one of these recommendations; a suggested plan to operationalize them is presented in the final section.

2. RECOMMENDATION: ENHANCE COMMUNICATIONS PROCESSES

R&D/N might be able to undertake two strategies simultaneously for improving its ability to communicate, collaborate and coordinate activities with Missions and other Agency Offices and Bureaus. The majority of the suggested actions can be taken immediately, although they may have to be modified in the future in light of ongoing reorganization in the Agency.

2.1 Strategy A: Conduct a Situational Analysis

This analysis will require an assessment of the existing R&D/N inter and intra-office communication processes and an evaluation of what works and what could work better and why. It could be conducted simultaneously with Strategy B, which if implemented, will require some of the same types of information.

Goal

Establish and maintain a "nutrition presence" Agencywide by continuously monitoring and obtaining information and feedback from regional and country Missions and Washington Offices and Bureaus.

Objectives

- Obtain information on Mission project development activities to ensure that R&D/N can be at the forefront of Mission nutrition and nutrition-related needs.
- Minimize response time between Mission requests requiring R&D/N action.
- Keep informed on current activities that may impact on R&D/N from Washington Regional and R&D Bureaus and other offices.

How to Meet the Goal and Objectives

Questions to be Considered:

- Are staff members responsible for covering specific regions or is responsibility for specific projects in all regions?
- Besides formal reporting requirements, how do R&D/N staff generally communicate with their centrally-funded project contractors? Informal discussions? How regularly? In what way do R&D/N staff keep contractors updated on issues related to or that impact on specific projects managed by them?
- What mechanisms, if any, are in place to communicate with Missions before State Department telexes are released? After State Department telexes are released?
- How far is the reach of E-mail? All country and Regional Missions? All Washington offices and bureaus? Are there limitations (e.g., internal approval processes, budgetary constraints) to its use by staff?
- Under what circumstances is fax communication used? Is there a limitation to its use by staff (internal approval processes, budgetary constraints)? Is there a centralized system for logging incoming and outgoing faxes?
- In what way do individual R&D/N staff members keep co-workers updated about project developments? On Mission or regional developments? Through informal meetings? Through regularly scheduled staff meetings? Through inter-office memos?
- In what way do R&D/N staff keep Regional and R&D/N Bureaus updated on nutrition activities?
- In what way do R&D/N staff learn of Mission or regional needs?

Action Suggestions:

- R&D/N staff should be assigned responsibility for a specific centrally-funded project(s), as now is the case, and should also hold responsibility for a region (to include serving as liaison representative to the Regional Office and Regional Bureau). In our view this serves two purposes:

(a) By covering a specific region, the entire staff will need to be conversant on all R&D/N centrally funded projects in order to identify entry points for R&D/N services. This is a necessary element for promoting the multisectoral approach established by the Office.

(b) It will provide a mechanism for all R&D/N staff to cross-fertilize their areas of expertise, thereby making the multisectoral approach more meaningful both in Washington and the field.

R&D/N should establish and implement mechanisms to ensure an effective inter-Office communications process.

(a) Use R&D/N's electronic communications capabilities to its fullest capability to benefit overall "nutrition presence": R&D/N should be proactive. For example, establish a system to "talk" to targeted Missions (through E-mail, fax, or telephone) about releases issued through the State Department before they are sent. Missions already feel overwhelmed having to "focus and concentrate" and doing "more with less". Many Missions clearly expressed that nutrition and nutrition-related activities simply cannot be added to their management burdens. Prepare Missions for the formal State Department communication. Taking a proactive approach to telexes as the ones recently sent regarding the OMNI project and the ICN conference should result in timely and well-thought Mission responses to R&D/N action requests. Target a few Missions in all regions to discuss "how to" approaches: those regions where R&D/N views Mission Action Plans, strategic objectives, and existing and planned activities could include R&D/N centrally-funded projects. Talk simultaneously to the Regional Bureaus about the same issues. Let Missions know that their responses to formal State Department communications are very important. When more than two weeks have passed without responses, follow-up through fax, E-mail, or, especially with Missions that have been specifically targeted, telephone calls. This approach is a building block to establishing and maintaining communications

with the field, being responsive to Mission needs, and developing a nutrition presence targeted countries.

- (b) Establish a centralized tracking system for field requests: All field requests should be responded to immediately even when there is no specific answer at that moment. This notifies the Mission their request is being acted upon. An R&D/N response specific to the request should not be delayed more than ten working days. This is an important reason to centralize a field request tracking system. All incoming and outgoing correspondence and faxes should be logged and a file established for each field request. When requests come to individual staff members through E-mail or the Regional Bureau, it is the staff member's responsibility to ensure that the tracking system is established for that particular request. The same procedure should be followed. A centralized monitoring system as described herein is similar to operating procedures in Missions where all incoming and outgoing communications are logged. Finally, responsiveness to field requests can be included in staff management responsibilities, accountability, and performance evaluation.

2.2 Strategy B: Gain Awareness of A.I.D. Organizational Changes and an Understanding of their Impact on R&D/N Activities

Effective communications with Missions and Washington Bureaus and Offices includes the need to understand how A.I.D. operates in a changing environment. Clearly, one of the most important developments impacting the Agency as a whole, and especially Missions, is the Agencywide management and evaluation system, PRISM. The system has been initiated, with the provision of technical assistance from CDIE, at the Mission level. This is consonant with its "bottom-up" approach.

Now, technical assistance will be extended to the Agency's Bureaus and Offices. Currently, discussions are underway between CDIE and R&D: C&A strongly urges R&D/N to be at the forefront of these endeavors. The impact PRISM will have on

the Agency's organizational planning and changes, and, in particular, the uncertainty of where nutrition will fall within this exercise, has important implications for R&D/N.

A general understanding of how PRISM works will provide a good overview of current changes taking place within A.I.D. and, equally as important, understanding the constraints Missions face when reducing programmatic objectives and to operate with reduced staffs. A review of any Mission's Action Plan indicates that strategic objectives are developed in creative ways to meet Agencywide criteria while at the same time responding to country needs. R&D/N must be equally creative in finding ways for its nutrition services to fit into Mission and Agencywide objectives.

A sense of the complexity and impact PRISM can have on nutrition and nutrition-related activities can be relayed through the four major PRISM themes: (a) quality of life; (b) economic growth; (c) the environment; and (d) the Democratic Initiative. The quality of life theme contains a number of clusters, including MCH/Child Survival, which in turn has a number of subclusters, one of which contains oral rehydration therapy, immunizations, and nutrition. The quality of life indicators for nutrition are based on three child development measures: (a) weight-for-age, (b) length-for-age, and (c) weight for height. The Missions have been directed to focus and concentrate in developing Action Plans that contain a very few strategic objectives and related program outcomes accompanied by indicators. By December of 1992, 55 Missions had generated a total of 187 strategic objectives, of which 50 fell under the quality of life theme. No Mission specified nutrition or nutrition-related activities as a strategic objective, and the one Mission that mentioned nutrition as a program outcome provided no measurement criteria and will probably have this item deleted. A total of four Missions -- all in Latin America -- cited nutrition-focused indices in regard to health-related strategic objectives and program outcomes.

Goal

Enhance awareness among R&D/N staff of ongoing A.I.D. organizational changes brought about by the PRISM exercise and the implications on nutrition activities.

Objectives

- Introduce R&D/N staff to the PRISM process in order to develop a general understanding of possible impacts on nutrition and A.I.D. organizational changes.

- Build the internal R&D/N foundation to implement the process needed for developing and re-defining R&D/N goals and objectives through PRISM.

How to Meet the Goals and Objectives

Appoint R&D/N Liaison Representative to CDIE:

The responsibilities of this assignment will be to continuously monitor CDIE information and actions (primarily through PRISM activity) that affect Agency reorganization and, therefore, the possible impacts on R&D/N. It could include assessment, analysis and recommendations for R&D/N action vis-à-vis CDIE actions, as well as formal reporting to R&D/N through internal memos, written reports and at regularly scheduled staff meetings.

Collaborate with CDIE:

- R&D/N should request CDIE to present a general overview of the PRISM system to R&D/N staff. C&A has confirmed CDIE's willingness to meet with some or all of R&D/N's staff for this purpose.
- R&D/N should embark upon a strategic planning exercise in order to re-define R&D/N goals and objectives. C&A has confirmed CDIE's willingness to work with the Office for this purpose. CDIE believes that to accomplish this it will require:
 - (a) three to four days of intensive staff time over a two-week period; this will include all-staff meetings to discuss Office strategic objectives, inputs and outputs;
 - (b) Meetings with both program management and administrative management staff; and
 - (c) A review and analysis of the current strategic plan and program activities.

Request R&D/N Staff Attend CDIE Spring 1993 Workshops:

CDIE reports it intends to have spring workshops for A.I.D./Washington staff on PRISM indicators and other issues related to performance evaluation. Further, CDIE is willing and believes it would be useful to conduct the above-referenced "general overview" meeting with R&D/N staff in preparation for these workshops.

3. RECOMMENDATION: STRENGTHEN FIELD PRESENCE

A key element for strengthening nutrition and nutrition-related activities in Missions is to develop a significant field presence. Recognizing such constraints as the uncertainty of A.I.D. reorganization planning, budget limitations, and reduction of Mission staffs continues is important; however, there are alternatives to strengthen a nutrition presence in the field. Person-to-person contact between R&D/N and field staff will develop the mechanisms essential for collaborating between R&D/N and Missions. At the same time, it is important to keep in mind that "field" presence also can be reflected through the communications process: the two are interrelated for reaching maximum benefit.

3.1 Strategy A: R&D/N Staff Travel

Goal

Develop collaborative mechanisms between R&D/N and Missions to more effectively include nutrition and nutrition-related activities in Mission program portfolios.

Objectives

- Assist regional and country Missions in identifying nutrition and nutrition-related needs and ways they can be incorporated into the existing project/program portfolio.
- Strengthen the capacity of regional and country Missions in developing multisectoral approaches for integrating nutrition and nutrition-related services. This includes activities in policy analysis, program design and evaluation, surveillance and monitoring, and training.
- Understand current regional and country Mission projects/programs and their effects on nutrition and related activities.

- Gain a better understanding of nutrition and nutrition-related "needs" as identified by regional and country Missions.
- Promote services offered through R&D/N centrally-funded projects and identify effective ways that centrally-funded projects could be used by regional and country Missions for integrating nutrition and nutrition-related activities into existing projects/programs.
- Build the foundation for supporting the "hub and spoke" concept (see Strategy B below), if this concept is determined to be feasible.

How to Meet the Goal and Objectives

Target Regional and Country Missions:

Attachment C gives a sample of regional and country Missions that R&D/N should target for initial visits by staff. These recommendations are preliminary. The collaborative efforts with CDIE, including the R&D/N strategic planning exercise, will play an important role in determining which Missions to target. Criteria for selection should be established. Some of the criteria used in Attachment C were Mission strategic objectives and/or current or planned projects that could serve as entry points for R&D/N centrally-funded projects; child survival emphasis countries; and specific requests for assistance contained in the responses to the questionnaire completed by Mission. However, a more rigorous set of criteria could be established during the period of collaboration with CDIE. Further, Washington Regional Bureau representatives should be included in discussions about travel to specific regional or country Missions. This process should help add clarification the Mission selection process. Just as important, it will include Regional Bureaus as key players for incorporating nutrition and nutrition-related activities in country or

regional program activities. C&A views this as crucial¹.

Make Travel Part of Staff Management Responsibilities:

C&A assumes that all R&D/N professional staff are fully conversant with the Office's centrally-funded project portfolio: In this way, staff members can most effectively represent R&D/N in Washington and the field.

C&A recommends that a commitment to field travel be shown through required management responsibilities. As few as one or two international trips each year per staff person is a reasonable commitment, especially when travel could be added to trips that are already planned, such as those emanating from specific Mission requests for assistance or to attend conferences. For example, the visit by R&D/N staff members to Arusha, Tanzania to attend the March 1993 ILSI Vitamin A Deficiency meeting provided an excellent opportunity to visit Missions in Tanzania, Uganda, and Kenya at very little extra cost. The opportunity to further promote the services offered by the VITAL and OMNI projects, not to mention other R&D/N centrally-funded projects, as well as to gain insight into Mission activities, would have been valuable.

It would seem that a way to ensure that travel is expected and required for promotion of R&D/N services is to make it a part of management responsibility, accountability, and performance evaluation.

3.2 Strategy B: Conduct a "Hub and Spoke" Organizational Structure Feasibility Assessment

R&D/N should position itself to respond to anticipated A.I.D. organizational changes. This long-term recommendation is driven by the suggestions made in a recent CDIE-sponsored

¹ For example, the Africa Region has stated its intention to increase central bureau projects in FY 94. Nearly half of their estimated \$31 million expenditure is for population and health; the remainder is for basic education, private sector assistance, and environment. Africa Bureau also states that it is already working closely with R&D Bureaus to find ways to more efficiently buy in to centrally-funded projects. A review of Asia shows that Missions declared central bureau project support of more than \$40 million. However, less than three percent was for non-population projects. The Asia Region considers the latter point to show a low-level of interest of non-population centrally-funded projects. Both examples indicate a need to work closely with Regional Bureaus to understand their operations and to encourage use of funds from central projects.

A.I.D. assessment, now under consideration, on the future role of the Missions.² This report assumes the inevitable decline of A.I.D.'s foreign presence in the future. It also makes a number of recommendations regarding how the Agency may retain its operational efficiency while reducing its overseas presence. A more limited presence abroad follows from the Agency's desire to improve its managerial efficiency and from the expectation that in the future A.I.D. will have less financial resources than in the past. The dictum "to do more with less" captures what the Agency's future is likely to be. Regardless of the shape future organizational changes take, it is certain there will be continuing reductions in Mission staff. R&D/N must position itself to fill the nutrition "vacuum" which will inevitably deepen without strong field presence.

According to the CDIE report, a reduced and/or more cost effective overseas presence could be achieved through a combination of several options:

- reducing the number of Missions abroad;
- downgrading the status of some Missions;
- reducing the number of A.I.D. officials in some Missions;
- consolidating the functions of several Missions into a single regional Mission; and
- staffing the Missions with less U.S. Direct Hires (USDH) while relying to a greater degree on Foreign Service Nationals (FSN).

The first two points made above would, in principle, be consistent with a R&D/N strategy in which the limited resources of the Office were to be targeted to a few priority countries. The CDIE report suggests that A.I.D. could realize many of the economies in question by ceasing operations or reducing its presence significantly in what they regard as "More Advanced Development Economies." These are economies in which, almost by definition, nutritional problems are less acute and should not therefore be priority countries for R&D/N. The third point would, of course, work to the detriment of R&D/N since it represents an added constraint to the availability of technical staff at the Missions.

² Agency for International Development (1992), Office of Evaluation, Center for Development Information and Evaluation, A.I.D.'s In-Country Presence: An Assessment, A.I.D. Program and Operations Assessment Report No. 3, Washington, D.C., October.

A long-term but viable alternative for the Agency to consider is provided by a combination of the last two points. This combined approach would dovetail with two CDIE recommendations. One of these recommendations is to expand the subregional Mission model to more developing country regions, while the second recommendation is for the Missions to minimize reliance on the more expensive USDHs while increasing the use of FSNs.

How might the "hub and spoke" model work for R&D/N? Following the concepts presented in CDIE's assessment, the FSN Nutrition Representatives would be entrusted with the day-to-day functions of information gathering and supervision of project monitoring and implementation, while the USDH Nutrition Advisors would be responsible for as needed in-country technical support, strategy formulation and policy dialogue, coordination with other donor agencies, and project design and analysis. FSN Nutrition Representatives would provide a permanent in-country presence well attuned to local realities, including national interests and priorities. As the resident A.I.D. presence, the FSN Nutrition Representatives would be well positioned to articulate Agency views and supervise Agency-funded projects. They would also be responsible for project-related matters having to do with contracting, evaluation, program budgeting, accounting and economic and legal analysis. The technically more sophisticated USDH Nutrition Advisors could occasionally visit the countries under his/her supervision and support the FSN Nutrition Representatives as needed. The USDH Nutrition Advisors should be given the authority to enter into the policy dialogue if they are expected to have success in promoting nutrition activities.

The proposed regional in-country presence structure would permit the Agency to maximize its resources by targeting priority regions and by multiplying several fold the deployment of personnel that could directly respond to the concerns of R&D/N.³ The Agency may wish to finance the presence of these officers in the field directly through central budget allocations, R&D/N direct arrangements with Missions, or through program or project activities tied to particular contracts. Some of the local costs associated with this strategy could be defrayed through P.L. 480 funding. If at least initially R&D/N were to underwrite the placement of the USDH Nutrition Advisors, the concept would be more

³ According to the CDIE report, it costs AID on the average \$133,000 to support a USDH abroad, as opposed to \$19,000 for a FSN. CDIE, *ibid.*, p. C-3. This means that a nutrition-priority region of six countries could be served by an in-country nutrition presence of seven nutrition officers for what it would cost to place two USDH Nutrition Advisors in only two countries.

appealing to Missions. As the strategy leads to increases in demand for nutrition projects, it is possible that over time Missions may decide to continue financing the proposed model with their own resources.

At this time, C&A believes that the regions and Missions that loom as potential targets for the "hub and spoke" model are Central America, REDSO/ESA and WCA, and South and East Asia⁴.

Goal

Determine the feasibility of assigning nutrition specialists to regions and Missions to ensure a strong field presence.

Objectives

- Collaborate with CDIE to monitor potential A.I.D. organizational changes that affect Mission country presence;
- Assess which regions and/or Missions may be affected by changes in A.I.D. organizational changes; and
- Identify regions and/or Missions where the "hub and spoke" model can be tested for replicability.

How to Meet the Goal and Objectives

- R&D/N should appoint at least one staff member to collaborate with CDIE (see Communications Recommendation; it is possible to appoint one staff person for both CDIE functions)
 - (a) Report at least monthly to the full staff (at a regularly scheduled staff meeting) the updated information on organizational changes affecting Missions;
 - (b) Meet with other A.I.D./Washington entities that may be impacting on changes;

⁴ According to the CDIE report, there is already evidence of expanded and shared services in certain regions. The REDSOs in Africa already share support services for certain disciplines and functions. The Africa Region also has implemented its Small Country Strategy where management responsibilities have been shifted from the field to A.I.D./Washington for seven countries. The East Asia Regional Mission in Bangkok now provides such services as project design, contracting, and financial management to A.I.D. Missions in the region. New Delhi is a considered a good possibility for another regional location in South Asia. Services may be shared in Central America through a Regional Mission in Costa Rica.

- (c) Assess impact of possible changes on Missions and/or Regions and the affect on nutrition and nutrition-related activities;
- (d) Assess funding mechanisms for the positions of USDH Nutrition Advisers and FSN Nutrition Representatives (A.I.D./Washington or Mission driven); and
- (e) Assess which regions and/or Missions would be acceptable to the USDH and FSN "hub and spoke" model.

4. RECOMMENDATION: CONDUCT A.I.D. Nutrition WORKSHOPS

C&A recommends that workshops similar to the ones held in the 1960s and 1970s be re-instituted. Initially, these workshops could be held in Washington; however, a long-term goal should be to conduct regional workshops. A.I.D. nutrition workshops could be accomplished along themes focused on the services offered through R&D/N centrally-funded projects, the [newly developed] R&D/N strategic plan, and, to the extent possible, reinforced by the Plan of Action established at the International Conference on Nutrition (ICN) in Rome, December 1992.

Goal

Promote an understanding among Mission and Washington Office and Bureau staff of how nutrition is a multisectoral endeavor that could fit into a wide range of programs and projects.

Objectives

- Show how the nutrition and nutrition-related services offered by R&D/N are interrelated with a wide range of sectors;
- Define how R&D/N's centrally-funded projects are consistent with Agency and Mission goals and objectives, as well as those set in the international community through the ICN;

- Offer "how-to" approaches for incorporating nutrition activities into multisectoral programs and projects; and
- Describe up-to-date nutrition research activities that are relevant to multisectoral program and project development.

How to Meet the Goal and Objectives

Table 1 is a simple logical framework describing the workshops. C&A suggests a pre-planning phase of approximately six months; in the following period at least two workshops should be held in Washington, D.C.

A menu of five themes could be developed. All the themes could be included in one workshop, or two or three themes could be selected for a workshop depending on the targeted audience needs. The suggested themes given below are related to specific services offered through R&D/N centrally-funded projects, as well as being consistent with the ICN guidelines for combatting hunger and malnutrition globally.

- (a) Ending Hidden Hunger: Micronutrient Deficiencies;
- (b) Nutrition Communications: Promoting Healthy Behaviors;
- (c) Vulnerable Populations: Women, Children and Infants;
- (d) Food Security: Access, Availability, Utilization; and
- (e) Multisectoral Nutrition: Developing Policies and Programs.

A description of the workshop development process is presented in Attachment D, followed by a sample workshop agenda for the theme of "Ending Hidden Hunger".

5. SUGGESTED OPERATIONAL PLAN

Table 2 is a suggested timeframe for implementing the recommendations discussed in this report.

TABLE 1: NUTRITION WORKSHOP LOGICAL FRAMEWORK

Narrative Summary	Verifiable Indicators	Means of Verification (Data Sources)	Assumptions	R&D/N Outputs
<p>Goal: Promote the understanding of the role nutrition plays in multisectoral programs and projects.</p>	<p>Increased awareness of R&D/N services available through its centrally-funded projects.</p> <p>Increased awareness by R&D/N of regional and Mission programs and needs.</p>	<p>1. Increased number of requests for R&D/N services and general nutrition information.</p> <p>2. Requests to R&D/N from Regional or R&D/N Bureaus to "host" workshops (in Washington or the field).</p>	<p>1. R&D/N goals and objectives have been modified based on assistance from CDIE.</p> <p>2. R&D/N commitment to human resources to develop and implement workshops.</p> <p>3. R&D/N financial commitment to conducting workshops.</p>	<p>1. Human and financial resources to develop and implement workshops.</p> <p>2. Develop workshop themes and calendar.</p> <p>3. Identify possible participants from A.I.D. field and Washington offices and bureaus and non-agency participants.</p>
<p>Objective: Strengthen the ability of Missions and Regional Bureaus to provide nutrition and nutrition-related services to host country governments.</p>	<p>Host country guidelines/directives that include nutrition elements.</p> <p>Region and Mission directives to include nutrition services in their country project/program portfolio.</p>	<p>1. Increased host country requests for nutrition services (direct, as well as through NGOs or PVOs)</p> <p>2. Increased nutrition activity shown through Mission Work Plans and budgets.</p>	<p>1. Selected Missions have participated in at least one in-service workshop.</p> <p>2. Follow-up to Mission requests for assistance will be responded to in a timely and effective manner.</p>	<p>1. Conduct in-service workshops</p> <p>2. Disseminate workshop proceedings to participants</p> <p>3. Disseminate relevant information gained from the workshop to selected Missions, Bureaus and Offices that were not participants.</p>

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Table 2: Suggested Operational Plan (May 1, 1993 – November 1994)

RECOMMENDATION/TASKS	MONTH																	
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18
1. Enhance Communications Processes																		
1.1 Conduct Situational Analysis (for inter and intra-Office communications processes)																		
1.1.1 Project Management Assessment	■																	
1.1.2 Office Management Assessment	■																	
1.1.3 Review/analyze assessments	■																	
1.1.4 Select proposed changes to communications processes	■	■																
1.1.5 Test proposed changes and continuously review		■	■	■	■	■	■											
1.1.6 Establish communications processes							■											
1.2 Gain awareness of A.I.D. Organizational Changes																		
1.2.1 Assign R&D/N staff member to act as CDIE liaison representative	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
1.2.2 Set-up CDIE meeting for general PRISM overview	■																	
1.2.3 Send R&D/N Staff to CDIE spring workshops	■	■																
1.2.4 Develop strategic plan with CDIE assistance	■																	
1.2.5 Incorporate goals and objectives established in 1.2.4 into overall communications process		■	■	■	■	■												
2. Strengthen Field Presence																		
2.1 Staff Travel																		
2.1.1 Target regional and country Missions - Establish Mission selection criteria - Review Mission Action Plans - Meet/discuss with Regional Bureaus and other Bureaus and Offices as appropriate		■	■	■														
2.1.2 Assess funding methods to support travel (include near future scheduled travel for staff to which "add-ons" could be made)		■	■	■														
2.1.3 Incorporate travel into staff management responsibilities		■	■	■														
2.1.4 Select and schedule travel to targeted Missions					■													
2.1.5 Begin staff travel						■	■	■	■	■	■	■	■	■	■	■	■	■
2.2 Conduct "hub and spoke" feasibility assessment																		
2.2.1 Appoint staff person to oversee assessment					■													
2.2.2 Meet with CDIE and other A.I.D. Washington Bureaus and Offices that have impact on organizational development					■	■	■	■	■	■	■							
2.2.3 Continuously monitor and report to R&D/N - Assess funding mechanisms - Assess regional and country Missions that may be willing to adopt the "hub and spoke" model					■	■	■	■	■	■	■	■	■	■	■	■	■	■
2.2.4 Make recommendations; prepare assessment report											■	■	■					
3. Conduct A.I.D. Nutrition Workshops																		
3.1 Workshop Development Planning - Develop goals and objectives; identify resources/needs - Make final selection for workshop location and resources needed - Organize workshop materials and timetables					■	■	■	■	■	■	■	■	■	■	■	■	■	■
3.2 Conduct first workshop in Washington, D.C.											■	■	■	■	■	■	■	■
3.3 Workshop follow-up; monitor feedback											■	■	■	■	■	■	■	■
3.4 Begin planning for second workshop													■	■	■	■	■	■
3.5 Conduct second workshop																■	■	■
3.6 Workshop follow-up; monitor feedback																■	■	■
3.7 Assess feasibility for conducting Regional workshop												■	■	■	■	■	■	■

KEY: ■ = Action Period
 ■ = Continuous Activity

ATTACHMENT A

ATTACHMENT A

Nutrition Support Activity
Contract No. DAN-5110-C-00-1025-00

USAID/Washington and Field Staff
Interviews October 21, 1992 - January 25, 1993

1. Policy

1.1 CDIE

- Gerald Britan, Ph.D., Chief, Systems Design And Support Office of Evaluation
- Jonathan Conly, Chief, Program And Operational Assessments, Office of Evaluation
- Robert Schmeding, Leader of DOA Social Services Working Group
- Richard Martin, CDIE/POA/E Working Group On Social Services
- Karen Horsch, CDIE/SDS/E
- Donald McClelland, Leader, Agricultural Development Working Group/CDIE/POA/E
- Sandra Roland, CDIE/SDS/E
- Annette Binnendijk, Director, Office of Evaluation

1.2 Other Policy

- Kathy Blakeslee, Senior Policy Advisory Family And Development Initiative/R&D/AA
- Melanie Marlette, Ph.D.; Social Policy Advisor, Policy Directocate
- Monique Cohen, Ph.D.; Coordinator, Family And Development Initiative/R&D/AA
- Carolyn Weiskirch, Food Aid Policy, PAR
- Dottie Rayburn, Bureau of Legislative Affairs, Congressional Liaison Office

2. Operations and Finance and Administration

2.1 Bureaus

- Africa: Hope Sukin, Health & Human Resources, ARTS
- Asia:
 - Roger Bloom, Agriculture
 - Kerri-Ann Jones, Office of Development Resources (telephone only)
- LAC: Karen Nurick, Office of Development Resources, HPN Division
- Near East: Vivikka Molldrem, Planning and Budget Office

- **Research & Development:**

- Ronald Grosz, Program Analyst/Information and Outreach Specialist and former WID staff
- **Agriculture:** Hans Petersen, Director
- **Health:** Ann Van Dusen, Director and Mary Ann Anderson
- **Population:** Virginia Sewell, Chief, Family Planning Services
- **Education:** Francis Method, Deputy Director
- **Environment:** Dan Deely (telephone interview only)
- **Nutrition:** Staff (group interview)

- **Bureau for Food and Humanitarian Assistance**

- Thomas Marchione, Evaluation Officer/Nutrition Advisor, Office of Program, Planning and Evaluation

3. AID Contractors

- Bibi Essama, Co-Director, WIN Project (EDC)
- Robert Pratt, Director, VITAL Project (ISTI)
- Charles Teller, Ph.D., Director, Food & Nutrition Division, The Pragma Corporation
- Margaret B. Parlato, Director and Claudia Fishman, Deputy Director Nutrition Communications Project (AED)

4. AID Missions

- **Africa Region**
 - Mali
 - Niger
- **Latin America and Caribbean**
 - Bolivia
 - Guatemala
 - Jamaica
- **Asia Region**
 - Bangladesh
 - India
 - Indonesia
 - Nepal

ATTACHMENT B

ATTACHMENT B

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- HONDURAS: FY 1992 - FY 1996 Country Development Strategy Statement. May 1991.
- INDIA Strategic Framework (FY 1992-2000). March 1992.
- LATIN AMERICA AND THE CARIBBEAN FY 92-93. June 1991.
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- MALI: Action Plan FY 1990-1991, (no date), PD-ABC-828
- NEPAL: Action Plan FY 1987-90, February 1988. PD-AAX-329 [Note: This is the most recent in AID Document Center and later than the one found in R&D/N.]
- TANZANIA: Country Program Strategy Program (FY 1992-97). June 1992

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- ZIMBABWE: Objectives Presented to Congress FY 92. (no date)

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- Schimpp, M., "A.I.D. and Democratic Development: A Synthesis of Literature and Experience," POL/CDIE/DI, Washington, D.C., May 1992.
- Segal, J.M., "Goals and Concepts in A.I.D.'s Democratic Initiatives," Academy for Educational Development under an IQC contract, Washington, D.C., March 1991.
- A.I.D. Development Policy Determination, Definition of Food Security, PD-19 and PN-AAV-468, April 1992.

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- Center for Development Information and Evaluation: A.I.D.'s In-Country Presence: An Assessment, A.I.D. Program and Operations Assessment Report No. 3, October 1992.
- Agency-wide memo from The Administrator. "Implementing a Program Performance Information System for Strategic Management". June 10, 1991
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- A.I.D. Impact Evaluation Report No. 73, Child Survival Programs in Egypt, no date, PN-AAX-235

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- Summary of USAID Funding for Child Survival FY 1985-FY 1992, Standard Report No. 1-91. September 1991.
- Summary of USAID Funding for Health Including Child Survival and AIDS FY 1985-FY 1992. Standard Report No. 2-91. September 1991.

References related to A.I.D. Offices, Bureaus, and Regions

- R&D/Education: Promoting Child Quality: Issues, Trends and Strategies, prepared by B. Levinger under the Social Sector Policy Analysis Project, Academy for Educational Development, September 1992.
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 - Gender Relevant Findings: Synthesis Report, Bureau for Research and Development, WID Action Group, June 1992
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 - East and Southern Africa: Developing a Regional Nutrition Strategy for East and Southern Africa: Strategic Elements and Practical Opportunities for A.I.D., Prepared by Teller, et al. under an IQC contract, The Pragma Corporation, Falls Church, Virginia, September 1991.

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- The Women and Infant Nutrition Support (WINS) Project
- WELLSTAR: Lactation Management Education Program
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- ROCAP: FY 1993 (6/91)
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ATTACHMENT C

ATTACHMENT C

Suggested Targeted Missions for Staff Travel

AFRICA REGION:

REDSO/ESA: Nairobi, Kenya

Is developing a regional nutrition strategy - see "Developing a Regional Nutritional Strategy for East and Southern Africa: Strategic Elements and Practical Opportunities for A.I.D.", The Pragma Corporation, September 1991. Specific country Mission travel should be to:

- Uganda (Note: Mission did not respond to the questionnaire.) Two Mission strategic objectives, as well as current projects, could serve as entry points for several R&D/N centrally-funded projects. **Objectives:** The targets outlined for the objective, "Increase rural men and women's income from agricultural products" tie in to many of the FTE objectives. Agricultural policy development will receive particular attention from the Mission. The objective, "Stabilize the Health Status", has targets related to HIV transmission, contraception, and child survival. HIV/AIDS activities will receive the most attention; however, current health sector activities, coupled with child health data, offer entry point opportunities: A.I.D. jointly funds a child health and development center at Mulago Hospital that focuses on ARI and malnutrition; Wellstart has an existing project and plans have been made to establish a Lactation Management Education Center at Mulago Hospital; the MotherCare project has conducted a country-wide breastfeeding analysis. Health data shows that 45% of children are stunted or chronically undernourished (there are an increasing number of orphans; the GOU has a specific program designed to address their needs, which includes nutrition as a major component). Vitamin A deficiency in children has been noted since 1964; there has been recent VITAL activity targeted toward developing a national Vitamin A policy. Because more than half of A.I.D. funds go to the private sector, consideration might be given to finding ways to promote nutrition services through NGOs, PVOs and others. Finally, it should be noted that Uganda is one of the few Missions with a HPN officer.

REDSO/WCA: Abidjan, Ivory Coast

C&A review of available literature did not indicate the development of a regional nutrition strategy; however, through The World Bank's initiative Nigeria is underway in designing a nutrition national program and developing nutrition policy (see discussion below). Conceivably, similar activities may be underway in other countries. The following countries are samples of near future Mission travel. It should also be noted that each of these countries is a Category 1 Vitamin A deficiency country (i.e., significant public health problem) and, therefore, suggests varied entry points for R&D/N centrally-funded projects.

- Mali (Note: Suggestion provided by Mission in response to questionnaire.) To provide technical assistance to the Food and Nutrition Action Program (currently under design); to assess the request for financial support for the completion of the National Nutrition Action Plan.
- Niger (Note: Suggestion provided by Mission in response to questionnaire.) To provide technical assistance for addressing micronutrient deficiencies: research and simple diagnostic field methods.
- Nigeria (Note: Mission did not respond to the questionnaire.) Nigeria is a child survival emphasis country and specifically has health and population development strategies where nutrition services can easily be incorporated. The Nigeria Combatting Childhood Communicable Diseases project has a specific objective to stimulate activities in nutrition; there are other cross-cutting project objectives where nutrition activities could be incorporated. A 1991 evaluation of AFRICARE's child survival project showed a significant reduction in malnutrition in children under three; the Government has asked AFRICARE to replicate its program in other parts of the country. Vitamin A deficiencies have been noted by the Ministry of Health (MOH) since 1968; VITAL intends to assist the MOH in conducting a micronutrient deficiency prevalence assessment in 4/93. WIN has provided short-term technical assistance in the past.

ASIA REGION

EAST ASIA REGIONAL MISSION: Bangkok, Thailand

It is anticipated that all Asia Missions will be using PRISM by FY 94; also, one of Asia's strategic objectives is "improving individual well-being". East Asia reports that much of its efforts will be focused in private sector development since that addresses the need of the region; hence, there is an anticipated decline in addressing basic human needs. It is intended that the "well-being" objective will be met through private sector development. This could be a possible entry point for promoting FTE and OMNI; later, other centrally-funded projects could be encouraged into the region's portfolio. Three East Asia countries (Indonesia, Philippines and Thailand are involved with VITAL activities (Indonesia). Other trips to East Asia countries may be appropriate after discussions with the Regional Mission.

SOUTH ASIA COUNTRIES:

Five of Asia's seven low-income countries are located in South Asia. Of these four (Bangladesh, India, Nepal, Sri Lanka) are involved with VITAL activities. Specific country Mission travel to:

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→ Bangladesh

Ongoing Vitamin A project being implemented by Helen Keller International; includes nutrition education efforts; Food Policy Project: formulating policies; Title III food aid program and other food security projects -- last three possible in-road or foundation for OMNI activity. Two country strategic objectives have relevance to R&D/N: (1) increased private sector investment in agricultural production, processing and marketing; (2) increased access to family planning and health services.

→ Nepal

Ongoing Nutrition Intervention Project II is being implemented by Johns Hopkins; Vitamin A project is planned; other centrally-funded projects being conducted (WIN). One country strategic objective has relevance to R&D/N: Increased use of family planning, child survival and malaria control services.

LATIN AMERICA AND CARIBBEAN REGION:

The regional objectives focus on sustainable economic growth and supporting democratic initiatives. The Enterprise for the Americas Initiative (EAI) launched in 1990 has been the thrust behind these objectives. Nonetheless, through Development Assistance funds, many nutrition entry points can be identified. Two of five priority areas are found in child survival and population activities. P.L. 480 programs also represent a large portion of funding for the region's development objectives. Food security and reaching nutritionally vulnerable groups are the two areas emphasized.

→ *ROCAP: Guatemala*

As stated earlier, Central America will likely face program and staff reductions. It is considered a good geographic area for sharing A.I.D. services (e.g., accounting, project design, management), and the possibility exists that a Regional Mission be established in Costa Rica. Keeping in mind that emphasis is placed on economic growth and democratic support, a site visit to ROCAP would be useful in order to take advantage of in-roads already made in nutrition and nutrition-related activities. For example, three of the six Central America countries (El Salvador, Guatemala, Honduras) have health efforts underway that include Vitamin A or other health-related components and have received technical assistance from R&D/N centrally-funded projects such as WIN and Project IMPACT. Specifically, Honduras and Guatemala have programs that focus on family or "sustainable" health. Guatemala, in particular, has a Mission Objective of "smaller, healthier families" and also made a specific request (which could be expanded regionally) to conduct an assessment of nutrition/health activities in P.L. 480 programs.

→ *RDO/Caribbean: Barbados*

Regional program objectives are related to increased trade and natural resource management. However, within these objectives are areas for potential FTE activity through a specifically identified program output: the development of environmentally sound agricultural products and practices. Specific regional health activities include AIDS, drug awareness and health care policy planning and management. The latter activity is just underway with the release of the RFP in February 1993. Although, it may be late in the process, possible activities could be explored under Project IMPACT since it appears that food and nutrition monitoring activities are not specifically reflected in the project's planning and management scope. Specific country Mission travel to:

→ *Dominican Republic and Haiti:*

Both countries are child survival emphasis countries; health statistics show some of the world's high child morbidity and mortality rates. Although since 1991 Haiti's political turmoil has halted its child survival and family planning activities, the Mission believes these activities will restart when democratic rule is restored. Haiti's FY 1993 program focus included agricultural market linkages and sustainable health care systems, two areas where FTE, WIN and Project IMPACT may find entry points. Finally, both countries have had activities in VITAL, WIN, and P.L. 480 programs.

→ *South America*

A.I.D. activity in South American has been focused on strengthening economic growth that moves from dependence on the cocaine economy. The thrust of these efforts has been through the Andean Counterdrug Initiative and the Andean Trade Initiative (together with the EAI) to stimulate non-drug economies and liberalize trade among the South American countries. Although Mission strategic objectives "focus and concentrate" in these areas, a review of Mission-specific activities reveal several possible entry points for R&D/N services. Bolivia is the only country selected for this sample; however, Peru and Ecuador may offer further possibilities. Both are child survival emphasis countries and have had R&D/N centrally-funded project activity.

- *Bolivia:*

The strategic objective, "Improve Family Health" being carried out under the Community and Child Health Project includes funding for the development of a national diarrheal disease control program. Another project is the Reproductive Health Services Project which seeks increase access to health care services, conceivably an entry point for some maternal and child health nutrition services. Both projects are being managed by the Mission. It is reported that the Government has recently allocated more funding for preventive health care services and coordinating social policy: these could provide the

opportunity for R&D/N to collaborate with the Mission to be at the forefront for incorporating nutrition activities into future projects. A Vitamin A planning strategy is underway, and the VITAL project is providing grants to local PVOs. There is also considerable P.L. 480 activity in which health, population and child survival services are being conducted. Two health indicators, alone, show nutrition services need: 60% of children under age five are stunted; low birth weight, 12%. Finally, all of the Mission's health sector implementation strategies (health policy development, institutional strengthening, improved health knowledge, attitudes and practices, and development of community based infrastructures) are excellent entry points for several R&D/N centrally-funded projects. The Mission's Alternative Development Program and its trade and investment strategic objective offer entry points for several R&D/N centrally-funded projects. Some possibilities are through FTE to market foods for export and domestic consumption. The production of local crops might also require evaluation of nutrition content (Project IMPACT) in order to maximize the nutrition impact and acceptability of alternative food crops (Nutrition Communications Project).

NEAR EAST REGION

The Near East Region priority areas are private sector development and business partnership, family and development, governance and political development, and environment and natural resources. Among the country Missions, Egypt, Morocco, Jordan, Yemen and the West Bank/Gaza have participated in PRISM activities -- Egypt is the most advanced among these. The region views the peace process as offering the most promise for promoting growth in the area. The majority of funding is through the Economic Support Fund (most of \$2 billion is allocated to Egypt and Israel). The Development Assistance Fund and P.L. 480 provide, combined, approximately \$60 million. Family well-being, which includes child survival and family planning activities, remains an important Near East focus. However, the region's focus on agribusiness offers many possible entry points, especially for the FTE or IMPACT projects. C&A recommends targeting countries in this region after the completion of its CDIE collaborative exercise. A major difficulty cited for this region is the ability to manage a greater portfolio of programs than it already has. Egypt specifically stated in the response to this study's questionnaire that the PRISM exercise has made it difficult to identify nutrition indicators. The CDIE collaboration should be particularly useful in clarifying some of these issues.

ATTACHMENT D

ATTACHMENT D

Description of Workshop Development Process

Step 1: Workshop Development Planning

1.1 What to be considered first?

- What should the general goals and objectives be?
- Who should the targeted participants be? Why?
- How much should the workshops prepare participants for understanding better R&D/N services, how to access them, how to use them? (For field staff especially: How to incorporate them into existing programs/projects?)
- Who should be involved with these pre-planning decisions?

1.2 Resources and Needs

- R&D/N human and material resources available for developing workshops.
- Organizing and conducting workshops. This should include:
 - Plans/procedures for implementing Washington and regional workshops (to include an information needs assessment from Washington Regional Bureaus and selected Missions; gather information on whether other R&D or Regional Bureaus conduct similar workshops)
 - Ways to evaluate the effectiveness of workshops (both process and program evaluations)
 - Ways to monitor, follow-up and support post-workshop comments/requests
 - Management plan: ways to ensure the efficient and timely use of human and financial resources -- who will do what?)
- Funding sources: From where can funds be appropriated to conduct workshops; how long will the appropriations process take?)
- Locations (to include: determining whether there any nutrition or A.I.D. conferences to which a one-day R&D/N workshop could be added; soliciting Mission or Regional Office support to conduct a workshop in at least one region in Year 1)

- **Participants:** Who should participate? How many? Mission or Region willingness to send someone from the field (or to permit them to add on days to Home or R&R Leave)?

1.3 Re-examine Goals and Objectives and Make Final Selection of Workshop Locations

- Based on information gathered and analyzed in Step 1.2.2, determine how workshops can best be designed to meet their goals and objectives, how can workshops be adapted to meet particular identified needs; and select workshop site.

1.4 Organizing Workshop Materials and Timetables

- **Workshop content and materials:** which themes, time for each theme; methods (e.g., lecture, plenary sessions, panel; group discussions to share "lessons" learned); audio-visual, visuals, handouts; how to get participants actively involved?
- **Timetable:** How to arrange content in order of priority; what time of day to be presented; how to keep the schedule on time, yet flexible, etc.
- **Administrative tasks:** Preparations may need to be made for participant transportation and accommodations; inspection of workshop site to ensure appropriate furnishings and supplies are available (and a back-up plan if they are not ready), ensure that all workshop materials are ready and delivered to the site, ensure a method for recording (audio and/or audio and by-hand) the content of the workshop, etc.

Step 2: Conduct the Workshop

2.1 Be prepared to be flexible: Make room for new ideas, learning opportunities; or needs and problems as they arise.

2.2 Prepare a content and workshop evaluation for each element; conduct the evaluation at the end of each day.

Step 3: Follow-Up and Feedback

3.1 Analyze the evaluations to:

- Apply comments to possible content change for following workshops
- Determine ways to provide continuous post-workshop support

3.2 Record and disseminate the workshop proceedings to participants.

3.3 Respond to post-workshop requests/comments in a timely manner.

NOTE: Participants and Presenters

Depending on the content of an in-service workshop, targeted participants could include field regional and country Mission staff, Washington Bureau and Office staff, R&D/N contractors and non-Agency representatives whose own nutrition activities overlap with those of R&D/N. Should the workshops expand into regions, participants should include field staff counterparts.

Presenters whose technical expertise is appropriate to workshop content should be invited to share their experience and expertise. Heavy reliance will be placed on R&D/N staff and contractors who hold responsibility for managing and implementing centrally-funded projects to garner the expertise required either within or outside A.I.D. In addition, for both Washington and regional workshops, inviting appropriate presenters from other donor agencies to talk about their work will be useful, although not always crucial, information for participants. Also, in an informal way this approach can keep other donor agencies up to date on A.I.D. nutrition activities.

Identifying specific participants can only take place after further information has been gathered and assessed during the planning phase. It will be important to get Mission feedback during this phase.

Sample Workshop Agenda

Theme: Ending Hidden Hunger

Possible Participants: At least one Mission staff from each region involved with nutrition activities

HPN Regional Bureau Representative (from each Region)

R&D Bureaus: Agriculture, Health, Education, WID

R&D Contractors: ISTI, OMNI (if contract has been awarded at time of workshop), AED

Non-Agency Representatives: The World Bank, ILSI, other Washington-based, as appropriate

Day 1: A.M.

1. Introduction:

- Purpose and Format of the Workshop
- Audio-visual: UN/WHO's "Ending Hidden Hunger"
- R&D/N: Policy Linkage - to USAID; to Missions (vis-à-vis R&D/N goals and objectives, PRISM, multisectoral approach, etc.); to the international nutrition community (ICN)
- R&D/N: Project Linkage - OMNI, Vitamin A, Nutrition Communications

2. Overview of Recent Developments on the Relationships Between Micronutrient Deficiencies and . . .

Nutrition: Loss of productivity (labor force, school performance; micronutrient deficiency diseases, etc).

Communications: Information sharing on projects (A.I.D. or others) that show, for example, the impact of a media campaign on changes in diet and lifestyle.

Agriculture: Research activities in food technology: fortification, supplementation; breeding for higher yields (also give examples of pilot tests; "lessons learned"). On Food Availability: agricultural policies and marketing.

Vulnerable
Populations:

The importance of addressing specifically the dietary needs of women, children and young adults.

3. Overview of what A.I.D. and Other Agencies are Doing to address Micronutrient Deficiency

Day 1: P.M.

4. Roundtables:

For each of the subjects presented in 2; each roundtable will be led by a technical expert in each of the subjects. This will provide the opportunity for active participation and acquiring in-depth knowledge about the subject matters.

5. A.I.D. Resources to Support Micronutrient Deficiencies

- 5.1 Detailed presentation on the Vitamin A and OMNI Projects: How they work; how you can make them work for you?

- 5.2 Presentation on other R&D/N projects that could be used for developing or enhancing micronutrient programs/projects (e.g., Nutrition Communications; FTE; IMPACT)

- 5.3 Case Study:

- Success of a stand-alone micronutrient project (e.g., one selection from the array of Vitamin A projects)
- Creative incorporation of a micronutrient component into a project (e.g., developing private enterprise in the production of iodized salt)

6. Closing

- 6.1 Go-Around:

How can R&D/N be more responsive to the micronutrient deficiency needs you face?