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**FINAL EVALUATION  
NUTRITION EDUCATION  
AND  
SOCIAL MARKETING  
FIELD SUPPORT PROJECT  
(936-5113)**

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## LIST OF ACRONYMS

<b>A/AID</b>	Office of the Administrator
<b>AED</b>	Academy for Educational Development
<b>AFR</b>	Bureau for Africa, USAID (/HR: Human Resources)
<b>ANE</b>	Bureau for Asia and the Near East, USAID (former designation)
<b>APHA</b>	American Public Health Association
<b>ARI</b>	Acute Respiratory Infection
<b>ASIA/DR/TR</b>	Bureau for Asia, USAID (/DR/TR: Office of Development Resources, Technical Resources Division)
<b>CAII</b>	Creative Associates International, Inc.
<b>CCA-ONG</b>	Comité de Coordination des actions des ONG au Mali
<b>CERCOM</b>	Center for Communication Studies and Research (University of Abidjan, Côte d'Ivoire)
<b>CNIECS</b>	Centre National d'Information, Education, et de Communication pour la Santé; Health Communications Center (Mali)
<b>CRS</b>	Catholic Relief Services
<b>CTO</b>	Cognizant Technical Officer
<b>EPI</b>	Expanded Program on Immunization
<b>FAM</b>	Food Aid Management
<b>FA/OP/A/HRN</b>	Bureau of Finance and Administration, USAID (/OP/A/HRN: Office of Procurement, Contracts Division; Health, Research and Nutrition Branch)
<b>FIDEXO</b>	Fiduciaire d'Expertise Comptable et de Contrôle de Gestion
<b>FHA</b>	Bureau for Food and Humanitarian Assistance, USAID
<b>FHA/PVC</b>	Bureau for Food and Humanitarian Assistance, USAID (/PVC: Office of Private and Voluntary Cooperation; /FFP/DP: Office of Food for Peace, Development Program Division; /PPE: Office of Program, Planning and Evaluation)
<b>GDO</b>	General Development Officer
<b>HEALTHCOM</b>	Communication for Child Survival Project

<b>HKI</b>	Helen Keller International
<b>HPN</b>	Health, Population, and Nutrition
<b>IDRC</b>	International Development Research Centre (Canada)
<b>IEC</b>	Information, Education and Communication
<b>INCAP</b>	Institute for Nutrition for Central America and Panama
<b>INCS</b>	International Nutrition for Communication Services
<b>INPF</b>	International Nutrition Planners' Forum
<b>JHU</b>	Johns Hopkins University
<b>KAP</b>	Knowledge, Attitudes and Practices
<b>LAC</b>	Bureau for Latin America and the Caribbean, USAID
<b>LOE</b>	Level of Effort
<b>MOA</b>	Ministry of Agriculture
<b>MOE</b>	Ministry of Education
<b>MOH</b>	Ministry of Health
<b>NCIH</b>	National Council on International Health
<b>NCP</b>	Nutrition Education and Social Marketing Field Support Project (commonly referred to as the Nutrition Communication Project)
<b>NGO</b>	Non-Governmental Organization
<b>NIS</b>	Newly Independent States
<b>OAR</b>	Office of the USAID Representative
<b>OMNI</b>	Opportunities for Micronutrient Interventions
<b>ORT</b>	Oral Rehydration Therapy
<b>PAHO</b>	Pan American Health Organization
<b>PAMM</b>	Program Against Micronutrient Malnutrition
<b>PCI</b>	Project Concern International
<b>PRITECH</b>	Technology for Primary Health Care Project (R&D/H, USAID)
<b>PROCOSI</b>	Programma de Coordinación en Supervivencia Infantil
<b>PVO</b>	Private Voluntary Organization

<b>RA</b>	Resident Advisor
<b>R&amp;D</b>	Bureau for Research and Development, USAID (/N: Office of Nutrition; /H: Office of Health; /ED: Office of Education)
<b>RENA</b>	Nutrition Education Network for Africa
<b>ROCAP</b>	Regional Office for Central American Programs (USAID)
<b>SCN</b>	Subcommittee on Nutrition (Administrative Committee on Coordination, United Nations)
<b>TA</b>	Technical Assistance
<b>TAACS</b>	Technical Advisors in AIDS and Child Survival
<b>TOT</b>	Training of Trainers
<b>UNICEF</b>	United Nations Children's Emergency Fund
<b>USAID</b>	United States Agency for International Development (/W: Washington)
<b>VITAL</b>	Vitamin A Field Support Project (R&D/N, USAID)
<b>WT/HT</b>	Weight/Height
<b>WHO</b>	World Health Organization
<b>WIN</b>	Women's and Infants' Nutrition Project (R&D/N, USAID)

## EXECUTIVE SUMMARY

On September 30, 1987, USAID/Washington awarded the Academy for Educational Development (AED) a contract to implement the Office of Nutrition's newly designed Nutrition Education and Social Marketing Field Support Project, more commonly known as the Nutrition Communications Project (NCP). The main purpose of the NCP is to assist USAID Missions, host country institutions, private voluntary organizations (PVOs) and non-governmental organizations (NGOs) to increase their capability to assess, design, implement and evaluate nutrition education programs. Based upon Mission responses during the project's design, it was decided that NCP would place priority on the areas of growth monitoring, breastfeeding, weaning practices, nutrition in infectious diseases (especially diarrhea), vitamin A, maternal nutrition and nutrition education in primary schools. The project, which was originally planned for five years, has been extended twice and now has a completion date of March 31, 1995. NCP is a centrally funded project with a buy-in component. Expected total funding will be ten million dollars, approximately one half of which will be comprised of buy-in funds.

The project has three main goals:

- perform assessments of nutrition information and education needs in support of nutrition interventions in the targeted areas cited above;
- develop nutrition communications strategies and programs and design, disseminate and evaluate nutrition information messages by various formal and informal means, using established as well as innovative methods and channels; and
- upgrade the technical skills of developing country personnel in the methodology of social marketing, communications and education as applied to nutritional needs in developing countries; the project also includes nutrition-oriented curricula development for schools of agriculture, primary schools and teacher training institutions, among others.

Parts I and II of this report provide the project's background (Introduction) and the terms of reference for this final project evaluation (Evaluation Plan and Methodology). Part III briefly describes the chronology of events since the 1990 midterm evaluation and concludes that NCP's current focus remains on field implementation in four countries: Mali, Burkina Faso, Niger and Honduras; on strengthening the capacity of regional institutions and PVOs in nutrition social marketing; and in exploring ways for government and local agencies to better support interpersonal and community-based communications.

Part IV presents the major findings, including an assessment of the degree to which NCP has achieved its goals and purpose, its proposed end of project status and its proposed outputs. In general, the evaluators found that NCP has done a good job in meeting the logical framework objectives and concludes that where the project has fallen short is quite likely more a function of unrealistic assumptions at the time of project design than faulty

implementation. This section also summarizes the status of the twelve recommendations contained in the 1990 midterm evaluation and finds that they have been conscientiously acted upon, especially the major issues concerning the need for NCP to consolidate and concentrate its efforts, to undertake more innovative community based interventions, and to intensify its efforts to develop sustainability of nutrition communications activities in the project countries and regional training centers after the project ends.

Part V discusses the project's overall effectiveness and efficiency. It concludes that NCP is doing well in nearly all areas. It has developed effective collaboration with many PVOs, USAID Missions and other donors. NCP is beginning to have impact as indicated from research results in country projects, but the data are preliminary and it will be necessary to await summative research results which should be available by project's end. The evaluators indicate that while there is ample evidence to warrant continuing the NCP, the future will require creative strategies and modalities for undertaking interventions. For example, future project activities might link more closely with other nutrition related projects and activities including the P.L. 480 Title II and III programs, the FHA Child Survival grant program, as well as other R&D/N projects.

The last section of the report, Part VI, contains conclusions and recommendations, the highlights of which follow.

## **A. Conclusions**

Project Process. In terms of the management and implementation of the NCP, this evaluation found that:

- the "mix" of communications strategies addressed the fact that a successful IEC program requires message delivery at all levels, from the mass media to interpersonal exchange;
- the project successfully collaborated with host country counterpart institutions, PVOs/NGOs, and other donor institutions, and responded to field requests in a timely manner;
- for the most part, project counterparts were satisfied with the technical assistance provided by NCP; and
- project monitoring and evaluation strategies were thorough and resulted in a dynamic and flexible communications strategy.

Project Impact. Regarding the achievement of the project's original goals, purpose and outputs, this evaluation concludes that:

- the project will quite likely have accomplished most of its objectives by its current PACD, March 1995; and

- preliminary data in project countries indicate positive changes in nutritional behavior and, to a lesser degree, nutritional status (see discussion of impact evaluation studies in Section V.B.).

## **B. Recommendations**

### **1. Remaining Life of Project**

In its remaining 18 months, NCP should accomplish the following:

- Complete its 4 country projects and strengthen its efforts toward the goal of synthesizing lessons learned of NCP activities which have proven to be most effective, e.g., interpersonal communications and community-based collaborative models, for use in future nutrition communications programming.
- Strengthen efforts to institutionalize project activities into host country institutions. There is a need for follow-up training workshops to strengthen and upgrade skills learned in earlier NCP activities including training in nutrition advocacy, regionally (INCAP and CERCOM) as well as within project countries.
- Prepare country project evaluations, documenting constraints as well as successes in each case.
- Develop a focussed strategy for reaching and influencing policy level decision makers. As part of this strategy, the (USAID supported) interactive computer software program PROFILES should be field-tested and actively marketed as a nutrition advocacy tool. Priority should be given to officials who indicated a strong interest at the International Conference on Nutrition in December 1992.
- Continue to work with PVOs and host government institutions in order to develop models for use in conducting nutrition communications activities in a front-line, community-based collaborative mode.
- Develop a level of effort and budget for the project's final documentation and media output and a work plan for insuring that targets will be met by the end of the project.
- Continue to explore innovative ways of collaborating with UNICEF, FAO, WHO and other organizations.

### **2. Future Considerations**

Based on the solid accomplishments of the past several years and the continuing need for nutrition education, a follow-on nutrition communications activity is justified. Nutrition communications can make an important contribution to a wide range of nutrition, health and, indeed, agricultural programs. The challenge is to determine the form it should take after the

current project ends. While it will be the task of PID and Project Paper teams to design a future project, the following suggestions are put forward:

- Serve as the preeminent nutrition communications provider and innovator for all USAID sponsored nutrition activities, including those of the R&D Bureau, FHA, Regional Bureaus and the Missions. Attempt to integrate a nutrition communications component into other activities such as P.L. 480 Title II and III, Family Planning and Child Survival programs, and USAID's OMNI project.
- Be as flexible in content and geographic coverage as possible. Project subject matter would likewise need to be expanded to include a wider range of nutritional issues, e.g., heart diseases, obesity, cancers and environmental contamination, which are more typical of the NIS environment.
- Strengthen current efforts to work with a wider range of host country institutions including Ministries of Education, Agriculture and Environment, in addition to Ministries of Health. Likewise efforts should be expanded in devising modalities for more effective collaboration with community-based PVOs, including funding mechanisms.
- Expand current NCP collaboration with UNICEF, FAO, WHO and other organizations in order to implement relevant recommendations generated at the 1992 International Conference on Nutrition.
- Develop comprehensive strategies for sensitizing and motivating policymakers on the importance of improved nutrition in relation to social and economic development in their countries. In this regard, the new project should continue to develop PROFILES as well as other techniques for reaching and influencing top decision makers in host governments, international organizations and the private sector.
- Develop improved dissemination strategies to insure that relevant information reaches the broadest range of target audiences in a timely manner.
- Insure that realistic evaluation plans are integrated into field interventions from the outset--including the collection of baseline data.

## I. INTRODUCTION

On September 30, 1987, USAID/Washington awarded the Academy for Educational Development (AED) a contract to implement the newly designed Office of Nutrition's (R&D/N) Nutrition Education and Social Marketing Field Support Project, more commonly known as the Nutrition Communications Project (NCP). The main purpose of the NCP is to assist USAID Missions, host country institutions, private voluntary organizations (PVOs) and non-governmental organizations (NGOs) to increase their capability to assess, design and implement nutrition education programs. The project, which was originally planned for five years, has been extended twice and currently has a completion date of March 31, 1995. NCP is a centrally-funded project with a buy-in component. Expected total funding will be ten million dollars, approximately one half of which will be comprised of buy-in funds.

In order to provide the wide range of professional services called for in NCP, AED sub-contracted with four organizations to supplement its own capabilities as follows:

- Porter Novelli: Social Marketing
- Johns Hopkins University: Dietary Management of Diarrhea and Vitamin A
- Wellstart: Lactation Management and Breastfeeding
- Logical Technical Services: Growth Monitoring and General Nutrition Assessment

The AED/NCP Project Director is Ms. Margaret Parlato who has managed the contract since its inception in 1987. The USAID Cognizant Technical Officer (CTO) in R&D/N is Dr. Eunyong Chung who has been managing the project since 1990.

A midterm evaluation in November 1990 found that, although the project was completing its third year, it was only then becoming fully operational primarily because of the long lead time required to launch most of the country activities. While the report concluded that the project was proceeding satisfactorily, it recommended that certain issues be addressed in the remaining years of the project.

This final evaluation examines the project's progress since then in light of the recommendations made. It also presents suggestions for the future direction of the project, both through the remaining contract period as well as any follow-on activities beyond March 1995.

## **II. EVALUATION PLAN AND METHODOLOGY**

The NCP Project Paper called for two external evaluations, one at the midpoint and the other toward the end of project implementation.

USAID signed a contract with Creative Associates International, Inc. (CAII) in July 1993 to undertake the final project evaluation. Although the project still has approximately eighteen months to run, R&D/N decided to conduct the evaluation at this time in order to incorporate lessons learned into the design of future nutrition communications activities. CAII assembled a two-person team consisting of communications and management specialists (see Appendix A for a description of team members). The scope of work in the CAII contract stated that the contractor shall complete the following requirements:

- Assess the accomplishments of NCP from its inception to the time of this evaluation to determine: (1) progress toward goal and purpose; (2) progress toward the proposed End of Project Status (EOPS); and (3) progress toward accomplishing project outputs.
- Review and assess whether the recommendations of the previous evaluation have been implemented and were useful in redirecting the project's activities.
- Determine the project's effectiveness, efficiency, relevancy and potential for impact to foster positive changes in nutrition-related behavior.
- Make an initial determination on future directions for follow-on nutrition education/communications programs.
- Assess sustainability. Are the efforts of the project likely to become sustainable development impacts, i.e., will they continue after USAID funding has stopped?

The team based its assessments on information gathered from interviews in the Washington area, faxes and telephone calls to project-related individuals both in the U.S. and abroad, and from a review of project documents. Appendix B lists the people contacted for this evaluation. Appendix C provides copies of questionnaires used for interviews. Thirty questionnaires were sent overseas to individuals and organizations involved with the project. The response rate was eighty percent, reflecting strong interest in the project.

### **III. BACKGROUND**

In the first year of project activity, 1987, NCP focused on identifying and funding project opportunities. In the second year, efforts were focused on developing projects, negotiating agreements with collaborating organizations and working out buy-in mechanisms with USAID/W and USAID Missions. A synthesis of lessons learned in promoting breastfeeding was also completed and disseminated. In the third year, buy-ins were received from a number of USAID Missions and other sources enabling NCP to launch country activities. The midterm evaluation describes in detail the major activities during those first three years.

Following the midterm evaluation in late 1990, NCP intensified efforts to explore new training strategies and disseminate lessons learned about nutrition communications. In subsequent years, NCP began exploring ways of linking Ministries of Education and Agriculture to efforts already underway with Ministries of Health (MOHs) and PVOs. NCP also began to explore ways to reach policymakers and to initiate work on PROFILES, a computer software package designed to facilitate nutrition advocacy.

NCP's focus in 1993 continues to support projects in Mali, Burkina Faso, Niger and Honduras, on strengthening the capacity of regional institutions and PVOs in nutrition communications, and in exploring ways for government and local agencies to better support interpersonal and community-based communications. This year NCP has also continued the further development of PROFILES. Recently, the project collaborated with Emory University in the development of a seven-week training course in social marketing for developing country program managers, and with the Peace Corps in developing a training manual in social marketing and behavioral change for health and nutrition volunteers. Please refer to Appendix D for a detailed description of major activities on a year to year basis since 1990.

## **IV. FINDINGS**

### **A. NCP Accomplishments 1987 -1993**

The scope of work of this evaluation calls for an assessment of NCP from its inception to the present time in terms of its progress in meeting: (a) its goal and purpose; (b) its end of project status (EOPS); and (c) its project outputs. These objectives were originally set forth in the project's logical framework and are analyzed from that standpoint.

#### **1. NCP Goals and Purpose**

The overall goal of NCP is to reduce the incidence and severity of malnutrition among young children and their mothers in developing countries by fostering positive changes in nutrition related behavior. The project's purpose is to improve host country capacity to design, implement and evaluate nutrition education programs and messages relevant to maternal and child health.

Although NCP is in its sixth year, it has been truly operational only in the past three years and still has some eighteen months to go. There is beginning to be evidence of NCP impact in terms of meeting the project goal and purpose (e.g., Mali, Honduras and Burkina Faso research results described in Section V.B.). The momentum seems to be gathering especially in terms of fostering positive changes in nutrition-related behavior among mothers and their young children.

#### **2. End of Project Status (EOPS)**

The logical framework stated EOPS of the NCP as: (1) increased capability to design and implement public nutrition education programs in fifteen countries; and (2) the capacity to apply improved public education methodology established and being used in up to 6 countries.

In varying degrees, NCP has strengthened the capability of public and private institutions to design and carry out nutrition education/communications programs through a variety of training, technical assistance and information dissemination activities in at least 15 countries. In virtually all cases, NCP has collaborated with other donors and recipients and the impact of its interventions in most cases can only be measured as part of a larger multifaceted effort, (e.g., local PVOs, MOHs, UNICEF, USAID bilateral projects). While not reaching the desired 6 countries, the project is actively engaged in, or has already accomplished, the second goal of developing the capacity to apply improved public education (nutrition communications) methodology in 4 countries: Mali, Burkina Faso, Niger and Honduras.

### **3. Project Outputs**

The logical framework called for 45 months of short-term and 24 months of long-term technical assistance (TA). These person-months were far exceeded in both categories. Indeed, some 160 months of short-term and more than 30 months of long-term TA have been provided to date and there will be considerably more over the remaining eighteen months of the project. Thirty-six months of short-term TA were also projected for the country based projects.

The logical framework output also stated 60 PVO staff members should be trained in 3 countries; 120 health professionals in 8 countries; and 30 communications educators in 6 countries. NCP has far exceeded these goals in all categories as described in Section IV.C.4.

#### ***Summary***

NCP has done a good job in meeting its logical framework objectives. Where the project has fallen short is more a function of unrealistic assumptions at the time of project design than faulty implementation, e.g., the goal of "reducing the incidence and severity of malnutrition among young children and their mothers in developing countries" in a five year centrally funded, buy-in project is unrealistic, except for possible limited demonstration purposes.

### **B. Status of Recommendations Contained in the 1990 Midterm Evaluation Report**

The midterm evaluation included a number of recommendations, most of which were accepted by R&D/N. The status of these recommendations can be summarized as follows.

#### **1. NCP's Future**

NCP should be continued with certain modifications. The project has been continued, indeed, it was extended.

#### **2. Consolidation and Concentration of Efforts**

The midterm evaluation noted that considerable effort was spent during the first 3 years in "marketing and developing buy-ins," which the evaluators believed caused the project delays in becoming operational. NCP was advised to concentrate on the countries and programs for which it already had funding, insuring that efforts were of an innovative, state-of-the-art nature and that the overall strategy adhered to principles thought to foster replicability and sustainability (including political commitment, community participation, and human resource development). Further, the evaluation recommended that NCP undertake experimental elements of "true" community participation in at least one country, emphasizing at least one concept, such as use of foods high in vitamin A, growth monitoring or breastfeeding. The report also stressed that the project should synthesize and disseminate state-of-the-art information in the field of nutrition communications for future applications.

The midterm evaluation proved to be a useful tool in revising NCP programs to make them consistent with these goals in the project countries. See Section V.B. for a discussion of progress in this area.

### **3. Funding Implications**

The midterm evaluation recommended that R&D/N increase core funding to enable AED to undertake the activities described in Section IV.B.2. above. The recommended increases were:

- \$150,000-200,000 per year for country projects;
- \$150,000 for state-of-the-art synthesis;
- \$200,000 for community-based pilot projects;
- \$125,000 to the Institute for Nutrition for Central America and Panama (INCAP); and
- \$175,000 to the Center for Communications Studies and Research, University of Abidjan (CERCOM).

Approximately \$500,000 has been set aside from core and Vitamin A funds since October 1991, which has enabled NCP to undertake a substantial portion of the proposed activities.

### **4. Resident Advisors**

The midterm evaluation noted that the contract provision to place NCP Resident Advisors in up to 6 countries had proven to be impractical and recommended that this requirement be removed from the AED contract. It was recommended that host country personnel or locally residing U.S. citizens be recruited to fill this need.

This provision has been removed from the contract and there has been no attempt to place U.S. Resident Advisors in project countries since 1990. NCP recruited a resident U.S. citizen in Mali to manage its activities, and in Burkina Faso has subcontracted with a local firm, FIDEXO, to manage activities there. In Niger, NCP has subcontracted with Helen Keller International to represent its interests. Following the departure of Dr. Peter Boddy from Honduras in the Spring of 1991, NCP shared a Resident Advisor with the Healthcom project, who departed post in May of this year. There are no plans to have any U.S. Resident Advisors in NCP project countries during the remaining months of the project.

### **5. Project Extension**

The midterm evaluation concluded that, due to the delays in project implementation, scarcity of core funds and the long lead time needed to change nutritional behavior, the September 1992 completion date was premature, and recommended the project be extended

for an additional year. The recommendation was accepted and, indeed, another eighteen months were added, extending the project completion date until March 1995. This should allow sufficient time for NCP to complete its goals and objectives.

#### **6. Contract Revision**

The midterm evaluation recommended that the contract be converted to the new "dual contracting mode" which reportedly would improve and simplify project implementation, if it could be done without requiring a new solicitation. This recommendation proved not to be feasible and no action was taken to implement it.

#### **7. Subcontractors**

The midterm evaluation noted that the project's subcontractors were not being utilized to a great extent and recommended that AED increase their participation. AED has not changed the level of effort of its subcontractors since that time. However, R&D/N is fully satisfied with the technical quality of the project and considers the use or non-use of subcontractors to be irrelevant to the project's effectiveness or efficiency.

#### **8. Greater Use of Local Expertise**

The midterm evaluation recommended that NCP make greater use of host country and regional expertise in its technical assistance activities. The contractor appears to be doing a good job in this regard. Examples of the use of indigenous institutions and/or personnel include:

- West Africa Region: Regina Traore, Hugues Koné, Antoine Kakou, CERCOM faculty;
- Mali: Dandara Touré Kanté, Ministry of Education;
- Lomé Conference: various African consultants;
- LAC: Procosi (Bolivia); a regional video production firm (CREA/Guatemala);
- Honduras: Teresa Pastor and INCAP anthropologists; and
- Indonesia: Project Concern International local office.

#### **9. Sustainability of Training Capabilities**

The midterm evaluation indicated that NCP should design and implement alternatives for developing training capacity in social marketing and communications in local universities and/or human resources training divisions of MOHs and PVOs. Further, the report suggested that such regional centers as INCAP and CERCOM be supported by NCP to strengthen communications training capabilities in Latin America and Africa, respectively.

The contractor points to the following events as examples of progress in this area:

- Social marketing curriculum was developed for INCAP by NCP, and under development by the project for CERCOM;
- Program Against Micronutrient Malnutrition (PAMM) curriculum planning was provided to Emory University by NCP;
- Peace Corps training module on social marketing has been developed by NCP; and
- NCP has been active in the training of PVO headquarters/regional training teams.

#### **10. Reporting Requirements**

The midterm evaluation recommended that R&D/N should review and simplify AED project reporting procedures.

It does not appear that this recommendation has been adopted except that the number of copies of reports the contractor sends to R&D/N has been reduced from 5 to 1. We did not receive any comments regarding requirements for project reporting during this evaluation, so it appears that this is not an issue at this time.

#### **11. USAID Leadership in Nutrition**

The midterm report stated that nutrition had not received the level of attention and funding within USAID comparable to health and population activities. It was suggested that, as a start, the USAID Administrator be asked to send a message to the Missions affirming the Agency's strong support for nutrition programs and encouraging the USAID Missions to participate in such activities as NCP. While the Administrator did not endorse such a message, there have been a variety of project activities that have tended to elevate the status and awareness of USAID-funded nutrition programs. Such activities include:

- Development of PROFILES for policy dialogue;
- International Forum for Francophone Africa -- *Infant Feeding and Child Survival* -- Lomé, Togo;
- USAID's Program on Micronutrients Report;
- R&D/N portfolio presentation used throughout the agency and with other donors;
- R&D/N brochure which has been widely distributed;
- ICN participation and related Case Study: *Communicating to Improve Nutrition Behavior -- The Challenge of Motivating the Audience to Act*; and

- *Ending Hidden Hunger* videos in collaboration with UNICEF.

R&D/N activities seem to have gained stature and respectability over the past 3 years. This upgraded status quite likely has come about as a combination of more effective R&D/N leadership and working relationships within the agency, as well as increasingly effective and visible NCP field performance during the last several years of project implementation.

## **12. Effective Use of NCP Library and Database**

The midterm evaluation concluded with the recommendation that R&D/N should endeavor to link the NCP, the American Public Health Association (APHA), Vitamin A Field Support Project (VITAL) and other relevant databases into one coherent system.

This has not happened, although NCP frequently shares data source listings, and representatives from the two other libraries visit the NCP home office from time to time to collect materials. Although the NCP library is a "working library" used primarily by staff, it responds to a sizeable number of requests for information about nutrition communications. However, unless concerted effort and direction is provided by R&D/N, it is highly unlikely that the proposed linkage will take place during the remaining life of NCP.

### ***Summary***

NCP has responded in a timely and appropriate manner to the midterm evaluation's recommendations approved by R&D/N. Of the obstacles still remaining, priority attention should be given to addressing the need to continue strengthening efforts in the sustainability and institutionalization area, along with the need to synthesize lessons learned during the project's life for future replicability. The need to develop a policy dialogue strategy and such mechanisms as PROFILES is also a high priority.

## **C. Project Elements**

### **1. Field Support/Project Management**

AED continues to perform effectively in managing NCP activities, and has excellent working relationships with R&D/N. The R&D/N CTO appears to provide sound and clear guidance to the AED Project Director. The project benefits greatly from the continuity and stability of top management. Ms. Margaret Parlato, the AED Project Director, has been in charge of the contract for AED since its inception. Dr. Chung has managed USAID project interests since 1990. While there has been considerable AED staff turnover in NCP over the past 3 years, key personnel have remained in place, e.g., the Deputy Director, Dr. Claudia Fishman and the Financial Manager, Mr. Jeffrey Dietrich, which has contributed significantly to NCP's good performance record. NCP benefits from a highly professional and effective project management team, both in terms of USAID and contractor/subcontractor personnel involved in the project. Despite the time consuming documentation requirements of buy-in/centrally funded projects, NCP has a good track record in responding to field requests in a professional and timely manner. As reported in the midterm evaluation, AED has excellent

briefing, dispatching and monitoring systems in place for dealing with short-term consultants on field assignments. See Section V.E. for further discussion of NCP monitoring activities.

## **2. Country Projects**

NCP has country projects in Mali, Burkina Faso and Niger in West Africa, and Honduras in Latin America. This report contains considerable detail on the project's activities in each of these countries. The relative success of these country projects depends on the particular project elements in question and the perceptions of the various parties involved. Overall, we believe NCP country projects are doing as well, perhaps even better, than one might expect given the difficult environments in which they work. See Section V.B. for a discussion of country projects.

## **3. Technical Assistance**

NCP has provided over 160 months of TA during the past 3 years in areas ranging from project design to training and use of the mass media. Examples of these efforts include: development of a computer model for nutrition; design of a food and nutrition action plan for Mali; evaluation of print materials on infant feeding in Peru; and assistance to various international conferences on nutrition.

Feedback on TA for the most part has been favorable. One USAID Mission stated that short-term TA in specific areas such as studies and materials development was extremely useful. Another Mission described the TA provided on a regular basis by NCP staff as excellent but noted that other short-term TA, while effective, was less appreciated by the government primarily because the one-time visitors could not establish ongoing relationships with Ministry staff. Several interviewees stated that the TA provided by NCP for the Lomé conference was exemplary and credits the project with providing the impetus for national nutritional efforts that have begun in Cameroon and Senegal. Others were more critical, with one respondent stating that NCP needed to be more aware of other projects so that messages are coordinated or integrated with others in the field in order to avoid confusing the target audiences.

In an attempt to strengthen West African regional capacity in nutrition social marketing, NCP frequently engaged CERCOM in TA. CERCOM staff have conducted evaluations and analysis of data for NCP activities in Niger; assisted with the development of radio drama series and spots for Mali and Burkina Faso; adapted the La Leche League pamphlet on breastfeeding for use in hospitals; and participated in the baseline KAP survey in Burkina Faso. They also participated in the preparation and presentation of the final report which was noted with appreciation by the OAR/Burkina.

In summary, TA activities continue at a satisfactory pace but less frequently than in earlier years. This is primarily due to the consolidation and concentration strategy of NCP during this period which focuses on country project operations. However, NCP proposes to continue providing TA in such priority areas as developing regional training centers and country application of PROFILES during the balance of the project.

#### **4. Training**

Since the midterm evaluation, NCP has conducted approximately 64 training events and has developed a wide range of materials and modules for individuals from many different professional backgrounds. These efforts have been concentrated in several areas. One area focused on developing a strategy to strengthen interpersonal communications skills of front-line nutrition workers and on creating a new series of training materials. Training has been conducted as part of country project activities, and in conjunction with other USAID projects, bilateral agencies, PVOs and international donors.

##### ***Regional Training Centers***

INCAP reported that they benefitted from NCP assistance in curriculum development. In the future they would like NCP assistance in methods and techniques for developing advocacy and policy for nutrition at the national level. CERCOM's Director also expressed satisfaction with the support received from NCP and states that in addition to increasing the training capacity of his faculty, the collaboration has increased international visibility resulting in greater involvement with other international donors and organizations. It also has strengthened institutional support for a doctoral program which is planned within the next 2 years. He foresees future needs in: (a) developing a documentation room of literature and materials in French which is a major constraint in terms of social marketing in nutrition; and (b) designing experiential exercises for both faculty and students.

##### ***Training As Part of Country Activities***

Within the context of specific country activities, NCP has participated in a wide range of training roles with different target audiences that include working with multiple units within a Ministry of Health, village health promoters and animators, and PVOs/NGOs. The project also works with a Ministry of Agriculture (MOA) and is planning to collaborate with a Ministry of Education for teacher training of a new nutrition education curriculum.

Missions responding to the questionnaire were generally favorable regarding NCP training activities. OAR/Burkina noted that the project is viewed very positively by the Mission, the government and the local NGO/PVO community. The Mission reports that training activities were well conceptualized and organized resulting in the transfer of skills and knowledge to local nutrition professionals in certain areas, such as implementation and analysis of a Knowledge, Attitudes and Practices (KAP) study. The impact of training in nutrition issues has led to the formation of a nutrition training team. Both USAID/Mbabane and the MOA in Swaziland were in agreement as to the positive benefits of NCP training in its Weaning Project.

##### ***PVOs/NGOs***

PVOs and NGOs collaborating in country projects which responded to the questionnaire largely viewed NCP training favorably, stating inter alia, that: it improved the quality of training which was provided to others; provided participants with practical skills in planning and implementation; helped them link different nutrition activities in their projects; equipped

them with useful materials and visual aids; and created a forum through which other nutrition projects could exchange ideas. However, several concerns were raised. AFRICARE/Mali and Save The Children/Mali expressed the need for more participation by local experts and the host government to assure some level of sustainability. Several other PVOs commented that due to limited coordination, the use of experts only once in the field, as well as differences in personnel between those who planned and those who implemented interventions, the efforts were somewhat fragmented.

NCP also conducted two regional workshops for CARE staff from 6 Latin American countries in *Training Principles and Techniques Applied to Nutrition*, which focused on designing nutrition training based on key principles of experiential learning. Information cited in the evaluation report of these workshops indicated that participants valued the training and sought further sessions to reinforce the knowledge and skills gained.

An issue of larger concern, particularly in relation to sustainability, is the need for follow-up training workshops. PVOs require in-service training strategies and a supervisory system to maintain and upgrade skills. With implementation of activities at the field level as their priority, PVOs have limited staff, resources, time or commitment to devote to meeting their training needs. Mechanisms should be created to concentrate more training efforts at a national level or through regional PVO/NGO consortiums. In this manner, social marketing methodology for nutrition and training might have a better chance of becoming an integral part of PVO/NGO missions and activities.

#### ***New Approaches to Interpersonal Communications***

NCP has also concentrated efforts on developing 2 new experimental approaches to interpersonal communications considered a key to behavior change. One approach has involved the development of a manual, *Learning to Listen to Mothers*, designed to strengthen the interpersonal communications skills of field staff working in the area of nutrition and growth promotion. The manual was field-tested and revised in collaboration with various organizations. NCP plans to make the manual available on diskette with illustrations optional so that distribution centers and users can adapt it to best fit the needs of their health workers. The manual has been translated into Bahasa Indonesia and is currently being used in the Riau province. Preliminary evaluation of this approach indicates that it may prove to be valuable.

The second effort, *Healthy Communities*, an interpersonal communications intervention currently being implemented in Mali and Burkina Faso, is a new approach to rural, community-based nutrition problem assessment and counseling. The project has trained PVOs, regional MOH staff, teachers, rural development and agriculture agents in Mali and government health agents in Burkina Faso. The central component of the training is a five-step approach for nutrition problem assessment and counseling which includes: (1) dialogue with the mother to evaluate the problem; (2) reflection and priority setting; (3) negotiation of concrete actions contributing to a short-term solution; (4) review of the negotiated actions; (5) note-taking to guide agent follow-up. The notes cover individual case management, including indications that other problems might be contributing to a child's poor health and

nutritional status as well as communications and mobilization activities to undertake with the community at large. There is not yet sufficient feedback on this intervention on which to base an evaluation.

### ***Summary***

Training activities appear to be meeting the needs and expectations for which they were designed. Taking into consideration frequent staff turnovers, changing government administrations, shifting national priorities and lack of policies or strategies to support nutritional issues, the sustainability of many of these efforts as institutionalized mechanisms for training cannot be guaranteed. However, there is little question that the training has contributed to a more skilled human resource base which should continue to advance nutrition communications interventions years after NCP ends.

## **5. Assessments**

Nutritional assessments in a variety of countries were a major activity during the project's first three years. Many reconnaissance visits as well as detailed country assessments of nutrition education and social marketing needs were conducted during this period. However, given the decision to consolidate and concentrate efforts, NCP has not sought to initiate new country projects in recent years. Consequently, assessments and new project design activities have been minimal since the beginning of 1991, which will doubtless remain the case during the remaining life of the project.

## **6. Reporting Requirements**

The AED contract, as modified, requires annual work plans, technical quarterly reports, field trip reports, activity final reports and a final report, which shall "describe fully the activities and accomplishments under the contract, incorporating substantive information such as summaries of data obtained, methodologies developed and/or employed, training curricula and materials used, so that USAID can evaluate the impacts and benefits that have been achieved."

A review of the various categories of reports indicates that AED has conscientiously endeavored to meet its reporting requirements and has, overall, done an outstanding job in this area. Its dissemination pattern within USAID and its collaborators appears effective. A review of a sampling of the reports indicates that their technical quality is of a high professional standard without being overly academic for the nutrition communications practitioners to whom the reports are principally directed.

AED should begin to focus on the final report which should prove of significant benefit to the field of nutrition communications. It quite likely will not be feasible to incorporate all state-of-the-art syntheses and lessons learned into one report. Perhaps the final report could serve more as an umbrella compendium in which major state-of-the-art syntheses could be synopsized with references made to other publications which would contain detailed information on selected topics.

## **D. Other Issues**

### **1. State-of-the-Art Synthesis and Lessons Learned**

Since the midterm evaluation, NCP has devoted project resources to state-of-the-art syntheses and lessons learned. NCP has encountered a large demand for information to guide nutrition communications programs. The project has one staff member who devotes about thirty percent of her time to this task. NCP has also obtained the collaboration of APHA's Clearinghouse on Infant Feeding and Maternal Nutrition and others to help with dissemination. Of note are the following publications and video productions which have been widely disseminated.

#### ***Questions and Answers on Infant Feeding: A Panel of Experts Takes a New Look***

The publication, *Questions and Answers*, is the result of an Expert Meeting convened in September 1990, and sponsored by NCP in consultation with R&D/N. The purpose of the meeting was to discuss issues related to the application of the USAID. Breastfeeding Strategy and the *Innocenti Declaration* at the country level. The multi-disciplinary panel was asked to review recent literature and reach a consensus where possible, to guide NCP's future work in infant feeding. Participants were also asked to highlight those issues requiring additional research or analysis before specific actions could be safely recommended.

Since its publication in 1991, this document has been reprinted 3 times in each language version -- English, Spanish and French. NCP has distributed the publication worldwide and provided copies to various organizations for use in international conferences, such as the World Conference on Pediatrics held in Rio de Janeiro, Brazil (3500 copies distributed by UNICEF), the Summit Meeting for the First Ladies of Latin America in Cartagena, Colombia (200 Spanish), the Society for Nutrition Education's International Nutrition Education Conference held in Washington, D.C. (200 English), the Combatting Communicable Childhood Disease (CCCD) Conference held in Dakar, Senegal (250 English, 250 French), the Conference for National Reproductive Health Programs in Bolivia (100 Spanish) and the Familias de las Americas Seminar held throughout Latin America (100 Spanish). Individual organizations have also requested copies of *Questions and Answers* such as the Australian Lactation Consultants Association (200 English), USAID/Philippines (200 English), PRAGMA Corporation (250 English, French and Spanish), INCAP (100 Spanish) and AED/Honduras (200 Spanish).

#### ***Media Promotion of Breastfeeding***

This popular publication reviews and summarizes the breastfeeding promotion efforts in over 25 countries. It includes sample communications materials which were used to reach audiences in different cultural settings. It is aimed at planners who wish to learn from past successes, and to avoid the pitfalls in implementation of breastfeeding promotion programs.

*Media Promotion of Breastfeeding* has been reviewed in newsletters and journals such as the United Nations' Subcommittee on Nutrition (SCN) News; Health Technology Directions, a newsletter published by PATH; the World Health Forum, published by the World Health Organization; the Journal of Nutrition Education; and, Ecology of Food and Nutrition. The first 1,000 copies were distributed in 1989 when it was published. In 1990, NCP reprinted a second edition and continues to distribute it with the help of the APHA Clearinghouse. Since then, NCP has received requests from organizations in Africa, Latin America and Asia. From 1991-1992, over 300 copies were distributed to requesting organizations such as INFACT-Canada; Community Nutrition Program, Australia; University of Indonesia; UNICEF Offices in Iran, Malaysia and Jamaica; and, the Ministry of Health in Peru. In 1993, the remaining 100 copies were mailed out.

***¡Comuniquémonos, Ya! Training Video on Interpersonal Communications and Field Note: Producing a Video on Interpersonal Communications***

NCP, in collaboration with UNICEF and other organizations overseas, produced this Spanish-language training video on Interpersonal Communications for Growth Monitoring and Promotion. The 23-minute video and accompanying trainer's guide have been used widely by trainers throughout the Latin America/Caribbean region with village health workers, auxiliary nurses and other staff who monitor the growth of children. To date, approximately 100 copies of the video, each with 2 copies of the trainer's guide and fieldnote, have been distributed. NCP has collaborated in the distribution of the video package with APHA's Clearinghouse, INCAP, USAID and UNICEF. NCP has produced a second edition of the video.

***Ending Hidden Hunger***

This 20-minute video on micronutrients, co-funded by UNICEF, WHO, IDRC and USAID, previewed at the International Conference on Nutrition (ICN) in Rome in December 1992, focuses on the solutions to micronutrient problems. Available in English, French and Spanish, NCP has distributed *Ending Hidden Hunger* to selected USAID Missions and host country organizations. NCP is currently preparing a list of major micronutrient organizations which might benefit from this video.

NCP has recognized the importance of this project element and will continue to give it high priority. A strategy and work plan should be developed over the next 2 months by AED and R&D/N in which the two parties can agree on the project's final documentation and media output. A level of effort and budget for these final products should be formulated as well as assurance that funds are available for their completion.

**2. Policy Dialogue**

NCP has been developing mechanisms over the past 2 years for reaching policymakers in USAIDs, host countries and other donor organizations in order to strengthen support for nutrition programming. Work has proceeded along several lines, the most significant of which is the development of the PROFILES interactive computer model for policy dialogue. PROFILES is a software program incorporating current knowledge in nutrition planning for

presenting impact data with graphic clarity. It attempts to synthesize, prioritize, calculate costs and graphically display the impact of nutrition interventions on the subject population's health, productive capacity and economic stature. PROFILES is based upon the RAPID model which has been successfully used in the population field for many years. It treats nutrition investments as inputs to development and is interactive: users can modify assumptions on-line and see on-screen results in the form of tables and graphics.

A recent UNICEF-sponsored presentation of PROFILES in Bangladesh indicated that if the country could achieve the nutrition goals of the World Summit on Children by the year 2000, the impact on mortality, morbidity and productivity would be substantial. For example, PROFILES projects 1.4 million fewer under-five deaths, 630,000 fewer mentally impaired children and potential labor productivity increases valued at \$3.2 billion over the next 6 years. The presentation was made via large screen computer graphics to Bangladeshi officials in January 1993 and generated considerable attention concerning the need for a national nutrition program. NCP is developing an expanded version of the program (PROFILES 2) which will include the option for modeling costs and effects of specific interventions, more accurate population growth estimation and other improvements.

NCP extensively marketed the PROFILES model to a variety of country and donor organizations at the December 1992 International Conference on Nutrition and stimulated considerable interest for follow-on activities which are currently being reviewed. AED and R&D/N are excited about its potential use as a policy dialogue advocacy tool. It may well develop into a major mechanism for convincing decisionmakers that prevention of nutritional deficiencies should be a higher priority. It is clear that without the interest and commitment of national leadership, which in general has been lacking, there is little hope that nutrition will ever receive the attention it deserves despite all the convincing evidence that may be generated at the community/village level. PROFILES should be a major element in NCP and any follow-on project. However, there is a need to develop strategies advocating policy reform of which PROFILES should be a part if significant impact is to be attained in this area.

### **3. Sustainability and Institutionalization**

It is important to clarify what is meant by these two terms before assessments are made of progress in these areas. The evaluation team defines the terms as follows:

**Sustainability.** The provision of new ideas, skills and techniques which can be utilized by recipients in their work on a continuing basis. It is essentially a technology transfer process leading to individual or group changes in knowledge, attitudes and most importantly, practices.

**Institutionalization.** The creation of the physical, administrative and financial organizational structures which will continue to provide a positive environment for targeted project interventions after the project's termination.

While these definitions might be somewhat simplistic, it is hoped that they help to clarify the discussion on this matter in this report. NCP has most certainly provided many LDC recipients with new skills, ideas and techniques which in one fashion or another are being applied to their work. Once firmly implanted, such skills quite likely will be sustainable despite the institutional and financial constraints which limit optimal application. On the other hand, institutionalization poses a far more difficult challenge. While NCP might not be creating an institutional environment that will insure a continuation of project inputs after NCP support ceases, this situation is no different than that of virtually all other similar development projects. External donor support particularly of a financial nature is essential for the foreseeable future in all such projects.

NCP needs to continue to focus on what it plans to leave in place when the project ends. Essentially this entails continuing to tailor its training, TA and other interventions along the most practical, sustainable lines, while encouraging institutionalization by designing inputs in a fashion that stand the best chance of future institutional support from a variety of host government, PVO, USAID and other donor organizations. We think NCP is quite sensitive to this issue and is doing all it can within its constraints to leave behind a legacy of nutrition communications skills, attitudes and practices that, in one form or another, will continue to be applied, particularly in the 4 project countries and the regional training centers.

## V. PROJECT EFFECTIVENESS AND EFFICIENCY

### A. Relationships With Other Entities

NCP has collaborated with a variety of host country ministries, NGOs/PVOs, international donors and other USAID projects. In Niger, for example, the project is overseen by HKI in collaboration with the MOH and more recently with the Ministry of Agriculture. In Mali, NCP works with a consortium of PVOs in collaboration with the MOH. (CARE has been the lead PVO for NCP interventions under the umbrella of a locally formed consortium, Comité de Coordination des Actions des ONG au Mali, which holds the best hope for sustainability of project activities after NCP ends.) More recently, the Ministry of Education has been added to introduce nutrition communications into the school system. In Burkina Faso, the MOH has been the major partner while more recently the Ministry of Education has become involved as in the case of Mali. In Honduras, the MOH has been the principal partner from the beginning.

There are many examples of NCP collaborating with other USAID projects: NCP worked with PRITECH in undertaking the Lomé Conference; with Wellstart in developing the La Leche League Manual, the Lomé Conference and follow-on training; with Georgetown University in both the La Leche League Manual and the Lomé Conference; with VITAP in developing materials for West Africa as well as tapping into VITAP vitamin A nutrition expertise in the conduct of various training activities in that region; the Population Council in the Peru breastfeeding project; ABEL in developing the Mali Teacher's Guide; and in many situations with Healthcom, including Honduras, INCAP and Papua New Guinea.

In regard to collaborating with international donors, many examples can be cited as shown in the following chart:

Donor	Examples of Collaboration
FAO	<ul style="list-style-type: none"> <li>• Sahel Vitamin A Social Marketing Project, ICN Case Study: State-of-The-Art of Nutrition Communications</li> <li>• Niger Vitamin A Promotion Project</li> </ul>
UNICEF	<ul style="list-style-type: none"> <li>• PROFILES</li> <li>• <i>Ending Hidden Hunger Video</i></li> <li>• Teacher Training -- Mali</li> <li>• Training video (<i>Communiquemonos Ya</i>)</li> <li>• Evaluation of Honduras breastfeeding component</li> <li>• Reproduction of print materials in Honduras and Burkina Faso</li> </ul>
WHO	<ul style="list-style-type: none"> <li>• INCAP curriculum</li> <li>• Collaboration in regional conferences/workshops such as the Brazzaville 1993 Conference</li> <li>• Participation in NCP Lomé Conference</li> </ul>

Donor	Examples of Collaboration
PAHO	<ul style="list-style-type: none"> <li>• Coordination with Health Promotion Division, INCAP and the Caribbean Food and Nutrition Institute to develop a regional plan of action for social communications in the LAC region</li> </ul>

In general, NCP relationships with this wide range of organizations appear to be effective. The need to work with and through so many participants is bound to create frustrations and, at times, retard progress but these constraints must be weighed against the benefits in terms of continuity and sustainability that can be gained from such wide scale collaboration. In any event, it is the nature of the project to work in this fashion. NCP is primarily a nutrition communications input to broader host country health and nutrition programs rather than a self-contained, discrete project, *per se*. This linkage opens many doors for NCP and is a positive force despite occasional "turf issues" and delays caused by the need to coordinate with so many parties. Within this context and its funding limitations, NCP appears capable of responding adequately to training needs assessments and TA requested from the wide range of collaborators. While there were criticisms about the project from some respondents, the comments focused more on style and process rather than on substance. Virtually all respondents gave NCP high marks in terms of its purpose and interventions. Several respondents indicated that they desired more training in the planning process as well as in the practical implementation of IEC activities.

## B. Project Impact

Impact of NCP interventions can best be described by looking into activities in the four project countries.

### 1. Mali

NCP's activities in Mali involve a two pronged program involving both village based interventions as well as a mass media communications approach.

Village Based Program. Through working with a consortium of PVOs led by the MOH Centre National d'Information, Education, et de Communications pour la Santé (CНИЕCS), the PVOs' Child Survival Project staff were trained in nutrition behavioral assessment, interpersonal communications and counseling, group mobilization, and behavior change monitoring and evaluation. NCP developed counseling strategies and training materials that are now being used by 15 community-based child health projects affecting about 750,000 persons in 3 (out of 8) regions in Mali.

A survey of nutritional status and KAP was repeated in the project-targeted Macina region in 1993 to evaluate project impact. The survey revealed the following data:

- Compared to the baseline data, children's nutritional status was markedly improved in control villages, as illustrated in the following table:

Indicator	Children 0-3 Years of Age		
	Baseline N = 212 Nov. - Dec. 1990	Control N = 58 Feb. 1993	Case N = 59 Feb. 1993
% sample < 2 SD weight for height	14.0%	17.2%	4.6%
% sample < 2 SD weight for age	44.4%	37.9%	21.1%
% sample < 2 SD height for age	40.1%	40.3%	42.0%

- There was a higher percentage of children in case villages whose mothers reported feeding foods promoted by the intervention.
- Women in the case villages reported consuming more foods promoted by the intervention (e.g., peanuts, vegetables, milk) and a higher proportion fed their children recommended foods (porridge, milk, peanuts and vegetables) than in control villages.
- The proportion of women in case villages who believe that infants should be exclusively breast-fed doubled from the baseline survey, while it declined slightly in the control villages. Both fathers' and mothers' intentions to choose healthier foods for their children increased in the case villages, and declined slightly in the control population.

**Mass Media Program.** NCP assisted the government of Mali in producing a dramatic radio series of 20 serial programs and 8 spots. The radio program targets specific nutrition behaviors within the family and is linked to the same story lines currently in use in the village animation program. NCP and CNEICS conducted a small case-control baseline survey in order to later measure the impact of this intervention.

In addition, 4 post-literacy booklets were developed and tested, and are ready to be printed. They will be integrated into ongoing literacy programs, such as those implemented by CARE and Save the Children.

In collaboration with the Ministry of Education, a draft Teacher's Activity Guide and visual aids were developed, and are being integrated into primary school curricula. NCP has facilitated the transfer of this activity to a multidisciplinary team co-sponsored by UNICEF and the Ministry.

USAID/Bamako has provided funds to NCP to continue this effort through additional PVO partners, as well as to launch radio programs and in-school education. NCP believes that the Mali program is community-based and highly participatory; it has the political

commitment of the local, regional and national authorities; it involves relatively simple technology; it is targeted (i.e., even in poor areas, it reaches the least well off) -- and it follows a fairly straightforward strategy agreed to by its collaborating partners following a review of the formative research. Its lead institution, CНИЕCS, is expanding its funding base, and in addition to UNICEF and the Ministry of Education supporting part of the in-school portion of NCP, private (perhaps even commercial) sponsors are being sought for the radio program and to underwrite some costs associated with local material production. In addition, CНИЕCS is developing a cost-reimbursement plan for PVO training, radio cassettes and other materials.

NCP's enthusiastic view of its success in Mali is somewhat tempered by the responses received from the USAID Mission and PVOs who generally agree that while very useful work is underway, some respondents do not feel that the project has yet been sufficiently integrated into either the MOH or the PVO community to the extent necessary to assure its institutionalization after NCP ends, as defined in Section IV.D.3.

## **2. Honduras**

In Honduras, NCP's role was to work with the MOH to improve infant feeding and breastfeeding and support fledgling growth monitoring efforts. Because AED has been actively assisting the MOH with communications support for other child survival activities over the past decade, special focus was given to integrating nutrition into the broader child survival communications strategy. Subsequent to the midterm evaluation, NCP assisted the Divisions of Health Education, Nutrition and Maternal/Child Health to develop an implementation plan for breastfeeding and infant feeding promotion based on the results of qualitative breastfeeding research conducted earlier by the project. A project evaluation instrument was designed and a baseline KAP survey conducted in 1991.

In 1992, NCP assisted the MOH in the design of the breastfeeding communications plan, placing emphasis on materials production and training. Participating organizations included the Social Security Institute, the School of Medicine, the Medical Associations and the La Leche League. In all, more than 2,300 nurses, physicians and educators were trained in breastfeeding promotion. A training of trainers workshop was conducted for 67 MOH staff, who in turn trained 268 clinic-based nutrition educators. The MOH reports that some 33,000 mothers have received counseling on breastfeeding through these front line educators.

In addition, NCP implemented a radio campaign to further promote breastfeeding, reaching an estimated 500,000 people in Health Region 5. Fifty-six street theater presentations entitled *Mama Lactancia* were also conducted.

During 1993, NCP repeated a KAP survey as a means of evaluating the project's impact on changing knowledge and behavior among breastfeeding mothers and health personnel in two Health Regions. This end of project evaluation, which surveyed 706 mothers of children 6 months of age and 466 health providers, found that:

- Exclusive breastfeeding from birth through 6 months nearly doubled from 22.8% to 41.2%
- The practice of giving supplements to newborns decreased, (cow or formula milk, from 12.6% to 6.8%; and for water/sweetened water from 52% to 24%).
- Giving other supplements prior to 6 months of age also decreased (cow or formula milk, from 25.7% to 17.9%; and water, from 61.2% to 22.6%).

In addition to infant feeding practices, nurses' knowledge of appropriate behaviors showed dramatic improvements. Specifically, the proportion of nurses believing a 5 month old should:

- be fed only breast milk increased from 4.3% to 41.5%; and
- receive no other foods in addition to breast milk increased from 8.7% to 57.5%.

In Honduras, social marketing techniques in the Ministry of Health are being applied to other health areas such as AIDS control, environmental health and micronutrients. Materials production, training and media budgets are routinely included now as part of the planning process in the health sector. NCP in Honduras received positive feedback from two review committees: (1) The Health Sector II External Evaluation noted that the TA provided to the MOH has been essential for the progress achieved in the communications component; and (2) the European Economic Community's review of regional child survival activities also singled-out the child survival communications plans developed by the Honduran Ministry of Health, with NCP assistance, as a vital activity to be replicated throughout the Central American region<sup>1</sup>. Information received from respondents in Honduras tends to corroborate the positive contributions of NCP although with somewhat less optimism regarding the prospects for institutionalization.

### 3. Burkina Faso

The Burkina Faso program became fully implementational subsequent to the midterm evaluation. Given the constraints imposed by an existing USAID bilateral health project, NCP must constantly balance between "innovating new approaches" and "delivering proven services" on a large scale. NCP Burkina Faso's strategy was set following analysis and discussion of the NCP baseline survey results with key collaborating agencies and implementors. What perhaps most characterizes the challenge of the Burkina Faso program is that the national health system is somewhat decentralized, with Provincial Medical Directors given nearly total autonomy in programming activities. With NCP support, the MOH Nutrition Service has adopted a "social marketing approach" in its presentation of the NCP to the Medical Directors -- who are soliciting NCP training and materials in greater numbers (rather than having programs more or less "imposed" upon them, as was done in the past).

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<sup>1</sup> Academy for Educational Development, Quarterly Report # 17, October-December 1991.

The ability of the Nutrition Service to "market" centralized communications services appears to be linked to the perceived high level of quality that NCP training programs and materials currently enjoy. In addition to training evaluation reports, further evidence of this comes from UNICEF's investing \$52,000 to reprint NCP materials and 6 other projects, including UNFPA, have ordered NCP educational materials for use in their programs. The MOH Nutrition Service has already revised and reprinted first generation NCP materials -- giving them "ownership" of these earlier works that had been more dependent upon external consultants. Finally, supervision visits to the field after the training showed that materials were being used on a regular basis.

The Burkina Faso program is presently engaged in the second round of training provincial health staff in interpersonal communications skills. NCP is experimenting with a relatively innovative method for monitoring mothers' ability to comply with counseling received in the health centers: training health staff to use a pictorial sticker booklet (modeled on the immunization record used in the U.S.) that depicts persons engaged in selected health practices promoted by NCP. When mothers demonstrate that they have tried the recommendations (e.g., using a separate bowl to feed their child) they are given a sticker to cover a drawing depicting a particular behavior. In addition to being a gimmick to encourage compliance, the sticker book allows health workers to keep track of their own progress in persuading mothers -- and changing their tactics if they are not seeing a positive result. In addition, NCP has asked a small number of centers to forward routine growth monitoring data as a means of measuring impact of the intervention on nutritional status.

NCP reports that a previously marginalized Nutrition Service within the MOH has by now become, with relatively few resources (e.g., in comparison with EPI and population programs), a credible and reliable resource for health communications expertise. Information from OAR/Ouagadougou is in general agreement that sustainable nutrition communications strategies do exist but cautions that there may be a gap between having designed training strategies and having the ability to carry them out.

#### 4. Niger

Following USAID/Niamey-funded research activities in the first year of the project, the Mission approved an NCP proposal for funding, but was unable to make funds available. Given that the Government of Niger was committed to the project, that USAID/Niamey had a very strong nutrition communications person employed, and that a non-governmental organization, Helen Keller International (HKI), was able to serve as the country liaison, NCP initiated an "experimental, true community participatory" project largely funded with central resources.

The "Vitamin A Mini-Project" was mounted in 16 villages in the Hausa-speaking Birni N'Konni district in the Tahoua Department, 280 miles west of Niamey. The project sought to encourage off-season planting, the consumption of green leafy vegetables and the purchase and consumption of liver. The region was selected because water was available, dry season gardening of other crops was practiced and liver was commonly and cheaply sold (although not consumed by vulnerable groups). The total population covered was approximately 26,000. The Mini-Project first assessed vitamin A "gaps" and how to fill them, based on the

consumption of locally available foods. Its team next looked in depth at nutrition and vitamin A intake among pregnant and nursing women and children under 6. Based on these results, NCP developed a set of key messages to be delivered through community drama as the principal intervention. Twenty-five health promoters were trained in role playing and community mobilization techniques to support the key messages. The promoters organized "village animation teams" in each village and conducted three workshops allowing the village animators to develop their own skits and role plays. Village teams created 70 of their own vitamin A-related skits. Finally, NCP organized "village theater festivals" that brought up to 6 village animation teams together to exchange experiences.

In December 1992, the MOH/HKI/USAID/NCP Vitamin A Mini-Project Team conducted a rapid "Assessment for Forward Planning" which identified the strengths and weaknesses of the Mini-Project strategy and interventions. While no true baseline was conducted, the assessment showed:

- measurable impact on dietary practices -- 90% of adults said that they eat green leaves more frequently and 87% said that they eat liver more frequently as a result of hearing the nutrition messages;
- exposure to nutrition messages was high -- women, however, had less exposure to the messages than men; 75% of men and 53% of women had heard information about the importance of a varied diet; 82% of men and 68% of women remembered hearing about eating liver; and
- theater proved to be an effective way to reach women, who are cloistered and, hence, hard to contact -- the fact that 34% of women saw at least one play was more than expected given that women rarely attend public events.

Based on this pilot study, with NCP and USAID/Niamey support, the MOH/HKI developed an expansion program, and initiated work on the production of teaching aids. While theater was clearly effective in mobilizing village action, the MOH found the community-based approach to be very labor-intensive, and is examining other communications media to extend its reach at less labor cost.

Regional cooperation among NCP-targeted West African programs has been demonstrated through their willingness to share materials and experimental results across countries -- each program taking one step beyond where the other left off, rather than covering the same ground at the same rate. NCP believes this collaborative spirit was instigated by the first regional NCP workshop held in Abidjan in 1989, and reinforced by regularly bringing country personnel together in such gatherings as at the Lomé Forum in 1991 and the FAO Sahel Vitamin A Communications Workshops in 1992, as well as encouraging PVO staff (e.g., AFRICARE) to send representatives to neighboring country NCP training courses. NCP plans to end the project with a final sharing workshop ("Abidjan II") in an effort to leave the West African programs with a sense of confidence and ownership of nutrition social marketing approaches, looking to CERCOM as the regional source of TA and

training. (NCP is proceeding more-or-less along the same lines, but on a smaller scale, in Latin America, helping INCAP to add social marketing and communications to its list of technical specialties.)

Preliminary data indicate positive changes in nutritional behavior and status, which it is hoped is indicative of what can be accomplished with effective nutrition communications interventions over time if the efforts are sustained. We will have to await summative reports of NCP activities in the four countries at the end of the project to have a better grasp of NCP impact, but at this stage, we believe the results will be at least commensurate with the investment. There is a caveat in even the most promising impact data. Communications messages might, indeed, be successful in changing behavior and/or practices at a given point in time. However, experience has shown that constant reinforcement is needed to consolidate behavior change brought about by communications efforts. Impact is not a static condition and the messages must be reinforced for an indeterminate length of time before the desired change can be considered permanent.

### **C. Adequacy of USAID Resources**

It is anticipated that approximately \$10 million will have been committed to NCP by its completion date. This would appear to be adequate to carry out the project's objectives, since most activities have been relatively inexpensive and are planned to fit into small budgets of collaborating institutions.

The relationship of core to buy-in funds in NCP, which is expected to be approximately 50-50 by the end of the project, seems to be a good one. Although more core funds are always desirable, this mix should enable NCP to respond to buy-ins as well as undertake innovative state-of-the-art activities on its own accord.

### **D. Project Focus**

The areas of focus in the current project -- growth monitoring and promotion of breastfeeding, weaning practices, the dietary management of diarrheal disease, overcoming vitamin A deficiency diseases, maternal nutrition, P.L. 480 Title II feeding programs, nutrition in primary health care delivery and child survival programs -- are appropriate and relevant. NCP activities should be as broadly gauged and flexible as possible to accommodate communications needs which may develop in any aspect of nutrition-related sector programs. The challenge for a follow-on project is to strengthen the modalities for relating to the other projects and organizations where inclusion of a nutrition communications and education component would benefit. See Section VI.B. for a discussion of this issue.

### **E. Monitoring and Evaluation Strategy**

In addition, NCP staff noted that ongoing monitoring of the project took place through various means: quarterly reports to USAID and meetings with project managers and counterparts allowed for high transparency, as well as continuous review and adjustment of the project's activities. Communications techniques and the messages promoted similarly

were monitored and fine tuned based on their effectiveness in the field. This responsiveness to feedback and appreciation that social marketing is a process in continuous development is a strong quality of NCP's approach and should be emphasized in the "lessons learned" activities.

NCP is undertaking a variety of evaluation approaches. For example, in Mali it is assessing nutrition status as well as behavioral change. It is also attempting to assess the strengthening of institutional capacity to carry out nutrition social marketing. In Honduras, Burkina Faso and Niger, NCP is evaluating behavioral change and institutional change but not nutritional status.

It is essential that nutrition communications projects contain an evaluation strategy from the outset, including a plan for collecting baseline data, which has largely been the case with NCP in its country projects. As described in Section V.B. above, impact data are just beginning to become available. What is hoped by the project's end is solid proof that changes in nutritional behavior (and status to a lesser extent) can take place with effective communications interventions and that the evaluative framework is in place to support this claim.

As is being achieved in child survival and other strategic interventions, policymakers and donors require demonstrable proof of the impact of nutrition education for it to be considered a priority worth supporting. Current and future NCP work in this regard could contribute valuable experience in linking impact evaluation and advocacy.

## **VI. CONCLUSIONS AND RECOMMENDATIONS**

### **A. Conclusions**

**Project Process.** In terms of the management and implementation of the NCP, this evaluation found that:

- the "mix" of communications strategies addressed the fact that a successful IEC program requires message delivery at all levels, from the mass media to interpersonal exchange;
- the project successfully collaborated with host country counterpart institutions, PVOs/NGOs, and other donor institutions, and responded to field requests in a timely manner;
- for the most part, project counterparts were satisfied with the technical assistance provided by NCP; and
- project monitoring and evaluation strategies were thorough and resulted in a dynamic and flexible communications strategy.

**Project Impact.** Regarding the achievement of the project's original goals, purpose and outputs, this evaluation concludes that:

- the project will quite likely have accomplished most of its objectives by its current PACD, March 1995; and
- preliminary data in project countries indicate positive changes in nutritional behavior and, to a lesser degree, nutritional status (see discussion of impact evaluation studies in Section V.B.).

### **B. Recommendations**

#### **1. Remaining Life of Project**

In its remaining eighteen months, NCP should accomplish the following.

- Complete its four country projects and strengthen its efforts toward the goal of synthesizing lessons learned of NCP activities which have proven to be most effective, e.g., interpersonal communications and community-based collaborative models, for use in future nutrition communications programming.
- Prepare country project evaluations, documenting constraints as well as successes in each case.

- Develop a focussed strategy for reaching and influencing policy level decisionmakers. As part of this strategy, the (USAID supported) interactive computer software program PROFILES should be field tested and actively marketed as a nutrition advocacy tool. Priority should be given to officials who indicated a strong interest at the International Conference on Nutrition in December 1992.
- Strengthen efforts to institutionalize project activities into host country institutions. There is a need for follow-up training workshops to strengthen and upgrade skills learned in earlier NCP activities including training in policy advocacy, regionally (INCAP and CERCOM) as well as within project countries.
- Continue to work with PVOs and host government institutions in order to develop models for use in conducting nutrition communications activities in a front-line, community based collaborative mode.
- Develop a level of effort and budget for the project's final documentation and media output and a work plan for insuring that targets will be met by the end of the project.
- NCP should continue to explore innovative ways of collaborating with UNICEF, FAO, WHO and other organizations.

## **2. Future Considerations**

Based on the solid accomplishments of the past several years, and the continuing need for nutrition education, a follow-on nutrition communications activity is justified. Nutrition communications can make an important contribution to a wide range of nutrition, health and, indeed, agricultural programs. The challenge is to determine the form it should take after the current project ends. While it will be the task of the PID and Project Paper teams to design a future project, the following suggestions are put forth.

NCP is, and should continue to be, the preeminent communications support mechanism in the nutrition related sector and should provide its expertise to other R&D/N projects such as WIN, OMNI and IMPACT as well as other USAID-funded projects in Washington, D.C., or in the field, whatever their organizational status. It is beyond the scope of this evaluation to ascertain how other projects could "buy-in" to NCP but it should be possible to work out such mechanisms. For example, R&D/N could fund NCP to carry out communications activities in other projects in the R&D/N portfolio. Other R&D offices quite likely also could "buy-in" to NCP in similar fashion to regional bureaus and USAID Missions.

In our view, FHA should be a prime target for such collaboration. R&D/N and FHA should be encouraged to develop modalities for linking nutrition communications interventions to FHA activities including the P.L. 480 Title II and III food aid programs. Certainly, the nutritional impact of food aid could be enhanced by incorporating the nutrition communications approaches developed by NCP. The linkage might take place with the PVOs which are the primary food distributors in the field. The Food Aid Management project

(FAM) in Washington, D.C. might be one mechanism for NCP to provide nutrition communications services in collaboration with the PVO food distribution programs abroad. There is little doubt that the P.L. 480 program, FHA, the participating PVOs, and R&D/N would benefit by sharing their areas of expertise. NCP should also explore the child survival grant program of FHA as another possible area of collaboration in the nutrition area.

While nutrition is not yet fully recognized as a major development constraint by many host governments or major donors (including USAID), there seems to be a growing recognition of its importance as evidenced by the 1992 International Conference on Nutrition (ICN) in Rome. This conference generated considerable interest in nutrition and created a momentum which quite likely will dissipate if not followed up with tangible activities demonstrating the importance of improved nutrition to a nation's economic and social development. Effective advocacy of nutrition education for policymakers, and communications of nutrition messages in both the public and private sectors is a critical element in maintaining this momentum. R&D/N and AED should aggressively accelerate their efforts in exploring creative ways of linking into some of the initiatives generated at the conference. The ICN Plan of Action for Nutrition identified nine theme areas of which nutrition education plays an important role. Follow-on activities to the NCP should explore the possibility of targeting education and social marketing efforts to include "pre-consumption" aspects of nutrition including food availability, access and quality/safety. Specific examples of potential target groups include: those involved in the provision of food assistance to vulnerable groups; agriculturalists and food producers/processors in the public and private sectors; and managers of foodservice establishments.

The 159 countries that participated in the ICN are currently putting together national Plans of Action, to be completed by December 1994. The NCP follow-on activities should assist countries which identify nutrition education and communications as important components of a national nutrition program. These explorations should include inter alia the NGO Committee to UNICEF, especially its Nutrition Working Group; the Global Food and Nutrition Alliance; and the World Sustainability in Agriculture Association. There surely is a role for communications/social marketing in the work of such organizations which appears to be lacking at present.

Communications activities quite likely would be more effective if they were linked to programs that provide more immediate and tangible benefits to recipients. For example, communications interventions linked to the provision of immunizations, ORT kits, condoms, vitamin A tablets and iodized salt or iron supplements might have a better chance of succeeding than a stand-alone communications intervention. Likewise, these programs would profit from the integration of proven communications methodologies into their delivery systems.

A major operational difference between the current NCP and the proposed successor project might be its relationship to the field. After the proposed USAID reorganization, it is doubtful that remaining USAID Missions will be willing to buy into a narrow nutrition communications activity. The new project could retain the capability of providing services directly to Missions, PVOs and MOHs on a buy-in basis but should no longer be burdened with the need to develop self-contained country projects or forced to seek funds from the

Missions and Regional Bureaus as required in the present project. The proposed activity should primarily be funded from core funds which would give it the flexibility to undertake more innovative interventions without having to rely on buy-ins.

### *Summary*

Continuation of project activities is recommended and the following characteristics should be considered in the project's design:

- **Serve as the preeminent nutrition communications provider and innovator for all USAID- sponsored activities, including those of the R&D Bureau, FHA, Regional Bureaus and the Missions. Attempt to integrate a nutrition communications component into other activities such as P.L. 480 Title II and III, Family Planning and Child Survival programs and USAID's OMNI project.**
- **Be as flexible in content and geographic coverage as possible. One of the ICN Plan of Action's nine theme areas relates to "Promoting Appropriate Behaviors and Healthy Lifestyles," specifically in relation to the growing incidence worldwide of chronic, non-communicable diseases related to nutrition. The increase in heart disease, obesity, cancers and environmental contamination requires that we implement appropriate nutrition education efforts to mitigate the effects of this evolution. In particular, follow-on activities could consider involvement in Eastern Europe and the Newly Independent States (NIS).**
- **Strengthen current efforts to work with a wider range of host country institutions including Ministries of Education, Agriculture and Environment, in addition to Ministries of Health. Likewise efforts should be expanded in devising modalities for more effective collaboration with community-based PVOs, including funding mechanisms.**
- **Expand current NCP collaboration with UNICEF, FAO, WHO and other organizations in order to implement relevant recommendations generated in the 1992 International Conference on Nutrition.**
- **Develop comprehensive strategies for sensitizing and motivating policymakers on the importance of improved nutrition in relation to social and economic development in their countries. Programmatic integration can also be seen in USAID's reorganizational plans, which include a shift from country-oriented prioritization of agency efforts to a global emphasis on major strategies, including economic growth, population and health, and the environment. Ways in which nutrition advocacy through education/social marketing can significantly affect policy in these strategic areas need to be explored. For example, the experience gained from using PROFILES in promoting policy dialogue could be used to influence decisionmakers in the economic sector as well as those involved in environmental issues.**

- **Develop improved synthesizing and dissemination strategies to insure that relevant information reaches the broadest range of target audiences in a timely manner.**
- **Insure that realistic formative and summative evaluation plans are integrated into field interventions from the outset -- including the collection of baseline data.**

## **APPENDIX A**

### **EVALUATION TEAM**

**Thomas A. Moser, Team Leader.** Prior to retiring from USAID in 1983, Mr. Moser had thirty three years of foreign aid experience, all with USAID and its predecessor agencies, starting with the Marshall Plan in 1950. Assignments covered a wide range of technical and managerial positions in the U.S. and abroad culminating as the USAID Representative to The Gambia in 1979. Since retirement, he has conducted numerous project designs and evaluations with special emphasis over the past three years on development communications activities in such areas as nutrition, narcotics and health.

**Jacquelyn Stanton-Rosario, Communications Specialist.** She received an Ed.D. from the University of Massachusetts, Amherst in 1971 and a M.D. from the University of Medicine and Dentistry of N. J. in 1986. She has been involved in numerous domestic and international development activities related to health, education and training. Most recently she served as an American Association for the Advancement of Science (AAAS) Diplomacy Fellow with the Africa Bureau of USAID where she focused on interventions designed to integrate health messages within the curricula for both formal and non-formal education projects. She has also participated as an evaluator for USAID projects including A.S.H.A. and Africa Child Survival.

**APPENDIX B**  
**LIST OF INTERVIEWEES**

**OVERSEAS (TELEPHONE/FAX)**

Project ABEL	Mali
3 AG (NGO)	Mali
Namadoulfaïdou Aïsa	Coordinator of NCP, Ministry of Health, Nutrition Division, Niger
Neen Alrutz	TAACS/OAR/Burkina Faso
Robin Anthony	Coordinator, NCP/Mali
Juliet Aphane	Ministry of Agriculture and Cooperatives Swaziland
Jeff Barnes	AFRICARE/Mali
CANEF (NGO)	Mali
Issa Boubacar Camora	(former Coordinator for NCP) HKI Int'l/Niger
Sandra Collier	Program Manger for INCAP Projects ROCAP, Guatemala
Dr. Daouda Coulibaly	Project Director, Child Survival World Vision Int'l/Mali
Gloria Espinoza	CARE/Peru
Madga Fischer	Communications Coordination, INCAP
Field-based Health Agent	Save the Children, Mali
Habou Kalla	Health Education Division, Ministry of Public Health, Niger
Hugues Koné	Director, CERCOM, University of Côte d'Ivoire

<b>Peter Laugharn</b>	<b>Director, Save the Children/Mali</b>
<b>Dr. Tetevi Logovi</b>	<b>Country Director, HKI/Mali</b>
<b>Nancy Lowenthal</b>	<b>Child Survival Coordinator USAID/Niamey</b>
<b>Fanta Macalou</b>	<b>Project Coordinator GDO/USAID/Bamako</b>
<b>Alan Poiri</b>	<b>Faculty, CERCOM</b>
<b>Dr. Julio Ramirez-de-Arellano</b>	<b>Regional Technical Advisor CARE/Costa Rica</b>
<b>Muderhwa Runesha</b>	<b>Principal Technical Advisor Vitamin A, Project, Niger</b>
<b>Anita Sampson</b>	<b>PFP/PGD, USAID/Mbabane</b>
<b>Franz Símmerbach</b>	<b>Officer-in-Charge, Nutrition Programme Service, Food Policy and Nutrition Division, FAO, Rome</b>
<b>Christian Stengel</b>	<b>Training &amp; Communications Education Manager HKI, Mali</b>
<b>Stanley Terrell</b>	<b>TAACS/USAID/Honduras</b>

**U.S. CONTRACTORS/SUBCONTRACTORS**

<b>Carol Baume</b>	<b>Wellstart</b>
<b>Margaret Bentley</b>	<b>Johns Hopkins University</b>
<b>Anne Brownlee</b>	<b>Wellstart</b>
<b>Burt Burkhalter</b>	<b>Senior Program Officer, NCP, AED</b>
<b>Judy Canahuati</b>	<b>Wellstart</b>
<b>Mary Debus</b>	<b>Director, International Programs Porter Novelli</b>
<b>Jeff Dietrich</b>	<b>Finance Manager, NCP, AED</b>
<b>Claudia Fishman</b>	<b>Deputy Director, NCP, AED</b>

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<b>Peter Gottert</b>	<b>Program Officer, Africa, NCP, AED</b>
<b>Martha Holly-Newsome</b>	<b>Wellstart</b>
<b>Susan Huffman</b>	<b>Wellstart</b>
<b>Audrey Naylor</b>	<b>Wellstart</b>
<b>Chloe O'Gara</b>	<b>Wellstart</b>
<b>Clara O'Laya</b>	<b>Program Officer, Latin America, NCP, AED</b>
<b>Margaret Parlato</b>	<b>Project Director, NCP, AED</b>
<b>Valerie Uccelani</b>	<b>Program Officer, NCP, AED</b>

**OTHER**

<b>Ed Abel</b>	<b>Futures Group</b>
<b>David Alnwick</b>	<b>Senior Advisor, Micronutrients, UNICEF/New York</b>
<b>Alan Berg</b>	<b>Senior Nutrition Advisor, World Bank</b>
<b>Roger Blobaum</b>	<b>Associate Director, World Sustainability and Agriculture Association</b>
<b>Angela Churchill</b>	<b>OTAPS, Peace Corps</b>
<b>Margaret Haggerty</b>	<b>VITAL</b>
<b>Susie Harris</b>	<b>Nutrition Foundation</b>
<b>William Hetzer</b>	<b>Chief, Radio, Television Section, Division of Information, UNICEF</b>
<b>Margaret Koniz-Booher</b>	<b>Society for Nutrition Education</b>
<b>Miriam Labbaok</b>	<b>Georgetown University Institute for Reproductive Health</b>
<b>Kirsten Laursen</b>	<b>Director of Training and Community Education HKI/New York</b>

<b>Ann Moroni</b>	(former Child Survival Project Coordinator) AFRICARE/Mali
<b>Mary Beth Powers</b>	Director of Health, CARE/New York
<b>Bob Pratt</b>	VITAL
<b>Beth Styer</b>	Coordinator, NGO Committee to UNICEF
<b>Joseph Sclafani</b>	Associate Executive Director HKI/New York
<b>Ellen Vor der Bruegge</b>	Freedom from Hunger/California
<b>Virgina Yee</b>	APHA Clearinghouse on Infant Feeding and Maternal Nutrition
<b>Tom Zopf</b>	Director, Food Aid Management
<b>USAID</b>	
<b>Mary Ann Anderson</b>	R&D/H
<b>Susan Anthony</b>	R&D/N
<b>Paula Bryan</b>	NIS/TF
<b>Eunyong Chung</b>	CTO, NCP, R&D/N
<b>Brenda Colwell</b>	Program Officer, R&D/N
<b>Frances R. Davidson</b>	Deputy Director, R&D/N
<b>Holly Fluty</b>	R&D/H
<b>Rudy Griego</b>	FHA/FFP/DP
<b>Michael B. Gushue</b>	FA/OP/A/HRN
<b>Robert Haladay</b>	AFR/HR (formerly USAID/Tegucigalpa)
<b>Sam Kahn</b>	R&D/N
<b>Tom Marchione</b>	FHA/PPE
<b>Melanie Marlett</b>	A/USAID

**Anthony Meyer**

**R&D/ED**

**Karen Nurick**

**LAC/DR/HPN**

**Carol Rice**

**Asia/PR/TR**

**Rose Robinson**

**FHA/PVC/CS**

**Neil Woodruff**

**LAC/DR/HPN (formerly USAID/Bamako)**

## APPENDIX C

### QUESTIONNAIRE TO NGOs/PVOs, DONORS, HOST GOVERNMENTS AND REGIONAL INSTITUTIONS

#### USAID NUTRITION COMMUNICATIONS PROJECT July 1993

Creative Associates International has been hired to undertake an evaluation of the Nutrition Communications Project (NCP) funded by USAID Office of Nutrition and implemented in collaboration with (*name of collaborating organization*). Your name has been given as one who may have some experience with the project. As you might know, the main objective of this activity is to provide technical assistance and training to NGOs and their government counterparts to develop and implement effective nutrition communications programs.

Your views on the project will be very useful in this evaluation. Please be as candid as possible with the assurance that your response will be treated confidentially. Of particular value will be your perceptions on what has worked and your suggestions for improving future project activities in your country. Your cooperation in responding to the following questions will be greatly appreciated:

1. What has been the nature of your association with the NCP project?
2. Has the project been active in your country (or organization)? Please be specific by giving examples of activity if possible.
3. Has the project been useful? If so, in which ways?
4. What strategies/skills developed with NCP assistance will continue to be applied in your organization's activities?
5. What have been the project's major shortcomings in your view?
6. Do you have any suggestions for future activities under this or related nutrition communications projects?
7. Other comments?

Please respond by August 21 by fax if possible to: Tom Moser, Senior Consultant, Creative Associates International, FAX Number: (202) 363-4771.

Thank you for your cooperation.

# QUESTIONNAIRE TO USAID MISSIONS

## USAID NUTRITION COMMUNICATIONS PROJECT

July 1993

Creative Associates International has been hired to conduct the final evaluation of the Nutrition Communications project (NCP) #836-5113, managed by the Academy for Educational Development (AED). While NCP still has some eighteen months to resume its activities, R&D/N is beginning to design a follow-on activity which will build upon the strengths and lessons learned over the past six years. To this end, your views of NCP will be greatly appreciated. We are also requesting the views of relevant PVO, NGOs and Host Governments. Please be as candid as possible and critical as you wish. It will be especially helpful if you could point out: 1) areas of success you would like to see duplicated in future projects, 2) problem areas or constraints that have limited the potential benefits of NCP in your situation and, 3) other suggestions for future activities in the nutrition communications area. More specifically, please respond to the following questions:

1. What has been/is your association with NCP?
2. How is the project viewed:
  - by the USAID Mission?
  - in the host government?
  - in the local PVO/NGO community?
3. What is your opinion of the project and how might it be improved in the future in such areas as:
  - project administration
  - assessments
  - training
  - technical assistance
  - country projects (experimental interventions)
  - information dissemination
4. What in your opinion are the NCP resources and areas of assistance that have been most and least useful to the mission and collaborating organizations?
5. Do you think NCP is making an impact on nutritional attitudes, behavior and/or status in target countries?
6. Is NCP achieving its objective of developing sustainable nutrition communications strategies in countries where has been most active? Do you think the project will have created local institutions and/or services that will continue after USAID funding stops?

**APPENDIX D**  
**DETAILED CHRONOLOGY**  
**OF MAJOR PROJECT ACTIVITIES 1990-93**

This appendix provides detailed information on major NCP activities on a year to year basis over the past three years.

**PROJECT YEAR FOUR (OCTOBER 1990 - SEPTEMBER 1991)**

**Country Projects**

**Niger:** Government approval to launch the Vitamin A Mini-Project came in January. A synthesis of vitamin A needs and sources was completed; ethnographic research was conducted as well as an assessment of regional training needs.

**Mali:** Conducted a baseline KAP survey in the CARE Macina site; trained health workers from the PVO network (CARE AFRICARE, World Vision) and MOH; developed and pre-tested a counseling manual and village storybooks; and developed a strategy for expanded communications activities.

**Burkina Faso:** Pilot activities in 4 provinces were concluded and activities in 8 new provinces initiated in support of the bilateral Family Health and Health Financing Project. Conducted a KAP survey in 4 provinces; developed and printed 4 village story books, 2 in collaboration with HKI's VITAP and other PVOs.

**Honduras:** Completed an analysis of the formative research for the MOH's breastfeeding program conducted at the end of project year three; conducted a baseline survey in 3 provinces; developed an implementation plan for breastfeeding; and developed, tested and produced a wide array of educational materials.

**Swaziland:** Technical assistance focused on radio production and training of staff in new radio formats.

**Training**

Attention was focused on developing a strategy to strengthen interpersonal communications skills of front-line nutrition workers and of creating a new series of training materials based on social marketing principles. Activities included completion of a training package consisting of: a manual, *Learning to Listen to Mothers: Strengthening Communication Skills for Nutrition and Growth Promotion*; and filming and multi-country pretesting of a training video and users guide. Wide scale distribution of the video was organized in collaboration with UNICEF (a co-funder) and the APHA Clearinghouse.

In addition to considerable project-related training, NCP:

- continued to work with INCAP to develop its institutional capacities; as a first step, a week-long training in communications was conducted for INCAP advisors from throughout Central America;
- collaborated with the African Nutrition Education Network (RENA) and CERCOM to plan and conduct a two-week training course on nutrition social marketing for 22 nutrition/education managers from 10 countries; and
- Collaborated with CARE to train project managers from 7 LAC countries in communications techniques.

### **Dissemination**

During the year, NCP worked on synthesizing lessons learned about breastfeeding and infant feeding, completing drafts of:

- *Questions and Answers on Infant Feeding: A Panel of Experts Takes a New Look;*
- *Panama Breastfeeding Case Study; and*
- *Breastfeeding: High Impact at Low Cost.*

**Africa Infant Feeding Initiative:** NCP and PRITECH held a regional forum in Lomé, Togo on "Infant Feeding and Child Survival" for 11 African countries that examined technical and programmatic issues linked to optimal infant feeding. UNICEF, FAO and WHO collaborated in the conference.

### **Technical Assistance**

Assistance was provided to the Kenyan Ministry of Health to explore ways of adding a nutrition component to the CDD program. A series of needs assessments to Africa, including Togo, Senegal and Cameroon was postponed due to the Gulf War.

## **PROJECT YEAR FIVE (OCTOBER 1991- SEPTEMBER 1992)**

### **Country Projects**

**Niger:** A communications strategy was developed for the Vitamin A Mini-Project active in 16 villages; a Training of Trainers and three training workshops were conducted. Full-scale implementation began, including village-level theater and a series of village-level social mobilization activities including "Liver and Greens Festivals."

**Mali:** A new phase began in October with a broadening of groups participating in the project to include the MOH, 4 local NGOs, Save the Children, Plan International CARE, AFRICARE and World Vision. Activities included: training of rural health workers from the 9 collaborating agencies; production of three new village story books; initiation of work on a Teacher's Activity Guide as a first step in introducing nutrition into the primary schools and preparation of comprehensive implementation plan for the remainder of the project.

**Burkina Faso:** An implementation plan for the nutrition component of the Family Health and Financing Project was completed based on the earlier KAP survey; print materials developed (including village story books, a poster for men and low-cost handouts); 240 front line workers were trained; and a Health Workers field guide was created.

**Burkina Faso (HKI):** Funding was received to launch a new Vitamin A communications project in conjunction with HKI. It will focus on in-school nutrition education.

**Swaziland:** Limited technical assistance was provided in this last year of NCP assistance. This was to continue training of radio producers for the Weaning Project. A Strategy Development Seminar was conducted and regional staff were trained in recording/collecting radio material.

**Honduras:** The emphasis of NCP support to the MOH continued to be on the national breastfeeding program. Some 2300 health personnel throughout the country were trained in the promotion of breastfeeding through nutrition communications, with NCP providing support to national and regional teams. A second-wave breastfeeding campaign was launched including a new radio-call in program and radio spots. Work on the Growth Monitoring /Promotion component began towards the end of the year.

**Peru:** An evaluation was conducted of how educational materials and approaches used in the Population Council/NCP Breastfeeding Project were working. This was designed to complement the Population Council's impact evaluation.

## **Training**

NCP continued to address ways to strengthen the interpersonal communications skills of community-level workers who provide face-to-face nutrition counseling. Activities included:

- evaluation of the effectiveness of the training video, ¡Comuniquémonos Ya! in collaboration with PROCOSI and CARITAS in Bolivia;
- the *Learning to Listen* training manual was translated into Indonesian, and field-tested with NGOs in Indonesia and Mali; and
- two workshops were conducted with CARE supervisory staff from 6 countries in Latin America and the Caribbean on the topic of learning principles and training techniques applied to nutrition.

During this period, NCP received funding from the Africa Bureau to:

- collaborate with FAO in planning a series of three-week workshops as part of the Sahel Vitamin A Social Marketing Initiative; preparatory work included an organizational meeting with FAO and country representatives; development of Creative Briefs for radio producers from Niger, Mali and Burkina Faso and participation in conducting a radio workshop for 5 countries; and
- help the PAMM program at Emory University develop a 7 week training course in social marketing. NCP provided staff to conduct 1 week of this workshop.

### **Dissemination**

A number of important international and domestic conferences provided unique opportunities to present lessons learned about nutrition social marketing to a broad range of decisionmakers. Major activities included:

- development of a case study on using social marketing techniques to modify nutrition behavior; this was prepared for the International Conference on Nutrition (ICN) and was an official conference document; and
- mounting of a two-day International Nutrition Education Conference in Washington, D.C. in conjunction with the Annual Meeting of the Society for Nutrition Education; over 200 participated in the Conference, many from developing countries; another 80 attended a one day Skill-Building Workshop on social marketing conducted by NCP in collaboration with Manoff International.

Printing and widescale distribution was completed of *Questions and Answers on Infant Feeding* (three languages) and *A Historical Review of the Panama Breastfeeding Promotion Project* (two languages -- with translation by INCAP).

Follow-up activities to the Lomé Conference on Infant Feeding were mounted including technical assistance visits to Cameroon, Côte d'Ivoire, Mali, Niger and Burkina Faso specifically addressing breastfeeding/infant feeding issues. A summary of infant feeding research in Africa was drafted. A Researcher's Roundtable to identify qualitative research issues on infant feeding was also held and a report issued.

### **Policy Dialogue**

In February, NCP in partnership with the Futures Group, began development of a computer model as a communications tool to reach decisionmakers about the economic and social benefits of investing in nutrition.

## **PROJECT YEAR SIX (OCTOBER 1992- PRESENT)**

### **Country Projects**

**Niger:** An evaluation of the 20 month Vitamin A Mini-Project was concluded in late 1992 followed by a strategy development workshop in January of 1993 to plan an expanded Phase II project. Delays in obtaining funding, however, have postponed project start-up. Activities carried out to maintain momentum have included focused qualitative research in the new project area and development of counseling cards for community level personnel.

**Mali:** Use of mass media to extend the reach of nutrition messages was introduced on a national level. A series of 20 radio programs was produced and is now on the air. A mid-point evaluation was conducted in the CARE project site. Three workshops for health promoters from the NCP network of PVOs and MOH were conducted. Further work was completed on the Teacher's Activity Guide with the MOE and 4 post-literacy booklets were designed and printed.

**Burkina Faso:** A radio component on nutrition was added to the Family Health and Health Financing Project and extensive training of health workers was undertaken in the 8 provinces covered by the project. Work with the MOE in introducing nutrition education into the school curriculum also advanced.

**Burkina Faso (HKI):** In January, planning meetings were held with HKI headquarters staff to work on institutional roles and a calendar of activities for the new Vitamin A project. Rapid ethnographic field work was completed and assistance provided in developing the baseline study.

**Honduras:** The final year of NCP assistance to the MOH concentrated on consolidating the national breastfeeding communications strategy and putting the first stages of a growth monitoring program (education component) in place. A third round of radio spots was broadcast; educational materials reprinted; and various trainings conducted. NCP participated in designing a Vitamin A communications strategy and worked intensively with La Leche League to develop a manual for use by breastfeeding counselors. A final evaluation of the breastfeeding intervention was conducted in July and a final report is in preparation. All activities will be completed by the close of the year.

### **Training**

In Project Year Six, NCP continued to devote considerable effort to improving the communications skills of health and other workers who interact directly with mothers and the community. This year NCP initiated work on a **Supervisor's Package** in recognition of the need for on-the-job support and new supervisory strategies for front-line educators. Testing of different approaches was carried out in Indonesia with Project Concern and is underway in Bolivia. Efforts have focused on printing and distributing three-language versions of the *Learning to Listen to Mothers* manual through NGO networks.

**Capacity-building at regional institutions and other agencies concerned with nutrition communications continued to receive priority attention:**

- a 15 week social marketing curriculum was developed for INCAP's master's degree program;
- a draft nutrition communications training curriculum was developed for the Peace Corps based on extensive focus group discussions with volunteers and trainers;
- the first stages of planning a new social marketing course at CERCOM was initiated; a visiting professor has also been working at AED on assembling appropriate course readings; and
- a second PAMM training course on social marketing for micronutrient interventions will be held at NCP in September.

**Other regional training efforts included collaboration with FAO in planning and conducting a three-week workshop on audiovisual techniques as part of their Sahel Vitamin A Social Marketing Initiative.**

### **Policy Dialogue**

**Increasing attention was directed this year to reaching policymakers with pertinent information through a variety of media. Major activities have included:**

- completion of the PROFILES computer model and its preview at a range of fora including USAID, the International Conference on Nutrition, PAMM and UNICEF; the first country application was successfully carried out in Bangladesh with funding from UNICEF; PROFILES 2.0, which features program planning and costing for different nutrition interventions, is in development;
- collaboration with UNICEF in producing a video on micronutrient malnutrition entitled *Ending Hidden Hunger* which is specifically designed for decisionmakers and urban audiences;
- preparation of a report on USAID's Micronutrient Program for national leaders around the world; and
- preparation of a brochure for the ICN Conference.

### **Dissemination**

**NCP prepared the Proceedings from the Society for Nutrition Education's Conference on Communications Strategies to Support Infant and Young Child Nutrition, held in July of last year. This is being issued as part of Cornell University's communications monograph series.**

The focus has been on completing work under this buy-in, now in its final year. As follow-up to the Lomé Conference on infant feeding, NCP has subcontracted with the International Children's Center to help develop a package of guided technical readings on the subject. These are for use by national breastfeeding groups set up after the conference. Further efforts to increase educational materials on infant feeding include: (1) provision of technical support to CERCOM and La Leche League to conduct focus group discussions on breastfeeding and develop print materials for use throughout West Africa; (2) translation into French of the ICN case study on nutrition social marketing; and (3) finalization of a summary of infant feeding issues in the region.

### **Technical Assistance**

NCP led a team to assist USAID/Mali in planning an integrated nutrition intervention. A number of country nutrition background documents were produced and new statistical data and analysis conducted. Technical assistance was also provided to USAID/Peru to evaluate breastfeeding materials.

In addition, NCP staff provided a range of support to collaborating USAID projects, UN agencies and PVOs in nutrition social marketing. This included provision of speakers at conferences and trainings and assistance in identifying reference materials. Other assistance included participation in Mexico's first regional meeting for the National System for the Development of the Family to present communications options; and presentation of social marketing strategies for a conference in Russia on infant feeding.