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**Women and Infant Nutrition Field Support Project (WINS)**

**WINS Reconnaissance Visit:  
Assessment of Opportunities  
in Bolivia**

August 23 to August 31, 1991

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In particular, we would like to extend our appreciation to Mr. Paul Hartenberger, Director of the Health and Human Resources Division and Mr. Charles Llewellyn of USAID/Bolivia for taking care of logistics. The team thanks Mr. Llewellyn and Mr. Jonathan Sleeper, Deputy Director of Agriculture, for their important contribution to the mission and others at USAID/Bolivia, Ms. Sigrid Anderson, Ms. Sonia Aranibar, Mr. Jorge Calvo Carmona, and Mr. Luis Fernando Moreno.

We also acknowledge the other busy people who took time out, often on short notice, to meet with us, discuss their projects and learn about WINS. Although too numerous to list here, their names are found in Appendix 1.

Extra special thanks go to Ms. Michelle Fryer, Director of Technical Assistance to the Radio Learning Project and her assistant, Ms. Magguie Loza who set up appointments and provided much needed assistance in Bolivia. Finally, we wish to thank our R&D/N Project Officer, Ms. Susan Anthony, for her input in many of the meetings in Bolivia and for her efforts in Washington to promote the WINS project to the field.

## EXECUTIVE SUMMARY

This report summarizes an exploratory visit by the WINS Project to Bolivia, from 23 to 31 August 1991 at the invitation of the United States Agency for International Development Mission to Bolivia (USAID/B). The objectives of the trip were to a) review the current nutrition and health priorities and activities of the Government of Bolivia (GOB), USAID/B, and private organizations, b) present the WINS project capabilities and approach to the same organizations and c) identify promising opportunities for WINS collaboration. The team met with representatives from USAID/B, private voluntary organizations and from other non-governmental organization.

The unique opportunities presented by the receptive Title II office and the history of strong health programming make Bolivia an excellent candidate to become a site for WINS comprehensive efforts. Possibilities exist for WINS to provide nutrition-related field support to both child survival and food aid programs in order to enhance their nutrition and development impact.

In the child survival arena, discussions focused on potential collaborative efforts with the Health and Human Resources Division (HHR)-supported Child Survival PVO Network Project (PROCOSI) and the Community and Child Health Project (CCH). The process was begun for the development of a formal agreement whereby the two projects would be able to obtain nutrition-related technical assistance and training from the WINS Project. Areas of particular interest and not covered through current technical assistance arrangements include: rapid techniques for assessment of program impact and nutrition context, community-based simplified methods for growth monitoring, child care supports for working mothers, microenterprises related to weaning food production, development of protocols to assess female nutrition status, and improvement of the nutritional effectiveness of child survival interventions and food for work programs.

New directions in the Title II development assistance program shift the focus of activities from direct food distribution to Food-for-Work and women's economic development. The Title II Office discussed with WINS their concern for the nutrition consequences of the new strategy. WINS recommended, among other things, working with the Title II program on 1) an assessment of the nutritional consequences of substituting Food-for-Work in place of direct food distribution, Food-for-Work and income-generating activities, and 3) identification of appropriate nutritional criteria for selection of communities and individuals to be served through direct Humanitarian Distribution programs and 4) development of methods and skills for rapid assessment of nutritional contexts in programming, and for measurement of appropriate consumption and nutritional indicators as an integral part of project activities.

## I. INTRODUCTION

The WINS Project was invited by the USAID/B Division of Health and Human Resources (HHR) to undertake an exploratory visit to Bolivia. Dr. Nina P. Schlossman, Deputy and Technical Director of the WINS Project and Mr. James Pines, consultant to the WINS Project, visited Bolivia from 23 to 31 August 1991, for the purposes of:

- a. Reviewing the current nutrition and health priorities and activities of the Governments of Bolivia (GOB), USAID/Bolivia (USAID/B), and private organizations in all three countries.
- b. presenting the WINS Project capabilities and approach to the same organization.
- c. Identifying possible promising opportunities for WINS collaboration and delineating the subsequent steps required, and agencies responsible, for integrating WINS as contemplated.

Interviews at USAID/B, with United States Private Voluntary Organization (PVOs) and with both governmental and private national staff, enabled the team to identify several promising possibilities for WINS involvement. In all such cases, the team drew up recommendations for next steps to be taken, which are summarized below. The team visited Bolivia from 23 - 31 August. Ms. Susan Anthony, R&D/N project Officer, accompanied the team to many interviews.

Because the HHR Division of USAID/B stated that it has a stable portfolio of health, population, and child survival activities, the team gave lower priority to exploring possible new projects. Efforts sought primarily to find ways for WINS to assist USAID/B by integrating nutrition with existing projects of serving as a clearing mechanism for access to technical assistance and training. This "targets of opportunity" approach seemed to be the preferred technique for introducing WINS into the Bolivian context.

The team explored possibilities of WINS involvement among three main groups:

1. The private voluntary sector, with primary attention to USAID/B's child survival PVO network (PROCOSI), the umbrella organization of ten (10) PVO's that are implementing child survival activities and to COTALMA, the coalition on breastfeeding currently preparing a proposal for funding to USAID/B. The team also explored possibilities for collaborative research with other PVO's.
2. The Community and Child Health Project (CCH) (Proyecto de Salud Infantil), the principal contract for technical assistance to the Ministry of Health (MOH) in

child survival programs.

3. The food aid sector, including Titles I, II, and III, all of which generate counterpart funds that could be used to support WINS activities.

The team also explored the possibilities for WINS involvement with the agriculture sector, especially USAID/B-funded activities, but early A.I.D. interviews made clear that the brief time available in La Paz would most effectively be spent concentrating on the health (including nutrition) and food aid sectors.

The team interviewed widely among USAID/B, PVO, and Bolivian staff. A list of persons interviewed and their institutional affiliations is attached as Appendix 1. Interviews with four PROCOSI member organizations allowed the team expeditiously to gain useful perspectives about PVO involvement in health and nutrition.

## II. USAID AND BOLIVIA CONTEXT

The assessment of WINS opportunities in Bolivia took place at a time of consolidation within the USAID Mission. The program, which has tripled since 1988, now includes over 87 million dollars annually for health and human resources activities. These activities are administered through 13 USAID/B-funded projects and three (3) others funded centrally. Six (6) are related to nutrition. USAID/B made clear that current management burdens discouraged the initiation of new projects.

At this time, nutrition is integrated into projects funded by the HHR Office, but not in agriculture. There is currently no mechanism to ensure that nutritional considerations are taken into account in review of agricultural and other projects, as there is for review of gender implications of new development projects.

The rapid growth of the mission stems primarily from increased Congressional interest in Bolivia and the alternative development program. Accordingly, this program consumes considerable resources, which makes increased attention to nutrition more difficult. Recent establishment of very high priority for environmental concerns also affects allocations for nutrition. For example, local currency generated from PL 480 Title III sales, formerly used in part to fund local costs of the CCH Project, will henceforth be used almost exclusively for major environmental projects. Similarly, nutrition activities which had been slated for funding through Title III sales have been substituted in favor of environmental projects.

Bolivia presents a promising economic and developmental picture, but is complicated by the tremendous number of vertical health programs involving United States and local PVOs, and a burden of outside support that taxes severely the absorptive capacity of Bolivian ministries and

agencies. The public recognition of a Cholera epidemic during the team visit limited contacts with the MOH and further taxed that ministry's capacity. Accordingly, the team concentrated primarily on seeking opportunities to make current technical assistance arrangements more efficient and on ways to introduce nutrition-related concerns and activities into existing projects.

Of particular interest to Education Development Center, Inc. (EDC) and WINS is the current presence in Bolivia of Michelle Fryer, Technical Advisor the EDC Radio Learning Project. Discussions with Ms. Fryer indicate that WINS can make arrangements to use the project address as a WINS address in Bolivia, and can formalize an arrangement with Ms. Fryer to represent WINS, giving the project continuing presence in Bolivia. The radio Learning Project may also be a recipient of WINS technical assistance, since it is currently expanding activities to include health and nutrition education (see Opportunities).

### III. NUTRITION/HEALTH SECTOR ACTIVITIES

USAID/B implements health and nutritional activities primarily through the projects described below. Because USAID/B support is so critical to Bolivian efforts, this summary also reflects the major nutrition activities taking place throughout the country. The major projects supported by USAID/B are generally coordinated with UNICEF, PAHO, WHO, and other donor agency activities.

#### A. PROCOSI

PROCOSI, a PVO umbrella organization, receives more than eight million dollars from HHR to provide technical assistance and sub-grants to one Bolivian and nine United States PVOs that receive child survival grants from AID/W. Interviews at PROCOSI made clear that the organization reduces USAID/B management burdens by serving as a coordinating vehicle and channel for distribution of funds and technical assistance to the member organizations. In addition, PROCOSI holds training programs and workshops that respond to common needs of the member groups. As a coordinating organization, governed by the participating members, PROCOSI responds primarily to member solicitation and, with present resources, can take few initiatives. Training and other activities appear to be well coordinated with the MCH and are attended by MOH staff.

PROCOSI member include:

CARE  
Save the Children  
Project Concern of Bolivia

Freedom from Hunger Foundation  
Food for the Hungry International  
Andean Rural Health Corporation

Catholic Relief Services  
Proyecto Esperanza Villamontes

Plan de Padrinos (formerly Foster Parents Plan)  
Caritas Boliviana

Current plans contemplate adding up to two full member institutions annually over the next five years (Phase II). Plans also include expansion to local "associate member" organization which would be affiliated through full a PROCOSI member, for a total of 32 organizations (members and affiliates) eligible for WINS technical assistance.

Although each of the participating institutions retains considerable autonomy, all share common health and nutrition goals. They use similar and jointly-developed health and nutrition education materials for the common elements in their child survival programs (immunizations, diarrheal disease control, oral rehydration therapy, breastfeeding, and acute respiratory interventions).

Although all of the members practice aspects of growth monitoring and assert considerable interest in nutrition, PROCOSI stated that competing concerns have, to date, limited development of nutrition-related services and activities. The coordination agency expressed considerable interest in broadening technical assistance in nutrition, but explained that more detailed elaboration of an arrangement with WINS depends on the outcome of current reorganization plans that include establishment of a Department of Technical Assistance within PROCOSI, hiring a nutritionist, and ultimately, on approval by the PROCOSI Executive Board.

PROCOSI (and individual members interviewed) recognized that WINS field support services included technical assistance in areas not currently available through other sources (internal or external). Of most interest among the aspects of technical assistance discussed, were:

- a. rapid assessment techniques for nutrition and programming
- b. the broadening of community focus for breastfeeding and weaning
- c. child care supports for working mothers
- d. microenterprises related to weaning food production
- e. improving the nutritional effectiveness of child survival and food distribution programs
- f. collaborative inquiries related to nutrition goals and improvement of programs.

## **B. The Community and Child Health Project (CCH)**

The Community and Child Health Project (CCH) is USAID/B's major health project with the

GOB, involving more than 16.5 million dollars. John Short & Associates, Inc. (JSA), a United States health consulting firm, maintains a staff of 20 professionals, who constitute a management assistance office within the MOH. The JSA team works primarily on improving management of all aspects of MOH performance, with special emphasis on building capability in district and departments. Included in the broad range of JSA support is the work of a single Bolivian nutrition consultant, who assists the Nutrition Division of the MOH and ensures close collaboration between her work in nutrition and that of PROCOSI.

It was clear from discussion that, although growth monitoring receives considerable attention, nutrition services within the primary health care system are still limited. Infrastructure and other constraints of the primary health care system restrict the opportunities for effective nutrition action. Attendance at health posts is modest and sporadic, making implementation of effective nutrition action difficult.

JSA acknowledged a need for increased funding for technical assistance, and the nutrition consultant recognized the value of WINS as both a convenient mechanism and a high quality source of appropriate assistance. The flexibility and range of services and expertise available through WINS field support particularly seemed to meet their needs. Access to WINS technical assistance would enhance the overall impact of CCH's efforts, and effectively support the achievement of its goals.

Among the aspects of technical assistance discussed, were:

- a. improved techniques for rapid assessment of the nutrition context
- b. use of mass communications for nutritional improvement, including development of more effective materials and messages
- c. operations research on current growth monitoring procedures
- d. development of protocols for addressing female nutrition status.

### **C. COTALMA**

Any inventory of current nutrition-related activities in Bolivia should include a discussion of COTALMA, the coalition for advocacy on breastfeeding. The coalition is currently preparing a request to USAID/B for support in the establishment of a national lactation training center based at the Hospital del Niño, in La Paz. Since all the COTALMA members are Wellstart graduates, and Wellstart enjoys a long-standing relationship with the coalition, initial technical assistance for the lactation management center will be provided through Wellstart. It is possible,

depending on the center's focus and range of activities, that, at some future date, technical assistance through WINS may be appropriate to supplement Wellstart's efforts. At the present time, however, WINS collaboration with COTALMA and the proposed Lactation center will be limited to coordination efforts.

#### **D. Vitamin A Activities**

The USAID Mission supports various Vitamin A projects, implemented primarily by members of PROCOSI. Technical assistance to these projects is provided through an existing contract with the R&D/N-funded VITAL Project. This centrally-funded project is managed by the International Science and Technology Institute (ISTI). The potential exists for development of joint VITAL-WINS activities targeted to women and young children.

#### **E. Reproductive Health Activities**

USAID/B's 9.3 million dollar Reproductive Health Project involves extension of voluntary family planning services delivery through the MOH Social Security Division, the Population Council and Bolivian PVOs. John Snow Inc. (JSI), a United States health consulting firm, provides technical assistance to the project in maternal and neonatal care and nutrition through a mission buy-in to the R&D/H-funded MotherCare Project. There are possibilities for coordinated activities in Cochabamba and Inquisivi, where MotherCare has a program of prenatal and well baby care, and in other parts of the country.

#### **F. Instituto Nacional de Alimentacion y Nutricion (INAN)**

The National Institute of Food and Nutrition (INAN) is another important nutrition-related institution in Bolivia. However, USAID/B no longer supports INAN and, accordingly, the team thought it premature to explore possibilities with that institution. WINS should contact INAN during some future visit.

### **III. TITLE II AND AGRICULTURE ACTIVITIES**

In addition to the health projects, the mission Title II Program also includes various activities with potential nutritional consequences such as school feeding, humanitarian assistance, rural development and women's economic development. The bulk of Title II food allocations are slated for municipal infrastructure development. Although the mission's new Title II strategy gives priority to development goals other than nutrition and maternal-child health, Title II staff are well aware of the need to explore and improve the nutritional consequences of these

activities.

Mission involvement in nutrition-related activities also includes use of Title II monetization sales proceeds to support small projects addressed to women's economic development, including use of increased income for nutritionally favorable purposes. The mission is currently reducing direct food distribution to more than 1500 women's clubs, many of which are expected to benefit from the new emphasis on income generation. The mothers' clubs remain an effective network for possible introduction of nutritionally-related activities and services. However, there are no current projects for addressing nutrition through these clubs, though Caritas/Boliviana, the MOH and others continue to incorporate many clubs in their work.

Many USAID/B-supported agricultural projects have important nutritional consequences. However, there is no procedure for systematic nutritional review of proposed agricultural activities. Although USAID/B is not presently contemplating the incorporation of a more effective nutrition review procedure in agriculture, WINS may be able to play a future role in addressing this, if the mission is amenable.

## **V. ASSESSMENT OF WINS OPPORTUNITIES IN BOLIVIA**

The reconnaissance visit revealed a role for the WINS Project in support of both child survival and food aid projects and goals. The opportunities identified include 1) the provision of nutrition-related technical assistance and training to the HHR-funded PROCOSI and CCH Projects to improve nutrition programming and impact and 2) work with the Title II Office on the relationship of nutrition impact to other outcomes of Title II activities.

### **A. Child Survival Projects**

Both PROCOSI and the CCH Project were particularly interested in the range of nutrition-related field support services and expertise available through WINS. Discussions explored the possibility of developing formal technical assistance agreements with PROCOSI and CCH and on the financial mechanism of a buy-in to the WINS Project.

#### **1. PROCOSI**

The Secretary General of PROCOSI indicated that an agreement or contract for nutrition-related technical assistance and training needs between PROCOSI and WINS is both desirable and feasible. The current reorganization of PROCOSI, which includes major revision on in-house consulting services, prevented more detailed description of the nature and magnitude of technical assistance to be funnelled through WINS. However, interviews with PROCOSI staff, and at

some of the member PVOs, suggested that technical assistance, among other areas, would include:

- a. rapid assessment techniques
- b. the broadening of community focus for breastfeeding and weaning
- c. day care centers for working mothers
- d. microenterprises related to weaning food production
- e. improving the nutritional effectiveness of child survival and food distribution programs
- f. collaborative inquiries related to nutrition goals and improvement of programs addressed to them.

The WINS Project can provide the core funding for some initial technical assistance in areas identified by PROCOSI. On-going technical assistance would need to be funded through a buy-in to WINS from PROCOSI or from other sources. The Secretary General emphasized that any agreement between the two institutions would require approval of the Executive Committee of the PROCOSI Board. The team interviewed two of the three members of the Executive Board, as suggested by the Secretary General. Both indicated that such field support would be desirable and would complement the technical assistance currently available through their own organizations. They also recognized that WINS offers expertise in areas not currently covered and which would enhance the effectiveness and nutrition impact of their programs. WINS agreed to present PROCOSI with a formal letter outlining the proposed terms of agreement including obligations and commitments of both parties.

Through the proposed PROCOSI agreement, WINS would also be providing technical assistance to the MOH, since ministry staff are directly involved in all PROCOSI training activities. The agreement would also allow WINS to provide technical assistance for improving the nutritional effectiveness of Title II programs, since Title II activities are implemented through PROCOSI members. The assistance requirements of PROCOSI and its members would need to be identified explicitly, possibly through a WINS workshop.

## **2. The Community and Child Health Project (CCH)**

The CCH Project presents a different situation. JSA has just received an amendment to its USAID/B contract, seeking additional funds for various project activities including technical assistance. The Chief of Party emphasized that, even without the amendment, current funding

and arrangements for local technical assistance remain satisfactory. Nevertheless, he acknowledged that provision of nutrition-related technical assistance through WINS, financed through a USAID/B buy-in, would be preferable and more efficient than including external technical assistance in nutrition as part of the amendment. The CCH Project also has some funding for technical assistance, but little or none is earmarked for external nutrition-related support. The proposed agreement and buy-in would also provide for conduct of operations research collaborative inquiries relevant to improvement of CCH nutrition-related activities.

While considerable work will be required to assess the nature and magnitude of nutrition-related technical assistance likely to be needed by JSA and the MOH, the agreement in principle that an arrangement with WINS is desirable and feasible constitutes an important first step toward development of a WINS activity.

Among the aspects of technical assistance discussed, were:

- a. improved techniques for rapid assessment of the nutrition context
- b. use of mass communications for nutritional improvement, including development of more effective materials and messages
- c. operations research on current growth monitoring procedures
- d. development of protocols for addressing female nutritional status.

## **B. Food Aid Projects**

Possibilities for WINS collaboration with current or projected food-assisted activities are limited to involvement in future Title II monetization programs. Although Titles I, II, and III of PL 480 all generate local currency proceeds from sales of donated commodities, only Title II is currently sufficiently consistent and flexible to accommodate WINS participation. A Bolivian committee manages disposition of Title I proceeds and these are presently used primarily as GOB counterparts to USAID/B agricultural projects. The USAID is preparing a strategy for use of local currency proceeds from projected Title III sales, a new program, and interviews disclosed a high priority to funding of large-scale environmental projects, in which nutrition, and hence WINS, will receive little initial attention.

Title II offers more promise. The USAID has just completed, and is now implementing, a new "PL 480 Title II Development Assistance Strategy." The new strategy shifts the focus of Title II activities, including those funded with local currency proceeds of Title II monetization sales, from what were considered to be dependency-creating and nutritionally ineffective direct food distributions through women's clubs. Title II commodities and sale proceeds will now be used

primarily for Food-for-Work (FFW) and womens' economic development. The Food for Peace (FFP) Office acknowledged that likely impacts would be mainly urban infrastructure construction and increased income, but expressed considerable interest in assessing and improving the nutrition consequences of the new strategy. It was clear, too, that if WINS could participate in such assessments, there would be significant impact on agricultural projects, since the Title II program is linked closely with the mission's priority Alternative Development strategy, implemented through agricultural and other projects.

The Deputy Director of Agriculture, in chareg of Title II, requested a short (2-3 pages) "concept paper," illustrating how WINS might be usefui in assessment and other activities. He indicated that Program Development and Support (PD&S) funds might be available and that proceeds of monetization sales might also be used. The Deputy Director emphasized that WINS work should address the relation of nutrition impact to other outcomes of Title II activities, since income and other goals are equally or more important than nutrition in Title II programs.

The paper should include, among other possibilities, at least:

1. Assignment of a nutrition consultant to the Monetization Committee Technical Staff.
2. Assisting the Title II Office in nutritional review of current and proposed projects, including assessment of tradeoffs between nutritional and other impacts.
3. Assessment of the immediate nutritional consequences, both positive and negative, of substituting Food for Work in place of direct distribution through clubs.
4. Evaluation of longer-term nutrition impact of remaining health-related commodity distribution, of Food-for-Work, and of income-generating activities.
5. Identification of appropriate nutritional criteria for selection of communities and individuals to be served through direct Humanitarian Distribution programs.
6. Methods and skills for Rapid Assessment on nutritional contexts in programming, and for measurement of appropriate consumption and nutritional indicators as an integral part of project activities.
7. Operations research for improvement of Title II project performance.

In addition to the concept paper, which may not yield results for a year or more, discussion with both the HHR and FFP Offices indicated considerable interest in a brief (under 5 days) workshop, dealing with various aspects of nutrition planning. A brief proposal for the workshop could be presented to both the Halth and Human resources and FFP Offices. A draft syllabus

with illustrative topics is included in Appendix 2. Such a workshop could respond to the needs and interests of so many groups, within and outside USAID/B, that shared financing should be feasible.

PD&S funds, buy-in, WINS resources, and Title II monetization proceeds may all contribute to covering costs. WINS collaboration offers both R&D.N and WINS an outstanding opportunity to do pioneer work on the relationships between nutritional and other developmental goals. This approach should serve as a model for Title II programs throughout the world.

### **C. Private Sector Activities**

Although USAID/B is heavily committed to promoting microenterprise and other private sector activities, there is little current interest in improving the nutritional consequences of such projects by e.g., linking consumer education with increased income. Nevertheless, these program activities may eventually offer opportunities for WINS collaboration. Continued exploration on future visits seems appropriate.

### **D. COTALMA**

This organization, formed by Bolivian graduates of Wellstart training, has become an effective promoter of breastfeeding and is currently preparing a proposal for establishment of a national lactation management center, for submission to USAID/B. While current COTALMA activities are now supported effectively by Wellstart technical assistance, it is possible that future operations may require broader assistance, more appropriate for WINS support. Effective coordination and collaboration between WINS and Wellstart would offer an excellent example of the effectiveness of the WINS concept, envisioned for the A.I.D. Office of Nutrition's Women and Infant Nutrition: a Family focus (WIN) Project.

### **E. Collaborative Inquiries**

Although the limited time available prevented extensive exploration of possibilities for collaborative inquiries, the brief visit made clear that many promising opportunities exist. The group was able to discuss in considerable detail a possible research effort by PRO MUJER, a new local PVO that has recently initiated some innovative activities addressed to empowerment of campesina women. This group has submitted a proposal which is currently under consideration.

The members of PROCOSI all implement activities that lend themselves to the kind of operations

research contemplated by the WINS Project. By informing all members of the opportunities for collaborative inquiry, through PROCOSI, WINS would undoubtedly receive several proposals worth considering. The coordination role of PROCOSI allows WINS to obtain and implement collaborative inquiry agreements more effectively. Other women's programs, with potential for collaborative inquiries, can be contacted in the future.

## VI. CONCLUSIONS

The promising opportunities for 1) development of a strategy for assessment and implementation of impact of Title II Programs, with the impact measurement workshop as a first step and 2) development of agreements with PROCOSI and JSA should be the immediate WINS priority. If one or both of these buy-ins reach(es) implementation, WINS can more easily and economically develop other opportunities described in this report and identify others.

Bringing the PROCOSI and JSA agreements to fruition requires, first, that WINS obtain written agreement in principle from the two institutions. The written consents would then be submitted to the USAID Mission and to AID/W and, if they consent, WINS would then send a team to Bolivia, to help the two collaborators assess likely technical assistance needs, and to work with the projects and USAID/B on details of the buy-in or other funding. It is highly likely, and was a recommendation of the USAID/B Health Officer, that technical assistance and training needs will include an early seminar for all members of PROCOSI as well as JSA and the MOH for the purposes of:

- a. sensitizing participants and their institutions to the integration of nutrition with child survival and other goals
- b. improving understanding of nutritional review in child survival, agricultural and other projects
- c. introducing and developing skills in rapid assessment techniques.

The workshop proposed for submission to the FFP Office meets this need (see Appendix 2).

The unique opportunities presented by the receptive Title II office and the history of strong health programming make Bolivia an excellent candidate to become a site for WINS comprehensive efforts. By providing assistance to both the child survival and Title II projects, WINS can bring an unprecedented coherence to USAID activities in Bolivia.

# **APPENDIX I**

**APPENDIX 1: INTERVIEW LIST -- BOLIVIA**

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**Others Interviewed:**

Roberta van Heften  
USDA/AID consultant to USAID/Bolivia on Title III Program Strategy

Rudi Horner  
Consultant to MotherCare for Breastfeeding Assessment in Bolivia

**NOTE:** Meetings with key UNICEF and MOH staff were preempted by meetings in Santa Cruz and preoccupation with the cholera outbreak.

## **APPENDIX II**

ISA

## APPENDIX 2: DRAFT SYLLABUS

### Topics for a Proposed Workshop on "Improving the Nutrition Impact of Development Programs"

- I. Cost-Effectiveness Analysis and Nutrition
  - A. Nutrition as an intermediate goal in relation to other development goals.
  - B. Tradeoffs between nutrition interventions and other activities in relation to (e.g.) health, education and economic goals.
  - C. Finding the optimum mix of activities, including nutrition, for achieving development goals.
  
- II. Cost-Benefit Analysis and Nutrition
  - A. Techniques for allocating costs between nutritional and other outcomes (e.g., projects that increase income and improve nutrition).
  - B. Nutrition and other development goals.
  - C. High-payoff project modifications that can improve nutrition without jeopardizing attainment of other goals.
  
- III. Nutrition Impact
  - A. What it means for infants, adolescents, men and women (distinguishing between working and non-working), etc.
  - B. The Non-physical aspects of nutrition impact, including (e.g.) increased productivity, reduced health costs, learning, and increased energy for community and family responsibilities.
  - C. How improved nutrition contributes to other development goals.

**IV. Rapid Assessment Techniques**

- A. For understanding the nutrition context.
- B. For "nutritional review" of agricultural and other projects.
- C. For measuring impact.

- V. Small-group work sessions to address practical aspects of improving nutrition impact, while safeguarding priority goals in (e.g.) health, agriculture, family planning, food for work and Women in Development programs.

The Workshop would be designed to include initial sessions suitable for attendance by all participants, followed by (e.g.) a day of more specialized sessions (No. V above) that would be attended by smaller groups.

The foregoing syllabus would be modified, depending on interests of the sponsors and on the intensity of attention given to preferred topics.

Sponsors might include the USAID/B Health and Human Resources Office, the Title II Office, the Title II Monetization Committee, PROCOSI, the CCH Project and UNICEF, since the interests of all will be served by the workshop.