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

**WINS Reconnaissance Visit:  
Assessment of Opportunities  
In Guatemala**

September 1 - September 10, 1991

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## TABLE OF CONTENTS

	<u>Pages</u>
Acknowledgments	2
Executive Summary	3
Introduction	4
<b>I. THE GUATEMALA AND A.I.D. CONTEXT</b>	<b>5</b>
<b>II. CURRENT NUTRITION-RELATED ACTIVITIES</b>	<b>7</b>
A. USAID/Guatemala	7
B. Instituto de Nutrition de Centro América y Panamá (INCAP)	8
C. Breastfeeding Support Activities	9
<b>III. ASSESSMENT OF WINS OPPORTUNITIES IN GUATEMALA</b>	<b>11</b>
<b>IV. NEXT STEPS/RECOMMENDATIONS</b>	<b>13</b>
A. Food for Peace/Title II	
1. Short-term: The Impact-Measurement Workshop	13
2. Long-term: Improving Impact of Food for Peace/Title II Programs	14
B. The INCAP Relationship	14
<b>V. CONCLUSION</b>	<b>15</b>
 Appendices	
I. Interview List: Guatemala	
II. List of ASINDES Member Organizations	
III. Draft Syllabus for Proposed Workshop on "Improving Nutrition Impact of Development Projects"	

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## **EXECUTIVE SUMMARY**

This report summarizes an exploratory visit by the WINS Project to Guatemala from 1 to 10 September 1991. The purposes of the trip were to a) review the current nutrition and health priorities and activities of the Government, the United States, and private organizations in the three countries, as well as those of the Regional Office for Central America and Panama (ROCAP), the Instituto de Nutricion de Centro America and Panama (INCAP), 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 the USAID mission (USAID/G), ROCAP, INCAP, private voluntary and other non-governmental organizations (see Appendix 1 and 2).

The visit disclosed potential for WINS to develop several long-term technical assistance relationships in Guatemala. Possibilities exist for WINS to provide nutrition-related field support to enhance nutrition impact of food aid programs as well as child survival projects. Given the current context in Guatemala, and the strong interest of the Food for Peace Office and its cooperating sponsors in improving the data systems, data compatibility, and measuring impact of their programs, the team recommended working with the Food for Peace Office. Development of a program to meet its needs would consist in the short-term of development of a workshop to address these topics (see Appendix 3), and of further development of a long-term strategy and program of WINS technical assistance with the Food for Peace Office to support the work of the cooperating sponsors and enhance the nutritional impact of food aid development programs.

## INTRODUCTION

This report summarizes an exploratory visit to Guatemala from 1 to 10 September 1991, by Dr. Nina P. Schlossman, Deputy and Technical Director of the WINS Project and Mr. James Pines, consultant to the WINS Project, for the purposes of:

- a. Reviewing the current nutrition and health priorities and activities of the Governments of Guatemala (GOG), USAID/Guatemala (USAID/G), the Regional Office for Central America and Panama (ROCAP), the Instituto de Nutricion de Centro America y Panama (INCAP), and private organizations.
- b. Presenting the WINS Project capabilities and approach to the same organizations.
- c. Identifying promising opportunities for WINS collaboration and delineating the subsequent steps required, and agencies responsible, for integrating WINS as contemplated.

Numerous interviews at USAID/G, with United States Private Voluntary Organizations (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 made recommendations for next steps to be taken, which are summarized below.

The report is divided into five sections. Section I presents the Guatemala context including the Agency for International Development (A.I.D.) involvement, Section II describes current nutrition-related activities, Section III identifies WINS opportunities in Guatemala, Section IV makes specific recommendations for next steps and Section V presents conclusions. Appendices 1, 2, and 3 are at the end.

## I. THE GUATEMALA AND A.I.D. CONTEXT

The Guatemala context includes a malnutrition rate of more than 35% for children under three years of age, which trained observers think is now increasing because of current economic adjustments. Ministry of Health (MOH) primary health care (PHC) services reach less than 35% of the population, and many at-risk families remain unserved. Various PVOs provide health services supplementing those provided by the MOH, in reasonably coordinated fashion. The higher income groups are served by private clinics and services provided through the social security system (IGSS).

The MOH's Nutrition Department and Maternal and Child Health (MCH) Department both have activities which address nutrition of women and children, but they do not always use the same indicators or measurement instruments for growth monitoring, making comparison of data difficult. USAID/G is currently sponsoring two workshops during October and November 1991, in an effort to develop a consensus on growth monitoring guidelines. Attention to an emerging cholera problem reduces the MOH's limited effectiveness in nutrition.

The PVO sector in Guatemala is well developed and includes ASINDES, a coalition of more than 32 national and international PVOs (members are listed in Appendix 2). ACORDE, another PVO coalition with headquarters in Chimaltenango, is more local and has not received USAID/G support. CARE, Caritas, and World SHARE administer a substantial food aid program for USAID/G and are interested in improving nutrition impact. Founded in 1979, the Commission Nacional de Apoyo a la Lactancia Materna (CONAPLAM), a consortium of individuals and organizations concerned with improving breastfeeding, now contemplates a major expansion of activities. This committee has received UNICEF funding since 1984 for the support of a secretariat, including a full-time medical doctor who serves as Technical Advisor. CONAPLAM may be a suitable counterpart for WINS. A current INCAP-CONAPLAM study to identify breastfeeding trends in Guatemala will soon provide important information for planning.

The A.I.D. context includes the presence of both an A.I.D. mission (USAID/G) and headquarters of the Regional Office for Central America and Panama (ROCAP). While the regional office often reinforces USAID/G activities and vice versa. Synergistic efforts are likely to be reduced in nutrition matters, in the future, as mission and ROCAP priorities shift away from explicit attention to nutrition. Changing priorities are also in evidence in the current ROCAP strategy which excludes further investment in the "social sectors," including nutrition.

Guatemala enjoys the presence of the Instituto de Nutricion de Centro America y Panama (INCAP), which is an important technical assistance resource for all aspects of nutrition. However, despite much effective nutrition work by INCAP during the past 43 years, the governmental response to malnutrition remains modest. The ROCAP office has supported INCAP for more than 20 years. Concurrent five-year, five million dollar grants in child

survival and food aid management end in November 1991, and will be followed by a single five-year, four and a half million dollar institutional development grant, expected to make INCAP self-sufficient. Although the new grant will require a different type of external technical assistance than the earlier ones (e.g., more management, fund-raising and information systems help), INCAP has consistently used ROCAP resources and centrally-funded projects to obtain technical assistance from abroad.

The presence of INCAP and its many qualified consulting staff reduces the need for external assistance in Guatemala and elsewhere in the region. Although there are many A.I.D.-funded sources of technical assistance available, certain areas of WINS expertise complement the strengths of INCAP particularly well. Interviews at INCAP identified several possibilities for useful, though modest collaboration. For example, the Director of INCAP's Nutrition and Health Division saw immediately the relevance of WINS' approach and areas of expertise as well as the advantages of channelling the Institute's needs for external technical assistance through WINS. It appears, too, that INCAP could pay for some of this help. Furthermore, the Director emphasized that, if an agreement were reached, his office would be pleased to pass on to WINS any requests for technical assistance from Guatemala or other countries in the region to which INCAP could not respond. Thus, there emerged the outlines of a mutually beneficial collaborative relationship that can be tested through joint involvement in the proposed workshop on impact measurement as a first step (see section on opportunities).

Guatemala's current political situation remains unstable. United States concern about in-country human rights violations influences both political stability and foreign aid allocations. The USAID program has shrunk from 168 million dollars to 60 million dollars during the past four years. The deteriorating economic situation and the declining USAID program combine to provide challenging circumstances for possible WINS involvement.

Intermittent cessations of electricity and telephone services, during the team visit, hampered effective conduct of the assignment (including word processing) and also illustrated the serious constraints affecting Guatemalan development efforts. The interruptions to utility service aggravated an already chaotic traffic situation, making interviewing difficult and curtailing program operations of the implementing organizations.

## **II. CURRENT NUTRITION-RELATED ACTIVITIES**

### **A. USAID/Guatemala**

USAID/G supports programs in several sectors which have an impact on the nutrition of women and young children, the WINS target group. These fall mainly into the food for peace and health portfolios. This section reviews food for peace, health, private sector, private sector and PVO activities with an impact (direct or indirect) on nutrition.

USAID/G's Title II program is heavily committed to direct MCH commodity distribution and to Food for Work. Although substantial monetization of Title II commodities occurs, it serves almost exclusively to provide counterpart funds that Guatemala uses to meet logistic and administrative costs. World SHARE, Catholic Relief Services (CRS) through Caritas/Guatemala, and CARE showed considerable interest in improving the nutrition impact of their activities. The Food for Peace (FFP) Officer reported that the Mission Director, after a field visit, found the Title II activities impressive. However, the Director expressed concern about the difficulties of proving impact to Congress. The Mission Director's interest and concern, supported by the FFP Office and the PVOs, offers the best opportunity (discussed below) for WINS collaboration encountered in Guatemala.

USAID/G has a major health sector project that includes little nutrition-related activity. The project is now being reprogrammed, following a suspension of more than one year. The United States contractor supporting the project (Management Sciences for Health -- MSH) currently has only one staff person in Guatemala. The reprogrammed project will still give highest priority to the ORT and EPI interventions, and increased efforts to address nutrition are unlikely. Under the project extension, a management contractor will be retained to assure improved ministry record-keeping and other management.

The USAID/G health program also includes small centrally-funded child survival activities, which include nutrition and growth monitoring, implemented by Project Concern and Project Hope. The Experiment in International Living (EIL) presently conducts the Proyecto de Apoyo Materno Infantil (PAMI), a larger child survival activity with 21 projects in ten departments throughout the country. USAID/G's ten-year project for expansion of family planning services supports some nutrition and child survival activities through PAMI, while the mission's health sector project emphasizes mainly immunization and oral rehydration.

Mission health and nutrition-related activities also include a centrally-funded (R&D/POP) operations research activity implemented through the Georgetown Institute for Reproductive Health (IRH -- formerly the Institute for International Studies in Natural Family Planning) and La Leche League International/Guatemala (LLLI/G). This study is examining the feasibility of

incorporating the lactational amenorrhea method (LAM) for child spacing into the LLLI/G training for PVOs, health center personnel, and others.

The shrinking USAID/G program leaves little opportunity for WINS nutrition-related activities connected with USAID private sector or microenterprise work. The Guatemalan context is so difficult, at the moment, that efforts to integrate nutrition would be counterproductive. Although ASINDES includes several health PVOs (see list of ASINDES member organizations in Appendix 2), and might benefit from a relationship with WINS, it should be noted that USAID/G support to ASINDES ends on December 31, 1991, and the consortium is presently engaged in difficult negotiations with the GOG to replace USAID/G support.

Budget uncertainty also affects the future of PAMI. The current PAMI Project expires in December 1991, and, at best, would be extended without further funding for another eight months. This tenuous future, coupled with the serious limitations in the revived health sector project, leave little opportunity for WINS collaboration with the mission's major health activities at present.

#### **B. Instituto de Nutricion de Centro America y Panama (INCAP)**

INCAP is a major nutrition presence in Guatemala with substantial high quality facilities and more than 400 employees. Technical assistance, research, training, and coordination of information dominate the Institute's activities. International donors, including A.I.D., provide continued support to INCAP and have helped make the Institute a world-class research facility.

With ROCAP assistance and guidance, INCAP has broadened scope to encompass a wide range of applied nutrition work. Governed by a board of the Health Ministers of the member countries (5 Central American, Panama, and Belize), INCAP exists to serve the member governments. In recent years, INCAP has become the field arm of the Pan American Health Organization (PAHO) and now works through multi-sectoral basic technical groups (GTBs) in all of the countries. Located in the PAHO country offices, the GTBs demonstrate considerable progress towards multi-sectoral nutrition planning, since they include nutrition, health, agriculture, and education specialists. This conscious decentralization of services has improved INCAP-client relationships by providing continued in-country presence and a more rapid response to requests for assistance.

With ROCAP support, INCAP has also developed considerable competence in operations research, nutrition planning and surveillance, and many aspects of food distribution. The Division of Nutrition and Health, however indicated that there is still a need for INCAP to strengthen its ability to translate the findings of its many studies into more useful materials for policy makers and program planners. There is also a need for more effective techniques in the

areas of needs assessment and selection of community-based indicators and for the development of more practical guidelines that could be used by program practitioners.

INCAP's strong skills limit sharply the need for PVOs in Guatemala to look beyond the country for technical assistance. Furthermore, INCAP access to external technical assistance for its own use includes many different sources (some centrally-funded A.I.D. projects), leaving little room for WINS. Nevertheless, both supplying technical assistance to INCAP and using WINS to augment INCAP capacity to help the PVOs can serve as the basis for a partnership that, though limited initially, could blossom in the future. Establishing relationships with the network of GTBs in each country, currently INCAP's primary tool for furthering country activities, can be an effective mechanism for developing and institutionalizing sustainable activities in Central America, Panama, and Belize. Given this scenario, the proposed workshop, described below, assumes considerable importance as the first step of INCAP-WINS collaboration. Even if the institutional relationship fails to materialize well, WINS is still likely to develop successful relationships with individual INCAP staff, and develop activities on a project-by-project basis.

INCAP's current strategy document (Plan Estrategico Institucional 1991-2000), the 1989 INCAP Annual report, and a recent assessment of Guatemala nutrition status (OPS, March 1991), and a seven country infant mortality study (INCAP, UNICEF, CELADE, November 1990, San Jose, Costa Rica) are all available in the WINS Project office, making more detailed discussion of the Institute's activities unnecessary here.

### **C. Breastfeeding Support Activities**

Although USAID/G has not provided much direct support to the promising national breastfeeding promotion movement, UNICEF and private sector help appear to have created a strong momentum for breastfeeding in the country. A ROCAP regional grant supporting the promotion of breastfeeding excluded Guatemala for political reasons, though the country would now be eligible if such assistance were still available.

The National Commission on Breastfeeding Promotion (CONAPLAM), though primarily a coordinating institution, also provides technical assistance to PVOs, schools and community health facilities. In addition, CONAPLAM is beginning to exchange ideas and information with other breastfeeding commissions throughout the region and through the International Baby Food Action Network (IBFAN). Indeed, the WINS team met with representatives from the Mexican breastfeeding coalition (CEPPLAM) and IBFAN/Mexico who were visiting CONAPLAM during the team visit. Unusual, for including representatives of the ministries of Health, Social Welfare, Education, Labor, and Economy in addition to a representative of the national chapter of the NGO La Leche League International (LLLI/G), CONAPLAM delivers training and technical assistance to a wide range of groups. CONAPLAM has a board of advisors including

UNICEF, PAHO, INCAP, and La Leche League International (LLL).

A GOG mandate assigns to CONAPLAM the development of norms for breastfeeding, weaning practices, and breast milk substitutes, and a full-time MOH employee monitors national performance on the international code regulating the marketing of breast milk substitutes. CONAPLAM recently completed for the World Health Organization (WHO) a report on Guatemala's progress on implementing the WHO Code for Marketing Breast Milk Substitutes. LLLI/G provides direct lactation support services to women and helps many local PVOs improve aspects of health programming related to breastfeeding. LLLI, which serves on the CONAPLAM advisory board, brings to CONAPLAM all LLLI materials, training and information support, which enables CONAPLAM and LLLI/G to keep up with developments in this fast-moving field.

INCAP, being a regional institute, has proposed to develop a regional lactation management training program based at the IGSS (Guatemalan Social Security Institute) hospital in Guatemala City. The regional center will train personnel from Spanish speaking countries, working at the hospital level, in aspects of clinical management of breastfeeding, along the lines of the training offered in the Wellstart lactation management education course in San Diego, California. Two teams have already been trained at Wellstart and will form the core group of educators in lactation management. The program will promote policy changes to facilitate breastfeeding in hospitals and clinics in the region, and design breastfeeding guidelines and related teaching materials in Spanish. The proposed INCAP lactation management institute would greatly benefit by coordinating with CONAPLAM and LLLI/G to optimize the resources and knowledge already in-country in the areas of breastfeeding promotion and breastfeeding management and support.

In sum, there exists in Guatemala an impressive movement in support of breastfeeding. CONAPLAM and LLLI/G need help to broaden their capacity to provide technical assistance to PVOs and other groups. On the brink of significant expansion, they also need technical assistance in fund-raising, management and other aspects of institutional strengthening. However, imminence of a major twenty million dollar centrally-funded (R&D/H) project, for technical assistance and training in matters of breastfeeding promotion and support, will likely release WINS from a focus on this aspect of infant and young child feeding in Guatemala. With the breadth of expertise and field support services available through the WINS Project, WINS can effectively complement these efforts with a focus on other development sectors like Food Aid.

### **III. ASSESSMENT OF WINS OPPORTUNITIES IN GUATEMALA**

Initially, the team assumed that the health sector would offer the best opportunities for WINS collaboration. However, the current A.I.D. context leaves little possibility for WINS collaboration with the MOH. Furthermore, the shrinking USAID/G health program makes it highly unlikely that buy-in funds would be available for nutrition-related training and technical assistance for the MOH program. The relatively modest PVO child survival activities leave little possibility for a buy-in designed to strengthen PVO nutrition-related activities. Unlike Bolivia, neither MOH nor PVO child survival activities offer suitable vehicles for WINS collaboration.

Collaboration with the Title II cooperating sponsors and the USAID/G FFP Office appears more promising. Although monetization proceeds may not be available in Guatemala, the FFP Officer seemed confident, that, should a suitable program of WINS activities be identified, Project Development and Support (PD&S) funds or other sources of funding could be tapped. The Mission Director's interest in documenting impact of Food Aid projects supports this conclusion.

The cooperating sponsors (CARE, CRS, World SHARE, Christian Children's Fund -- CCF), under considerable pressure from USAID/G to improve data systems and impact, responded favorably to the WINS suggestion for a workshop addressed to these topics. Appendix 3 includes a draft syllabus for such a workshop. Since the breastfeeding agencies also indicated concern about data collection and impact measurement, the workshop could include both audiences, with an initial common curriculum followed by sessions tailored to special interests. PVOs attending the workshop should be prepared to identify and discuss their agency priorities and technical assistance needs as part of small group exercises. Unlike Bolivia, where WINS may fund a special assessment visit for this purpose, the Guatemala context makes a limited approach more appropriate.

In addition to the proposed workshop, it may be possible for WINS to coordinate and channel technical assistance related to breastfeeding and other aspects of nutrition activities. Since the breastfeeding organizations have the expertise in breastfeeding practices and lactation management, but express interest and are less experienced in extended aspects of infant and young child nutrition, their technical assistance needs overlap considerably with those of the cooperating sponsors. Assuming that the FFP Office responds favorably to a buy-in or other arrangement for provision of technical assistance in nutrition impact on women and young children, choice of the appropriate WINS collaborator requires some explanation.

INCAP appears to be an appropriate vehicle for channelling technical assistance to PAMI, to the Title II cooperating sponsors, and to the breastfeeding support community (CONAPLAM, LLI/G, etc.). Although INCAP now serves the PVO community through a "convenio" (agreement) with ASINDES, there is no need for WINS to relate directly to ASINDES. When PVOs seek INCAP help, the proposed agreement between INCAP and WINS (Section II, see above) can be applied as appropriate.

Although some PVOs expressed reservations about INCAP's capacity to provide field-oriented technical assistance, there appears to be a lag in perceptions. INCAP is, in fact, more "applied" than the agencies perceive. Indeed, the local Christian Children's Fund affiliate presents an example of how, through appropriate negotiation, INCAP responded effectively to this community-oriented PVO's training needs.

INCAP responds to negative PVO perceptions by emphasizing that many solicitations for technical assistance appear to be fragmentary, ill-defined, or poorly conceived. Some major communications problems clearly exist, which suggest that WINS can serve a much needed mediating role in improving provision of technical assistance through INCAP. The proposed workshop offers an outstanding opportunity to initiate the process.

Over the longer term, WINS and INCAP might well collaborate in development of a regional nutrition technical assistance project, but further exploration of this possibility should be deferred until WINS establishes presence and credibility in Guatemala. If the proposed WINS channel for technical assistance to INCAP succeeds, the two organizations can then look to broader horizons.

The most efficient arrangement would be for CONAPLAM to serve as the coordinating and monitoring body, assisting in the identification of technical assistance needs to be filled through the proposed WINS-INCAP collaboration. Rather than dealing with individual breastfeeding support groups, WINS and INCAP can provide joint expertise far more effectively through the coalition, promoting coordination and reducing management burden to all concerned. CONAPLAM is not a PVO umbrella organization. However, by formalizing relationships with the many PVOs it now serves, CONAPLAM can increase its coordination function. As mentioned previously, the current status and diverse base of ASINDES make this PVO consortium a less effective route for WINS collaboration.

The team discussed collaborative inquiry possibilities with the various PVOs interviewed. Since INCAP research tends to be more expensive and sophisticated than the WINS project contemplates, it seems more appropriate to seek collaborative inquiry possibilities directly linked to field operations of nutrition-related PVOs. WINS headquarters may receive brief concept papers from one or more PVOs, including Food Aid Sponsors and those interested primarily in breastfeeding. If the proposed workshop occurs, refinement of research proposals could be part of small group work or a separate task for workshop staff. It should be noted that WINS has limited core funding for collaborative research. WINS will need to review carefully any proposals to ensure that they effectively support the program of WINS activities in Guatemala.

#### **IV. NEXT STEPS/RECOMMENDATIONS**

The recommendations that emerge from the Guatemala visit deal primarily with a) the possibility of working with the Title II Office to improve the measurement and impact of their programs over the long term and in the short-term, developing the proposed impact measurement workshop to be sponsored by the Title II Office and b) the promising collaboration with INCAP

##### **A. Food for Peace/Title II**

##### **1. Short-Term: The Impact Measurement Workshop**

A first step in working with the Food for Peace/Title II Office would be the development of the impact measurement workshop (see above) for the cooperating sponsors. The workshop would be developed with the Title II Office to address their concerns for improved data collection and development of appropriate impact indicators and a more systematic approach to incorporating such indicators into project design. A draft syllabus for such a workshop is provided in Appendix 3. The workshop would provide participants with the skills and techniques required to measure nutrition impact in development programs, including Title II and Title III activities. Of particular use, would be unobtrusive indicators and rapid assessment techniques. An outcome of the workshop would be drafting of concrete steps to incorporate indicators into cooperating sponsors' projects.

This workshop could also serve the needs of other non-food aid projects, such as those implementing child survival interventions in the MCH context. The groups involved in promoting breastfeeding also expressed interest in methods to improve assessment and impact of their efforts. Using a common venue and framework such as the proposed workshop, would contribute significantly to coordination efforts and improve the coherence of USAID-supported projects across sectors, since the same organizations often implement child survival and food aid programs.

The workshop could be a joint WINS-INCAP effort, and serve as a capacity strengthening exercise for INCAP in this area. The Director of the Nutrition and Health Division at INCAP indicated a desire to work with WINS to expand their expertise in the area of rapid assessment and impact measurement techniques.

## **2. Long-Term: Improving Impact of Food for Peace/Title II Programs**

The particular concern of the Mission Director and Food for Peace Office in demonstrating the impact of USAID programs argues for a long-term strategy to monitor and even strengthen impact of these development programs. The economic situation in Guatemala provides a climate in which the vulnerable groups (i.e. participants of food distribution and food for work projects) are likely to increase. Moreover, the consolidation of activities and priorities in the USAID/G make effective planning of development projects even more crucial.

The workshop could be the first step in developing such an impact-oriented strategy for food aid and development programs. The team recommended further discussions with the Food for Peace Office to explore development of a longer-term workplan and scope of work for WINS.

### **B. The INCAP Relationship**

INCAP receives technical assistance through at least eight centrally-funded health and nutrition projects. Nevertheless, interviews suggest that there may be room to provide specialized technical assistance not available from the others. For example, INCAP expressed interest in accessing WINS expertise in child care supports for working mothers and some aspects of addressing community participation in projects. Transfer of research outcomes into practical policy recommendations and program activities, and management of community-based evaluation systems including identification of appropriate indicators, may also be subjects of WINS assistance. Because of INCAP interest in strengthening effectiveness in these areas, the same subjects are likely to be areas of need for WINS assistance to PVOs in Guatemala, (until INCAP is ready to take on these areas). Indeed, the more effectively WINS works with INCAP, the sooner direct provision of technical help by WINS to PVOs will end. This provides a convenient measure of WINS performance, though simultaneously reducing WINS activity in Guatemala.

These mutual interests provide the basis for a mutual agreement in which:

- a. INCAP agrees to seek WINS services as appropriate
- b. WINS agrees to supplement INCAP technical assistance capability when requested by INCAP.
- c. INCAP and WINS agree to collaborate on joint projects of mutual interest.

It seems unlikely that USAID/G and ROCAP will make more technical assistance funds available. Financial aspects of any specific technical assistance assignment, therefore, will be developed on a case by case basis. It is also impossible to determine how much the agreement will mean to each partner in terms of additional activity. Nevertheless, a simple "agreement to cooperate" requires only a short letter from WINS and an equally brief reply from INCAP. The proposed impact-measurement workshop will test the good faith and ability of both partners, so WINS should make a special effort to involve INCAP, even to the point of co-sponsorship, if the workshop materializes.

The CONAPLAM role as presented above, in which the coalition channels technical assistance requests to INCAP for accessing joint INCAP-WINS assistance, will be more productive if CONAPLAM expands its emphasis beyond breastfeeding to include explicit attention to all aspects of the continuum of young child feeding. During the visit, WINS staff raised the issue of a broader approach to infant nutrition with the Technical Director of CONAPLAM, but effective integration of the support for the continuum of young child feeding will require much more attention. A WINS coordinating role which would reduce the current fragmentation in approaches to maternal and child nutrition can begin by assisting CONAPLAM in broadening its focus.

## V. CONCLUSION

In conclusion, Guatemala presents several promising opportunities for WINS collaboration and development of long-term technical assistance relationships. The focus in the USAID mission on improving the impact of development programs including nutrition impact is significant. The flexibility of the WINS project, its impact and program-oriented approach, and the range of expertise and services available seem to meet at least some of the needs of INCAP, PVOs and the USAID/G Mission Food for Peace Program. The key will be to develop a focused, yet integrated program of technical assistance which will meet the needs of several sectors. The large number of PVOs and projects argue for an approach which will foster coordination, systematize and streamline data collection, and strengthen capacity within the various groups to improve program impact of USAID/G's efforts.

# APPENDIX I

**APPENDIX 1: INTERVIEW LIST – GUATEMALA**

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## APPENDIX II

**APPENDIX 2: LIST OF ASINDES MEMBER ORGANIZATIONS**

- |   |   |
|---|---|
| <p>Albergue Juvenil " José Gilberto Flores Vides " <br/>                     15 Av. 1-22, Zona 1 <br/>                     Ciudad de Cuetzaltenango <br/>                     Tel.: 061-6638</p>  | <p>Asociación Desarrollo Para Todos -ASODESPT - <br/>                     Lic. Francisco Leal Rodríguez Gerente <br/>                     7a. Av. 8-32, Zona 2 <br/>                     Tels.: 513089 - 27755</p>  |
| <p>Alianza para el Desarrollo Juvenil Comunitario <br/>                     - ALIANZA - <br/>                     Ing. Agr. Arturo Echeverría <br/>                     Director Ejecutivo <br/>                     1a. Av. 9-33, Zona 9 <br/>                     Tel.: 325212; Fax.: 322338</p>                                | <p>Asociación Esperanza de los Niños <br/>                     - CHILDHOPE - <br/>                     Licda. Karolina Castro <br/>                     Representante Regional <br/>                     6a. Calle 6-11, Zona 10 <br/>                     Tels.:364507 - 314142; Fax.: 345895</p>      |
| <p>Asesoría Centroamericana de Desarrollo <br/>                     - ACAD - Dr. Carlos Carrasco <br/>                     Director Ejecutivo <br/>                     19 Calle 17-66, Zona 10. 2do. Nivel <br/>                     Tel.: 371207</p>  | <p>Asociación Hogar y Desarrollo - HODE - <br/>                     Lic. Hildebrando Cumes Samayoa <br/>                     Director Ejecutivo <br/>                     15 Calle " A " 2-20, Zona 1 <br/>                     Tels.: 22941 - 29797 <br/>                     Apartado Postal 1715</p> |
| <p>Asociación Civil Guatemalteca para el Desarrollo <br/>                     Integral - ASDESARROLLO - <br/>                     Ing. Jorge Mario Monzón <br/>                     Presidente <br/>                     2a. Av. "A" 10-45, Zona 3 <br/>                     Tel.: 25772</p>                                      | <p>Asociación Misionera Guatemalteca <br/>                     - AMG - Sr. Frank Waggoner <br/>                     Director <br/>                     30 Av. " B " 11-68, Zona 7. Colonia Tikal I <br/>                     Tel.: 739839</p>   |
| <p>Asociación Cristiana de Beneficiencia <br/>                     - ACB - Sr. Alfred Kaltschmitt <br/>                     Director Ejecutivo <br/>                     8a. Calle 14-22, Zona 13 <br/>                     Tel.: 316374</p>  | <p>Asociación para el Desarrollo Integral Rural <br/>                     - ADIR - Sr. José Miguel Pecher <br/>                     Director <br/>                     Aldea los Encuentros, Departamento de Sololá</p>   |
| <p>Asociación Cristiana de Jóvenes -ACJ - <br/>                     Sr. Juan Pedro Perdomo <br/>                     Director Ejecutivo <br/>                     3a. Calle 5-44, Zona 2 <br/>                     Tel.: 28884</p>  | <p>Asociación de Padres de Familia <br/>                     - ABAJ TAKALIK - <br/>                     Sr. Modesto Maldonado Castillo <br/>                     Presidente <br/>                     11009, El Asintal <br/>                     Retalhuleu, Guatemala</p>                             |
| <p>Asociación de Beneficiencia Cristiana <br/>                     -ABC - Lic. Gamaliel Zambrano <br/>                     Director Ejecutivo <br/>                     2a. Av. 9-32, Zona 18 <br/>                     Col. Residenciales Atlántida <br/>                     Tel.: 561965</p>                                   | <p>Asociación de Recursos Internacionales para el <br/>                     Desarrollo del Niño - ARIDEN - <br/>                     Dr. Edwin Roberto Pérez García <br/>                     Presidente <br/>                     8a. Av. 31-01, Zona 11 <br/>                     Tel.: 762481</p>    |
| <p>Asociación de Servicios Comunitarios de Salud <br/>                     - ASECSA - <br/>                     Sr. Marco Tulio Gutiérrez <br/>                     Director Ejecutivo <br/>                     Km. 56.5 Carretera Interamericana, Chimaltenango <br/>                     Apartado Postal 27; Tel.:039-1033</p> | <p>Cáritas arquidiocesana - CARITAS - <br/>                     Padre José Antonio Márquez <br/>                     Representante <br/>                     12 Calle final 1-96, Zona 3 <br/>                     Mixco, Km. 14.5 Calzada Roosevelt <br/>                     Tel.: 933787</p>         |

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Empresa - FUNDESPE  
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-UNALM -  
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## **APPENDIX II**

### **APPENDIX 3: SYLLABUS FOR A PROPOSED 3-DAY WORKSHOP**

## **IMPROVING NUTRITION IMPACT OF DEVELOPMENT PROJECTS: MEASUREMENT ISSUES AND TECHNIQUES**

### **DAY I:**

- I. The Meaning and Measurement of Nutrition Impact**
  - A. The Requirements and Interests of USAID/G**
  - B. Biochemical and Physiological Consequences of Intervention**
  - C. Non-Physiological Consequences of Nutrition-Related Activity (e.g., reduced health costs and savings on breast milk substitutes, impact on other goals, increased productivity, etc.)**
  - D. Identifying Indicators of Nutrition Impact**
    - 1. Unobtrusive Indicators**
    - 2. Taking Advantage of Current Data Collection**
    - 3. Weighing Validity against Practicality**
  
- II. Measurement Techniques**
  - A. Distinguishing Scientific Validity from Usefulness for Program Decisions**
  - B. The Role of Sampling**
  - C. Distinguishing Routine Data Collection from Special Studies**
  - D. Designing a Community-Based Participatory Evaluation System (including training implications)**
  
- III. Small Group Practical Exercise**

What can we measure today and what are the weaknesses of our present systems (e.g., using the community as informal data source)?

### **DAY II:**

- I. Identification of More Precise Indicators**
  - A. Nutrition Indicators in Relation to Food Aid and other Non-Health-Related Development Projects**
    - 1. Immediate Behavioral Indicators**
    - 2. Impacts on Consumption**
    - 3. Indicators of Consequences from Behavioral Changes**

4. Costs and Benefits of Measuring Various Levels of Impact

B. Key Indicators for Assessing Impact of Projects to Support Breastfeeding and Young Child Nutrition?

1. Immediate Behavior Indicators
2. Impacts on Consumption
3. Indicators of Consequences from Behavioral Changes
4. Costs and Benefits of Measuring Various Levels of Impact

II. Small Group Practical Exercise

Identification of specific appropriate indicators for the three categories discussed.

DAY III:

I. Practical Problems of Measuring Indicators

- A. Designing Routine Data Collection Procedures
- B. Identifying the Need for Special Studies
- C. Adapting the Ideal to Staff Time and Ability, including Assessment of Training Implications
- D. What to Do with the Data?

II. Small Group Practical Exercise

- A. Development of more detailed measurement plans for the next twelve months.
- B. Identification of individual agency training and technical assistance needs related to the measurement plans.