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## I. Project Background

As a follow-up to the AID sponsored Nutrition Planning Workshop for voluntary agency personnel which was held at MIT from April 22-May 17, 1974, CARE is holding three regional nutrition planning workshops for all its country directors in 1975. In addition to country directors, the workshops are also open to other key CARE personnel and host country nationals involved in nutrition programming, as well as to invited representatives of other voluntary agencies working in nutrition in the region of the workshop.

The first workshop, which is the subject of this report, was held for the Asia region in New Delhi, India, from January 7-18, 1975. The Africa workshop will be held in Nairobi, Kenya from March 25-April 5, and the Latin America workshop will be held in Bogota, Colombia from May 20-31, 1975.

## II. Grant Objective

Training of CARE personnel at the nutrition planning workshop has been designed to help upgrade capability in nutrition planning by training key voluntary agency personnel.

## III. Implementation

The Asia Nutrition Planning Workshop extended for two weeks, following a Tuesday through Saturday full day schedule, with

Sunday and Monday free in the middle. The course content was based partially on the subject matter presented at the MIT Nutrition Planning Workshop. However, the bulk of discussions centered around specific programming situations encountered by CARE and the other voluntary agencies represented.

Many papers, as described in the following list, were written expressly for the workshop by the various lecturers, some with funds from the grant, and others written gratis.

PAPERS PREPARED EXPRESSLY FOR THE ASIA NUTRITION PLANNING  
WORKSHOP

\*\*\* Written with AID Grant Funds

\* Written Gratis

CARE - Guatemala, Harvard  
University Case Study  
by James Austin

Assessing National Priorities  
by Tina Grewal

Installation of a Planning  
System - CARE's Multi-Year  
Planning Case Study  
by K. B. Kothari

Defining the Nature, Magnitude  
and Causes of Malnutrition  
by Mary Ann Anderson

The Nutrition System by Jim Pines

Governmental Factor in Food  
and Nutrition Planning  
by K. B. Kothari

Methods of Assessing Nutritional  
Status by Tara Gopaldas

CARE - Sri Lanka Harvard  
University Case Study  
by Christopheer Mock and  
James Austin

A Brief Guide for Organizing and  
Conducting Nutritional Assessment  
and Diet Surveys by Tom Zopf

Summaries of Nutrition Inter-  
ventions by CARE/India

Developing and Using Tech-  
nical Resources for Plann-  
ing and Programming  
by K. B. Kothari

Nutrition Education - The Indian  
Case by Lakshmi Krishnamurty

Programming Possibilities for  
Vitamin A Deficiency in India  
by Tina Grewal

Summaries of Nutrition Program  
Evaluations by CARE/India

Instituting Evaluation of On-  
going Programs by Tina Grewal

Project Poshak - Evaluation Tech-  
niques by Tara Gopaldas

Papers Prepared for the Workshop (Continued)

Bibliography for Nutrition Planning  
Glossary of Terms for Nutrition Planning

There were 19 full time participants on the final roster of the Asia Workshop instead of the twenty originally anticipated. This was due to the earthquake in Pakistan which made it impossible for our deputy director there to come to the workshop. In addition, the country directors for Afghanistan and Indonesia were unable to leave their programs at the time of the workshop. Therefore, these people will be coming to the next workshop in Nairobi, Kenya where we will have 21 participants to preserve the balance of seats available. CARE country directors from India, Korea, Philippines, Hong Kong, Pakistan, Vietnam, Cambodia, Sri Lanka, Bangladesh and Nigeria. Other CARE participants were assistant directors and a career MEDICO nurse. Non-CARE participants included representatives from the Community Development Foundation, Meals for Millions, Church World Service, and the United Presbyterian Church (see attached list of participants). Observers from New York included F. Merton Cregger, Assistant Executive Director, William Langdon, Assistant Director of the Program Department, and Kurt Bachmann, the Asia Program Officer. Robert Holson from CARE/Jordan was also an observer. See attached list as the final official roster of participants and observers at the Asia Workshop.

The workshop, as conceived, consisted of a basic faculty which was made up of Mary Ann Anderson, Dr. Tina Grewal, and K. B. Kothari from CARE; as well as Jim Pines (Transcentury Corporation.) This basic faculty was then supported by a group en-

titled, "Invited Faculty" which consisted of Dr. James Austin, (Harvard University), Dr. John O. Field, (MIT), Dr. William Foege (WHO), as well as Dr. Tara Gopaldas, Lakshmi Krishnamurthy and Thomas Zopf of CARE. Centered on the presentation of the faculty, the workshop proceeded through several channels simultaneously including: 1) the Process of Planning, 2) Implementation, 3) Simulation Exercises, and 4) Individual Guest Lectures and Meetings. The majority of the time was spent on the process of planning described step by step: defining the nature, magnitude and cause of malnutrition, setting targets and goals, comparing various interventions, and finally evaluation. Full details on the workshop agenda can be seen in the attached schedule.

Guest speakers included: Dr. C. Gopalan, David Gwatkin, Shri Asok Mitra, Dr. B. S. Minhas, Dr. Carl Taylor, and Dr. V. Ramalingaswami.

These speakers were chosen for their expertise in various areas of the nutrition field. Their presentations complemented the basic faculty lectures with specific experiences. For example, the guest lecture by Dr. Ramalingaswami on Nutrition and Infection, gave the class an example of how important morbidity is as a cause of malnutrition and the effect this factor plays on intervention selection. The description of the Narangwal experience by Carl Taylor, with commentary by Asok Mitra, gave the participants a feeling for factors that are crucial to the success of integrated nutrition, health and family planning projects. See attached list for names

and affiliations of the guest speakers and faculty.

During the workshop the participants were divided into teams to spend part of the time working on simulated nutrition planning exercises for the Philippines, Pakistan, and Sri Lanka. It was in these work sessions that a great deal of the learning process was extended out of the lecture situation into reality. For each team's final presentation, some outside "experts" were invited to critique the nutrition plan developed. The idea for the simulation exercise grew out of a similar work session included in the MIT workshop.

The attached schedule will provide further details on the course content and speakers at the Asia workshop.

#### IV. Evaluation

The workshop was evaluated by distributing questionnaires to all the participants at the end of the two-week session. Completed questionnaires were returned by all 19 of the participants and their consensus was that the workshop was well done and structured suitably, and that the appropriate topics were covered. There was a feeling that the schedule was too full to allow for ample time to digest the subject matter, and that reading assignments were too heavy. We plan to remedy this at future workshops by mailing out as much reading material as possible in advance. The encouraging thing about the workshop was the complete seriousness and professionalism with which all the participants entered into the situation. There was perfect attendance and all participants

worked at their assignments diligently.

Many letters of appreciation have been received from participants and lecturers at the workshop. The Community Development Foundation representative will make use of the workshop training for designing a village-level nutrition project, and the representative of the United Presbyterian Church is extending the training received at the workshop to her counterparts. One CARE country director with 18 years' experience stated: "Fine conference and one of the best I have ever attended that dealt with a specific problem; good material to work with, excellent speakers and presentations. I hope to be able to attend more."

The nutritionist from the Sri Lanka Ministry of Health has stated: "I have never attended a workshop that has been so useful and stimulating as this one, though I have attended many of this nature run by the FAO, WHO, and UNICEF."

Further details on the participants' response to the evaluation questionnaire can be found by reading the attached evaluation summary sheet which is derived from the total responses to each question. Special attention should be paid to #9 in this summary which describes the participants' plans for application of the training in response to the question: "Can you identify anything that you will do differently as a result of having been here?"

## V. Conclusions

The Asia Nutrition Planning Workshop was quite successful in achieving its stated goals. It appears that there will be little need to modify either the agenda or the manner in which the workshop was carried out for succeeding workshops. Demand to attend the Asia Workshop, especially from within India itself, greatly exceeded our ability to accept participants. It would appear that further workshops of this nature are needed, especially in India, to train all CARE's state administrators and other field staff who are largely responsible for our nutrition programs. Therefore, additional workshops within India, based on the format of the initial one we recently completed in New Delhi, are anticipated by CARE/India. Representatives of UNICEF/India were observers at several sessions of the CARE Asia Nutrition Planning Workshop and they are interested in funding additional CARE nutrition workshops in India as they feel this type of training would fill a real need in India.

C. A. R. E.

NUTRITION PLANNING WORKSHOP (ASIA)  
(January 7-18, 1975, New Delhi)

LIST OF PARTICIPANTS

1. CASSADY, Maryanna S.                   The United Presbyterian Church  
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4. HOPKINS, David                        SAVE THE CHILDREN FEDERATION  
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5. HARTENBERGER, Paul                   Assistant Director  
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6. LASKEY, Charles                       Director  
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7. LAURIAC, Jacques                     Director  
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14. SILLCOX, Harold  
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16. TURNBULL, Allan  
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Deputy Director  
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BANGLADESH
18. WISE, John  
Director  
CARE Korea  
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19. ZOPF, Thomas  
Administrator  
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OPSERVERS

1. Mr. F. Merton Cregger  
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660 First Avenue  
New York, N. Y. 10016  
U.S.A.
2. Mr. William M. Langdon  
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Program Division  
CARE Inc.  
660 First Avenue  
New York, N. Y. 10016  
U.S.A.
3. Mr. Kurt Bachmann\*  
Regional Program Officer  
Asia/Middle East  
CARE Inc.  
660 First Avenue  
New York, N. Y. 10016
4. Robert Holson  
Assistant Director  
CARE Jordan

\*Funded by AID grant for the Asia Workshop.

C. A. R. E.

NUTRITION PLANNING WORKSHOP (ASIA)  
(January 7-18, 1975, New Delhi)

FACULTY

- |   |  |
|---|--|
| <p>1. Dr. Tina Grewal<br/>Staff Nutritionist<br/>CARE-India<br/>B-28, Greater Kailash I<br/>New Delhi-11048</p>                                 | <p>2. Ms. Mary Ann Anderson<br/>Nutrition Advisor<br/>CARE Inc.<br/>660 First Avenue<br/>New York City, N. Y. 10016<br/>U.S.A.</p> |
| <p>3. Mr. James M. Pines<br/>Vice President<br/>Transcentury Corporation<br/>1789 Columbia Road, N.W.<br/>Washington, D.C. 20009<br/>U.S.A.</p> | <p>4. Mr. K. B. Kothari<br/>Consultant<br/>CARE-India<br/>B-28, Greater Kailash I<br/>Post Box 4220<br/>New Delhi-110048</p>       |

INVITED FACULTY

- |  |  |
|--|--|
| <p>1. Dr. Tara Gopaldas<br/>Director-Project Poshak<br/>CARE-India<br/>B-28, Greater Kailash I<br/>Post Box 4220<br/>New Delhi-110048</p>                        | <p>2. Mr. Thomas Zopf<br/>Administrator<br/>CARE<br/>85, Sector 8-A<br/>Chandigarh</p>   |
| <p>3. Dr. John O. Field<br/>International Nutrition<br/>Planning Program<br/>Massachusetts Institute of<br/>Technology<br/>Cambridge, Mass. 02139<br/>U.S.A.</p> | <p>4. Mrs. Lakshmi Krishnamurthy<br/>Nutrition Education Program<br/>Officer<br/>CARE-India<br/>B-28, Greater Kailash I<br/>Post Box 4220<br/>New Delhi-110048</p> |
| <p>5. Dr. F. W. Foege<br/>Medical Officer<br/>World Health Organization<br/>Ring Road<br/>New Delhi-110001</p>   | <p>6. Dr. James Austin<br/>Assistant Professor<br/>Harvard Business School<br/>Boston, Mass.<br/>U.S.A.</p>  |

C. A. R. E.

NUTRITION PLANNING WORKSHOP (ASIA)  
(January 7-18, 1975, New Delhi)

GUEST SPEAKERS

January 7, 1975

Professor B. S. Minhas  
Indian Statistical Institute  
Room No. 544, Yojna Bhavan  
Parliament Street  
NEW DELHI-110001

January 9, 1975

Professor V. Ramalingaswami  
Director  
All India Institute of Medical Sciences  
Ansari Nagar  
NEW DELHI-110016

January 10, 1975

Shri Asok Mitra  
Secretary to the President of India  
President's Secretariat  
Rashtrapathi Bhavan  
NEW DELHI-110004

January 10, 1975

Dr. Carl E. Taylor  
Chairman  
Department of International Health  
School of Hygiene & Public Health  
615 North Wolfe Street  
BALTIMORE, Md. 21205  
U.S.A.

January 15, 1975

Dr. C. Gopalan  
Director General  
Indian Council of Medical Research  
Ansari Nagar  
NEW DELHI-110016

January 17, 1975

Mr. Davidson R. Gwatkin  
Regional Representative  
Ford Foundation  
55 Lodi Estate  
NEW DELHI-110003

CARE NUTRITION PLANNING WORKSHOP (ASIA)  
(January 7-18, 1975, New Delhi)

SCHEDULE

DAY - 1

Tuesday, January 7

1. Opening Remarks : Mrs. Ann Fitzcharles,  
USAID.
2. Overview of the Workshop : Merton Cregger  
Mary Ann Anderson  
Tina Grewal
3. Rationale for Nutrition  
Programming : James Pines
4. The Planning Process : James Pines
5. Guest speaker at Lunch : \*Prof. Minhas - "National Program  
of Minimum Needs"
6. Discussion of Prof. Minhas'  
presentation led by  
James Pines

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DAY - 2

Wednesday, January 8

1. Defining the Nature and  
Magnitude of Malnutrition : Mary Ann Anderson
2. The Nutrition System : James Pines
3. Causality of Malnutrition : Mary Ann Anderson
4. Simulation Exercise  
Introduction : Tina Grewal
5. Simulation Exercise : Group work on rationale for the  
nutrition programming in the  
selected countries.

\*Chairman, Indian Statistics Institute, New Delhi and ex-member Planning  
Commission, Government of India.

Thursday, January 9

1. Conducting Nutrition Surveys--  
the Punjab Case : Thomas Zopf
2. Methods of Assessing  
Nutritional Status : Tara Gopaldas
3. Lunch : \*Prof. V. Ramalingaswami--  
"Interaction of Nutrition  
and Infection"
4. Setting Goals and Targets : James Pines

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Friday, January 10

DAY - 4

1. Range of Nutrition  
Interventions : Tina Grewal
2. Selecting Alternatives : James Pines
3. Political Parameters of  
Nutrition Planning : John Field (M.I.T.)
4. The Government Factor  
in Nutrition Planning : K. B. Kothari
5. Dinner : Prof. Carl. E. Taylor\*\*  
Dr. Asok Mitra\*\*\*  
"Lessons from the Narangwal  
Project"

\*Director, All India Institute of Medical Sciences, New Delhi.  
\*\*Chairman, Department of International Health, Johns Hopkins University.  
\*\*\*Secretary to the President of India.

DAY - 5

Saturday, January 11

1. Theoretical Framework for Evaluating Programs : James Pines
2. Program monitoring and Evaluation : Lessons from Project Poshak - Tara Gopaldas
3. Instituting Evaluation Components into Ongoing Programs : Tina Grewal
4. Simulation Exercise
5. Presentation of the Calcutta Study results - "Assessment of the Behavioral Consequences of Malnutrition" : Robert Holson

Reception at Hotel Qutab to meet delegates to the Workshop given by the Director of C.A.R.E. - India.

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DAY - 6

Tuesday, January 14

1. Indigenous Foods Programs-- The CARE-Guatemala Case : James Austin
2. Thailand Case on Indigenous Foods : James Austin
3. Agro-Nutrition -- Nicaragua Case : James Austin
4. Nutrition Education : Lakshmi Krishnamurthy
5. Integrated Programs--- CARE-Maharashtra Project and AID/Columbia Project : K. B. Kothari  
: Tina Grewal and  
: Mary Ann Anderson

DAY - 7

Wednesday, January 15

1. Transforming Ongoing Programs - CARE Sri Lanka Case : James Austin
  2. Fortification Program-- Guatemala Sugar Case : James Austin
  3. Lunch : Dr. C. Gopalan\*--  
"Role of Voluntary Agencies in Nutrition"
  4. Simulation Exercise : Group work on developing nutrition strategy
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DAY - 8

Thursday, January 16

1. Installing the MYP system-- India Case on the Multi-Year Plan : K. B. Kothari and  
: Merton Cregger
2. Using Technical Resources for Planning and Implementation : K.B. Kothari,  
: James Austin and  
: James Pines
3. Simulation Exercise : Group work on finalizing country plans
4. Simulation Exercise : Group work on finalizing country plans

\*Director General of the Indian Council for Medical Research and Vice-President of the International Union of Nutrition Scientists.

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DAY 9

Friday, January 17

1. Emergency Feeding - Principles and the West Bengal Case : Dr. W. H. Foege (W.H.O.)
2. Presentation of Pakistan Simulation Plan : David Hopkins (Chairman)  
: Maryanna Cassady  
: Dallas Vipond  
: Beatrice de Niel  
: Jacques Lauriac  
  
: Panel of Experts:-  
David Gwatkin (Ford Foundation)  
Dr. William H. Foege (W.H.O.)
3. Lunch : David Gwatkin\* -  
"Rationale for Investing in Nutrition in India"
4. Presentation of Philippines Simulation Plan : John Wise (Chairman)  
: Tom Zopf  
: Aida Nuh  
: Paul Hartenberger  
: Jung Kun Seo and  
: Robert Holson  
  
: Panel Experts:-  
Dorothea Banks (UNICEF)  
Dr. Magalcas (W.H.O.)  
Dr. Kavoori (Family Planning Foundation)

\*Representative of the Ford Foundation in India.

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D A Y - 10

Saturday, January 18

1. Presentation of Sri Lanka Simulation Exercise
  - : Charles Laskey (Chairman)
  - : Perlita Domingo
  - : Robert Linder
  - : Michael Rellis
  - : Harold Sillcox
  - : Joseph Steele
  
- Panel of Experts
  - : Dr. M.C. Swaminathan  
(Nutrition Advisor to  
Health Ministry)
  - : Dr. Peter Greaves (UNICEF)
  - : Dr. Thangavelu (W.H.O.)
  
2. Wrap up session -- Follow up Plans of Participants acknowledgements.

C. A. F. E.

ASIA NUTRITION PLANNING WORKSHOP (January 7-18, 1975),  
NEW DELHI, INDIA

EVALUATION SUMMARY OF THE WORKSHOP

1. Rank the workshop qualitatively with scores ranging from 0 low to a high of 10 with 5 being average.

<u>Response</u>	<u>No. of responses</u>	<u>Average Score</u>
Scores 7 - 10	6	8.9
No response	13	
<u>1st week</u>		
Scores 8 - 10	17	
7	1	8.7
5	1	
<u>2nd week</u>		
Scores 8 - 10	14	8.2
7	4	
6	1	
<u>Simulation exercise</u>		
Scores 8 - 10	6	
7	6	6.9
6	3	
5	4	
<u>Individual work consultation sessions</u>		
Scores 8 - 10	7	
7	2	
5	3	6
4	1	
3	1	

Individual work consultation sessions (cont'd)

0	2	
No response	3	
<u>Official Lunches &amp; Dinners</u>	<u>No. of responses</u>	<u>Average Score</u>
Scores 8 - 10	5	
7	2	6
5 - 6	7	
4	2	
3	1	
0	1	
No response	1	
<u>Overall structure of workshop</u>		
Scores 8 - 10	18	8.5
7	1	

3. What changes would you recommend in course format?

<u>Response</u>	<u>No. of responses</u>
a) None	6
b) More emphasis on problems of specific countries represented	1
c) Greater emphasis on role of govt's in nutrition planning and implementation of plans	1
d) Divide reading material uniformly over the duration of the workshop	1
e) Include non CARE case studies	1
f) Increase duration to 3 weeks of 6 days each	1

4. Topical coverage of the workshop

a) Was the emphasis given to the different topics about right?

<u>Response</u>	<u>No.</u>
YES	15
NO	4

Comments

Too much Indian oriented 1

b) Are there things we tried to cover that we shouldn't or needn't have?

<u>Response</u>	<u>No.</u>
NO	17
YES,	-

1. Too much research oriented
2. Vit A deficiency and Anemia
3. Social Marketing
4. Political Parameters of Nutrition Planning.

c) Are there things we spent too much time on?

<u>Response</u>	<u>No.</u>
NO	9
YES on,	-

1. Simulation exercise
2. India
3. Case studies
4. Poshak
5. Evaluation Procedure
6. AID's constraints on CARE

d) Are there important things we touched on that we didn't develop well enough?

<u>Response</u>	<u>No. of responses</u>
NO	12

YES,

1. Methods of involving host govt's. in planning.
2. Methods of presenting plans to the Gov't.
3. Can effective nutrition interventions be totally unplanned?
4. Judging necessary inputs in any nutrition intervention.
5. Targets and goals.
6. Nutrition planning in the specific countries represented.

e) Are there important things we didn't cover that we should have?

NO	18
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f) What topics did you find most useful?

<u>Response</u>	<u>No.</u>
1. Steps in planning X Pines nutrition system X	14
2. Project Poshak	1
3. Case studies - Austin	5
4. Emergency relief	5
5. Assessment of nutrition status	2
6. Causality of malnutrition	2
7. Zopf survey	1
8. Setting targets & goals	1
9. Intervention selection	2
10. Simulation	1

g) What topics did you find least useful?

	<u>No.</u>
1. MYP installation	4
2. Social Marketing	2
3. ABCOM	1
4. Nutrition Education	1
5. Ford Foundation Report	1
6. Instituting evaluation into ongoing nutrition program	1
7. Integrated programs - Kothari	1
8. Details of CARE program planning	1

5. Best speakers

Pines	15
Austin	14
Foege	15
Field	5
Gopalan	4
Taylor	4
GopalDas	3
Grewal	2
Ramalingaswami	1

Uninteresting speakers

Mitra	8
Minhas	2
Gopalan	1
Ramalingaswami	1
Kothari	3
Field	2
Gwatkin	2

6. Readings

a) How many of the suggested readings did you read?

<u>Response</u>	<u>No.</u>
All must	9
70 - 80%	7
20%	2
5%	1

b) Did you find what you read helpful?

YES 19

c) Were any suggested readings irrelevant, poor or otherwise a waste of time?

NO 16  
YES

MYP installation 1  
Case on Sri Lanka 2

d) Were there any readings that you found particularly valuable?

Summaries of Nutrition programs	2
Emergency relief	3
Glossary	1
Case studies	5
Field paper	3
Zopf's paper	3
Kasa Project	1
CARE MYP Manual	2
El Salvador case	1
Evaluation paper - Grewal	1
Project Poshak	1

7. Were the arrangements all right?  
Hotel, Library/Reading room, Meals, other?

<u>Response</u>	<u>No. of Responses</u>
Yes	9
Hotel unsatisfactory	7
Library small	2
Meals poor	1
Conference room small	1
Hotel isolated	1
Shouldn't have to share room	1

8. a) What can we do to improve the simulation exercise?

1. Delete individual paper	2
2. Provide clearer guidelines	3
3. Select one country for all groups, then make comparisons	3
4. Less emphasis on simulation, more time for daily reading	5
5. Schedule in the morning, concentrate more	1
6. More time	3
7. Gather better persons for evaluation	1

- b) What can we do to improve the individual work/consultation sessions?

More time	4
Should be scheduled	3

9. a) In what way has the workshop helped you?

1. Clearer perception of the planning process
2. Greater awareness of parameters of nutrition planning.
3. Provided intellectual stimulation
4. Introduced new concepts
5. Skills in methods of planning
6. Awareness of problems of malnutrition

- b) Can you identify anything that you will do differently as a result of having been here?

1. Collect more reliable data
2. Include a description of the specific planning process in proposals to Gov't.

3. Take a broader look at nutrition programming interventions.
4. Devise better program plans.
5. Quicker identification of goals and targets.
6. More effective presentation of plans to the Gov't.
7. Will quantify goals.
8. Will concentrate on evaluation & surveillance on correct statistical grounds than done before.
9. Better evaluation of existing programs.
10. Better assessment of program possibilities in nutrition.

10. OTHER COMMENTS:

1. Give evaluation form at the beginning of workshop.
2. Might be useful if govt's & volags applied systems approach in future workshops. Would like to see an implementation workshop.