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**NEEDS ASSESSMENT OF BREASTFEEDING INFORMATION
FOR DEVELOPING COUNTRIES**

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**for Wellstart International's
Expanded Promotion of Breastfeeding (EPB) Program**

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BACKGROUND

Wellstart International's Expanded Promotion of Breastfeeding (EPB) Program cooperative agreement states that "the Recipient will concentrate on widely distributing important research and intervention findings generated by the project and on sharing such information at seminars, workshops, and conferences within each country where long-term or short-term assistance is being provided...The Recipient will also seek to increase knowledge of (1) trends in breastfeeding behaviors; (2) key interventions for facilitating exclusive breastfeeding in the first 4-6 months of life; (3) cost effectiveness of interventions; and (4) the economic benefits of breastfeeding." Kinds of publications cited include "occasional state of the art papers, monographs, reviews, guidelines, and other program supported activities, especially those that would assure wide dissemination of research findings and lessons learned in long-term country interventions."

Although the USAID Office of Health mandated the EPB project to disseminate information, funds were not sufficient to provide a key staff person dedicated to this area. Thus, at the end of its second year, the project had not yet developed an information dissemination strategy. At this point, Wellstart International decided to hire a consultant to carry out the following activities:

- prepare a detailed description of existing needs for information dissemination related to breastfeeding promotion; and
- prepare a strategy and specific recommendations for the Wellstart EPB project for information dissemination, to be accompanied by costs.

SITE VISITS

I visited a number of USAID projects and other organizations that are engaged in disseminating information on breastfeeding and infant feeding (see Annex A for a complete list of those interviewed). The most important of these were Wellstart International's Lactation Management Education (LME) Project, La Leche League International (LLLI), and the American Public Health Association (APHA) Clearinghouse on Infant Nutrition and Maternal Health. Observations about the current services and potential of these organizations to disseminate breastfeeding information can be found below.

Lactation Management Education (LME) Project, Wellstart International

From October 6-8, I visited the LME project of Wellstart International in San Diego, California. Activities of most relevance to this consultancy included (1) information support offered to Wellstart LME associates; (2) the LME technical article collection; and (3) the slide collection.

The LME Project provides extensive information support to Wellstart Associates. While attending the course, each country team receives a collection of 1,000 core journal articles which accompanies the curriculum. Each topic in the LME curriculum has a bibliography of highly recommended readings and additional readings. At the end of the course, each country team receives \$500 to purchase additional materials, including slide sets, videos, textbooks, and reports produced by other USAID projects.

Among the most popular choices are slide sets or customized sets from the LME slide collection (most associates have slide projectors at home) and textbooks. The LME Project also sends the APHA Clearinghouse the names and addresses of associates to add to the mailing list for *Mothers and Children*. Associates also receive copies of UNICEF's *Baby Friendly Hospital Initiative News* and the video *Breastfeeding: Protecting a Natural Resource*.

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After returning to their homes, Wellstart Associates continue receiving journal articles on a quarterly basis. The Wellstart staff identifies two key articles a month on pediatrics, nursing, and nutrition called "reprints of the month." These articles are collected and sent out quarterly. The articles are all in English; the Wellstart staff believes that most associates can read English well enough to benefit from the articles. There are currently 450 associates on the mailing list. In some cases, the LME collection may well be the best collection of technical breastfeeding articles in the country.

As is the case with other USAID projects, translation has been a challenge for the LME project (which offers courses in English, Spanish, Russian, and French). High priority materials translation tasks are generally completed in a timely fashion. However, at times, lower priority tasks are sent to adjunct faculty in the field for completion as their professional schedule will allow. For example, four lengthy Teaching Aids at Low Cost (TALC) slide show scripts were sent to an LME Faculty Associate in Chile for translation into Spanish, because of her singular expertise, experience, and command of medical terminology in the particular subject area. While the translation was of expert quality, and the fee for her labor was inexpensive, the task took an entire year. Even though the cost for translation services provided locally (within the U.S.) may be substantially greater, this option would assure more rapid turn around and may be desirable, as long as comparable quality can be assured.

The slide collection is most impressive in breadth, and is organized by means of a thesaurus. Some of the slides come from the private collections of visiting faculty, with the understanding that they will be passed on to associates only. Wellstart keeps four copies of each slide, so several staff members can travel at the same time with slide presentations. Each slide is labelled so it can be filed in the correct place. There is also a collection of "trip slides" taken during follow-up visits to associates. This collection is not nearly as well organized, but contains many photos of local people and institutions.

The LME technical journal collection appears to be well organized and up to date. There are, however, some areas for further development. First, since this service was designed to provide medical/biomedical updates from current literature, both the collection and the "reprints of the month" sent to the Associates are heavily biomedical in orientation, and do not focus on program implementation. In addition, the LME collection includes only a few critical documents from other organizations and USAID projects that include valuable lessons in implementation of breastfeeding promotion. Since program implementation is a key EPB activity, from time to time a selection featuring some aspect of program implementation could perhaps be provided by EPB and added to the mail-out. This would enhance in-country collections by providing this valuable information. Second, because outside access to the collection has never been a part of the LME scope of work, by design there is no single LME staff member dedicated to maintenance and outreach of the collection. Requests for information, including those from the EPB staff in Washington DC, and from Wellstart Associates, are triaged to the most appropriate staff member for follow-up and response.

The Wellstart LME curriculum, technical articles collection, and slide collection are comprehensive and of great academic value. Various colleagues outside Wellstart have expressed a desire for access to these resource materials, recognizing a benefit to others working in breastfeeding worldwide. However, LME materials are designed to be provided in the context of the educational program and not as stand-alone materials. With additional funding, appropriate stand-alone materials could be developed and made available for wider dissemination.

La Leche League International (LLLI)

I visited LLLI on October 11 and 12, focusing on the League's translation service, Breastfeeding Reference Library & Database (BRLD), and publications. The League is in the process of

internationalizing. This process has included adding further overseas representatives to the board of directors and creating a Marketing and External Relations Division, which includes an International Action and Development Department. The League publishes several technical publications that could be of great use to health professionals in developing countries, including *The Breastfeeding Answer Book*, *Breastfeeding Abstracts*, and the Lactation Management series.

The BRLD is a highly professional operation managed by a fulltime librarian. The database includes about 9,200 articles collected by several people in the U.S. who visit university or medical school libraries to scan specifically assigned journals and collect articles. The BRLD offers telephone consultations, database searches, and photocopies of articles for a fee. Searches cost \$15 for the first 15 minutes. Photocopies of articles are \$.20/page; they can be faxed for a service charge of \$3 plus \$2/page.

The BRLD fields about 13,500 phone calls and letters a year. Some of these contacts generate orders for materials, but most are referrals to League leaders. On average, the BRLD receives about 25 orders a month, mostly from researchers, students, health professionals, the media, and international organizations.

Like the Wellstart LME collection, the League collection is biomedical in orientation; it, too, lacks articles and project documents on breastfeeding promotion programs. The thesaurus, though perfectly adequate from a biomedical standpoint, lacks terms such as "program evaluation." If the BRLD begins offering services to project implementors overseas, it would be wise to expand the list of terms in the thesaurus at the same time. There is no doubt that, if funds were forthcoming, the BRLD could play an important role in dissemination of breastfeeding information in developing countries.

The League's Breastfeeding Resource Centers (BRCs) are another resource that might be tapped into by overseas health professionals. These centers act as independent sources of information in areas where there are no accredited League leaders or groups. They distribute publications and provide breastfeeding help and support but do not represent the League. Subscribers receive a packet of basic breastfeeding publications, subscriptions to either "New Beginnings" or "Breastfeeding Abstracts," and discounts on additional items they order from the League. Current BRC subscribers include physicians, nurses, lactation consultants, Peace Corps volunteers, missionaries, public health officials, hospitals, clinics, and breastfeeding support groups. There are about 100 BRCs outside of the U.S. BRC subscribers are told that the League collection exists but have no direct contact with League headquarters.

The League has a long list of publications that have been translated into various languages by volunteers. Most of these consist of brochures for mothers on various topics. League volunteers are also currently translating the *Breastfeeding Answer Book*. Because of budget limitations, the League regrettably lacks a quality control mechanism for such translations. While some of the translations may be technically sound, others may not. There is also some question, for instance, as to the wisdom of disseminating materials in francophone Africa that have been translated into French in Canada.

In addition to technical publications, the League produces promotional materials about breastfeeding. I was shown an attractive brochure (*Leche de Mama*) produced for low-income mothers in Latin America. As far as the League staff knew, however, the brochure had never been field tested among the target audience. One wonders whether the use of obviously low-income settings and mothers in the brochure was the best use of funds, or whether the target audience would have responded better to photos of more affluent mothers. As the League is considering adapting the brochure for a wider overseas audience by adding photos of African and Asian mothers, it should be aware of the prejudices of certain ethnic groups

(say, in Asia) about Africans, whom they consider to be relatively undeveloped. Only field testing of promotional materials among various audiences can answer these questions.

One of the League's most impressive publications is *Breastfeeding Abstracts*, a quarterly newsletter edited by Cindy Smith, who also helps acquire documents for the Breastfeeding Reference Library & Database. The newsletter, which is intended mainly for U.S. physicians, consists of a lead article by a prominent health professional on some aspect of breastfeeding, ten or eleven abstracts of recent articles appearing in peer-reviewed journals, a list of other publications of interest, an index, and announcements about other League publications or services. *Breastfeeding Abstracts* is currently available in English only. The newsletter has the potential, however, to be extremely valuable to health professionals in developing countries. Those who will never enjoy access to key articles in peer-reviewed journals would at least have access to the major findings. Most of the lead articles and abstracts would be quite relevant to overseas health professionals; with conscious effort, all of them could be.

Because of the existence of considerable numbers of volunteers overseas, the League also has great potential to build up a slide collection that could be used by those all over the world. A representative of the League's Mexican office volunteered the fact, for instance, that the office has 3,000 photos that are used for presentations at hospitals, for training, and by the media. League staff members see a great need for a central repository of breastfeeding slides, not only for League publications, but for the U.S. media and health professionals overseas. If the League could provide its overseas offices with money to copy their respective slide collections, it could create a clearinghouse of breastfeeding slides that could be largely self-sustainable, since the League could charge the US media and others for use of the slides.

APHA Clearinghouse on Infant Nutrition and Maternal Health

I visited the APHA Clearinghouse on September 20. The Clearinghouse offers a full range of services to overseas health professionals, including database searches, document delivery, a free newsletter sent out three times a year in French, Spanish, and English; and a training course for information professionals from developing countries. The Clearinghouse maintains four databases: (1) the main database, consisting of more than 14,000 documents (25 percent on breastfeeding); (2) an educational materials database consisting of about 1,500 items (36 percent on breastfeeding); (3) an organizational database, including information on 281 organizations (36 percent devoted to breastfeeding); and (4) 693 periodicals (7 percent specifically on breastfeeding).

The current print run of *Mothers and Children* is 21,000 in English, 16,300 in Spanish, and 8,000 in French. Although many of the subscriptions go to individuals, the Clearinghouse makes good use of developing country institutions to distribute multiple copies of the newsletter, a highly cost-effective arrangement. In Senegal, for instance, 447 copies of the newsletter go to individuals, and 478 go to institutions.

The Clearinghouse would be happy to run feature stories or publication announcements for the Wellstart EPB Project. They have an understandable preference, however, for stories written by developing country researchers and project implementors (see Annex B for writers' guidelines). The Clearinghouse is also willing to share its mailing list, which is stored on the APHA minicomputer. APHA can supply the list on labels at a cost of about \$200 a country.

During the last six months, 75 percent of the Clearinghouse's requests related directly to resources or articles in *Mothers and Children*. The other 25 percent were equally divided between requests for program or educational materials and technical questions. The most frequent technical questions related to AIDS and fertility. In view of these statistics, the manager of the Clearinghouse emphasizes the

importance of the linkage between libraries and databases and publications like *Mothers and Children* and the importance of having additional information available for readers who want additional information on a particular subject.

The Clearinghouse also offers a month-long training course each year for developing country information professionals called "Information for Action." The training course strengthens the capacity of field-based organizations to produce and provide information to their target audiences. The Clearinghouse believes that rather than starting a publication or a library from scratch, it is preferable to work with organizations that already have resources in place to improve the information available on breastfeeding.

PROFILES OF ORGANIZATIONS AND PROJECTS

Organization/Project	Services	Target Audience(s)
Institute of Reproductive Health, Georgetown Univ.	"Breastfeeding: Protecting a Natural Resource" video & booklet in 3 languages; information center (700 articles); mailing list (950 names); journal articles.	Policymakers Health professionals
UNICEF	Baby Friendly Hospital Initiative newsletter & video; various videos and slide sets; resource lists in French & Spanish; distribution of publications for other donors.	Policymakers Health professionals
AHRTAG (Appropriate Health Resources & Technologies Action Group)	Information center; PHC newsletters such as Dialogue on Diarrhoea; breastfeeding resource list (available early 1994) with international, regional, & local sources of information; mailing lists.	Health professionals Community health workers
APHA Clearinghouse on Infant Nutrition and Maternal Health	Information center with more than 14,000 books, documents and educational materials; extensive mailing lists; Information for Action workshops to train developing country information professionals; photo collection.	Health professionals Community health workers

La Leche League International	Numerous pamphlets for mothers; Breastfeeding Answer Book; Breast-feeding Abstracts; information center offering searches and document delivery.	Mothers Health professionals
Teaching Aids at Low Cost (TALC)	Slide tape shows: "Breast Feeding" & "Breast Feeding Problems" in French; "Helping Mothers to Breastfeed" in French, English, Spanish, Portuguese & Arabic.	Health workers
World Alliance for Breast-feeding Action (WABA)	Monitoring of infant feeding industry; World Breastfeeding Week folder	Media Policymakers Health professionals
International Baby Food Action Network (IBFAN) Africa	"IBFAN Africa News"	Media Policymakers Health professionals
Wellstart LME Project	Information center, slide collection, & course curriculum (available to staff & associates only); quarterly mailings of technical articles to Wellstart Associates; mailing list.	Faculty at medical schools & universities Health professionals
Nutrition Communication Project, Academy for Educational Development	Technical assistance; publications.	Policymakers Health professionals
African Medical and Research Foundation (AMREF)	Reference library, resource centers, publication unit; publishes "Helping Mothers to Breastfeed."	Health professionals
IBFAN Europe Geneva Infant Feeding Association	Monitoring of infant feeding industry; documentation center & document delivery for a fee; "Breastfeeding Briefs," available in French, English, Spanish & Portuguese.	Health professionals Media
Nursing Mothers Association of Australia	Resource Center; searches and document delivery for a fee	Health professionals Mothers
Infant Feeding Action Coalition (INFACT) Canada	Information center; posters; newsletter	Media Health professionals

Centro Feminista de Informacion y Accion (CEFEMINA)	Monitoring of the infant feeding industry	Policymakers Media
Comision Nacional de Promocion de la Lactancia Materna (CONAPLAN)	Documentation center; production of materials including pamphlets, slides, videos, flipcharts, posters, flyers & manuals.	Health professionals Mothers

BREASTFEEDING INFORMATION NEEDS

Wellstart EPB Needs

The following needs were identified by Wellstart EPB staff or observed by the consultant:

- 1. An overall strategy for publication development and information dissemination.** Although the project is about to enter its third year, it has developed no strategy for publication development or information dissemination. This fact became obvious during interviews with numerous people in the breastfeeding promotion field, none of whom mentioned the EPB project as a resource. In fact, there was considerable confusion about the project's mission. Now that some of the research activities and country programs are up and running, the project should develop such a strategy.
- 2. Staff members dedicated to publication and information management.** There is currently great fragmentation of duties among the staff concerning publication development and information dissemination. The social marketing specialist has developed an attractive project brochure and is working on a video on working and breastfeeding; one program associate is writing weekly activity reports for USAID; another program associate produces the project's quarterly report; an administrative staff sends out trip reports. No one seems to be in charge of maintaining or developing the mailing list, nor is anyone in charge of acquisition of technical materials to meet the staff's research and programming needs. The project also lacks a single point person to respond to requests about the project from USAID, other projects, and the general public.
- 3. Up-to-date technical and program information.** The project has no systematic mechanism for obtaining recent technical and program information on breastfeeding promotion for its own staff. The current collection of technical articles (most of which is cataloged and cited in ProCite) is so badly cataloged as to be almost unusable. In addition, there is a large backlog of articles that needs cataloging. Some staff members seem to be relying on occasional La Leche League searches to meet their research needs. Although the Wellstart LME Project has an excellent database on breastfeeding which is also on ProCite, the EPB Project lacks a copy of it.
- 4. A well-maintained mailing list.** Most of the staff expressed dissatisfaction with the current mailing list program, which has many limitations. Others mentioned that some of the records were out-of-date, and that the mailing list was far from comprehensive. As mentioned previously, no person currently on the staff is in charge of maintaining or updating the list.
- 5. Slides on breastfeeding trends and effects** that can be used to convince policymakers and health professionals of the importance of exclusive breastfeeding. Several staff members believe that a slide show illustrating the benefits of breastfeeding (such as the mortality effect and the economic benefits) would be very useful for reaching policymakers and health professionals. The project currently has a small collection of slides, but no one has organized them.
- 6. An improved quality-control mechanism for project deliverables** and other products. The consultant was shown the transmittal letter that accompanied two key Wellstart EPB reports. The letter failed to mention the enclosed reports (describing another EPB publication instead) and was not signed by the Project Director or Deputy Director. Furthermore, it appears that project deliverables are not being sent to the APHA Clearinghouse, which would help to disseminate them.
- 7. Central files.** Although the project has a good centralized collection of forms and consultant files, most country program files live in the offices of various staff members. Without central files, it is

difficult to see how the documentation for evaluations and audits will be pulled together, not to mention what will happen when key staff members eventually leave the project. The project is currently dependent on the filing systems of numerous staff members, some of whom may be more organized than others. When staff travel, their colleagues must root through their files to find country-specific correspondence or documents. Central files are the backbone of a well-run project. They are the basis of all administrative reports, midterm and final evaluations, TAG meetings, and audits. As the project gains more country programs, the need for a comprehensive central filing system will become more apparent.

Developing Country Needs

1. **Technical information for developing country health professionals** that will convince them of the importance of exclusive breastfeeding and help them handle special situations. By far the most common need expressed, both by those who have worked extensively in developing countries and by health professionals in developing countries, is for technical information. KAP studies of health workers in various developing countries confirm the view that such workers lack sufficient information on the benefits of exclusive breastfeeding.¹
2. **Succinct, simple, yet attractive materials that will convince policymakers to invest in breastfeeding promotion.** Those who have worked closely with policymakers in developing countries believe that there is still a lack of understanding about the importance of exclusive breastfeeding, and the need to do something other than produce posters for health centers. Materials for policymakers, who have little time to read, must of necessity be brief and attractive to the eye.
3. **Translation of technical articles** (particularly in French). Virtually all of the projects and organizations I interviewed identified translation as a great need. Unfortunately, translation of full-text journal articles is very costly and sometimes impossible if the publishers do not give permission to translate. Some of the people interviewed believed that francophone Africa was in greatest need of translated technical materials; others thought the need was universal.
4. **Revision and translation of textbooks.** There is a great need among developing country physicians and nurses for up-to-date textbooks on breastfeeding and nutrition. Many medical and nursing schools are using very outdated textbooks. The Ruth Lawrence text was universally mentioned as the most authoritative text available in the breastfeeding field, although some people believed it required updating. For whatever reason, the publisher of the textbook is not willing to publish it in other languages. Some people mentioned the Riordan and Auerback textbook; this is currently being translated into both French and Spanish.
5. **Technical materials that can be easily understood at the community level.** Health workers at the community level have voiced the need for technical materials that they can understand; often, articles from peer-reviewed journals are too technical for them.

¹See, for instance, "A Study of Knowledge, Attitudes and Practices in Lactation Management at Kenyatta National Hospital," Nairobi, Kenyatta National Hospital, February 1993; A.O. Musaiger, "Breastfeeding Patterns and Promotion of Infant Formula in the Republic of Yemen," *Journal of Tropical Pediatrics*, vol. 39, February 1993, pp. 59-64; C.A. Baume, L. Zeldin and J. Rosenbaum, "Breastfeeding and Weaning Practices in Honduras," Nutrition Communication Project Baseline Study, Washington, DC, Academy for Educational Development, 1991; and P.J. Freund, "Promotion of Breastfeeding in Zambia: From Research to Policy and Action," PRITECH Occasional Operations Paper, Arlington, VA, Management Sciences for Health, June 1993.

6. **Culturally appropriate photos** that can be used in breastfeeding brochures, books, and slide shows. As mentioned earlier, customized slide sets are one of the most popular items among the Wellstart Associates. People are particularly interested in photos from their own country or region. I could not identify an organization or project with a mechanism for disseminating culturally appropriate photos or slides to developing country institutions.

7. **Videos on particular breastfeeding problems or needs** (such as how to hand express); videos for health workers that dispell common myths about breastfeeding (such as the belief that colostrum should be discarded); videos for policymakers.

The following needs were expressed by only one person each, but are reported here for those who are interested:

8. **A central clearinghouse for the entire world** from which people could order all of the books, pamphlets, videos, slides, newsletters they need. Health professionals in developing countries currently must write to dozens of agencies and projects to receive copies of materials they need. Development of a central clearinghouse would eliminate this situation. One complaint about publications funded by USAID projects is that they tend to have small print runs and they often go out of print as soon as the project ends, if not before. USAID projects may therefore want to consider publishing their most popular materials commercially, as they would then remain in print as long as demand exists.

9. **A peer-reviewed journal on breastfeeding edited and published in Latin America.** One of the people I interviewed felt that there is enough original research being conducted in Latin America to justify the creation of a peer-reviewed journal on breastfeeding.

10. **Materials for policymakers that monitor the International Code of Marketing of Breastmilk Substitutes.** IBFAN is currently developing such materials and needs support to do so.

RECOMMENDATIONS

A. GENERAL

Develop a long-range strategy for information dissemination and put a senior staff member in charge of implementation. This strategy should include detailed plans for meeting the information needs of Wellstart EPB staff as well as meeting the needs of policymakers, health professionals, and community-level workers in developing countries. A senior person within the Wellstart project should be responsible for publication and information management. This person should (a) set quality control standards for all publications; (b) work with the Social Marketing specialist on choice of products and presentation; (c) oversee the writing and production of all project deliverables, working papers, information bulletins, and articles for peer-reviewed journals; and (d) supervise the program assistant in charge of information dissemination. If the senior person can devote half of his/her time to publication and information management, an additional half-time support person will suffice to do the work.

An additional half-time person should be hired or recruited from within the staff to (a) manage the translations; (b) meet the information needs of the Wellstart staff, including ordering journals, requesting MEDLINE searches, and photocopying articles at local information centers; (c) respond to external requests about Wellstart's work and refer to other organizations; and (d) develop and maintain the mailing list.

B. MEET INTERNAL INFORMATION NEEDS

1. Clean up the Wellstart Procite collection and ensure that it remains current. The current level of usage of the collection is very low. However, if a staff member were responsible for "cleaning up" the database and keeping the collection up-to-date, use would probably increase. There are several options for keeping the collection current and comprehensive, all of which are low cost.

(a) Ask the health information person at the USAID Research and Reference Service to run free searches on MEDLINE, Social Science Citation Index, and other outside databases, on a regular basis. A program assistant could then make photocopies of the desired articles at a local library, such as GW or Georgetown.

(b) Subscribe to the "Research Alert" system of the Institute for Scientific Information (see Annex C for more information). It costs only \$150-\$300/year to subscribe to this service, depending on the number of keywords chosen. ISI sends a list of citations each week with the chosen keywords. You have the option of ordering the full-text articles through ISI's "Genuine Article" service at a cost of about \$10 an article. The ISI database is broader than MEDLINE because it includes articles from all disciplines.

(c) Send a staff person to the National Library of Medicine for a free three-day MEDLINE course. The person could then conduct MEDLINE searches on an as-needed basis or maintain a "stored search" that would routinely run every month. Again, someone would have to visit a local library to photocopy articles.

(d) Ask Wellstart San Diego to send a copy of their Procite database on disk so that EPB staff could run searches for free. Someone would have to photocopy articles at a local library, since there is no one available in San Diego to respond to information requests. The San Diego

collection is weighted heavily towards the biomedical field, however, with very few social science articles.

(e) Call the League to have searches done on their database for \$15 a search, plus photocopying costs for full-text articles. The League's collection is also heavily weighted towards the biomedical side.

(f) any combination of the above.

Copyright clearance is an issue that must be addressed under any scenario involving the photocopying of articles, especially if the articles are to be sent out to others. When federal funds are involved, such clearance is doubly important. Wellstart should consider contracting with the Copyright Clearance Center (see Annex D) to ensure compliance with the US Copyright Code. Blanket waivers can be granted from certain publishers such as WHO that cover all of their journals. Compliance with the US Copyright Code is not optional.

2. Consider establishing a central filing system. Although many Wellstart staff members see no need for central files, it is difficult to see how the documentation for the midterm or final project evaluation will be pulled together without them, nor what will happen when key staff members eventually leave the project. The project is currently dependent on the filing systems of numerous staff members, some of whom may not be as organized as others. When staff travel, their colleagues must root through their files to find correspondence or documents.

As Wellstart EPB acquires more country programs and resident advisors, the need for central files will become more critical. The central files are the backbone of a good project. Central files facilitate (a) routine documentation of the project, such as quarterly and annual reports; (b) documentation for TAG meetings; (c) documentation for project evaluations; and (e) USAID audits.

It is not difficult to establish a good central filing system. Someone on the staff (preferably the half-time program assistant dedicated to information dissemination) could visit other USAID health projects to see how other projects have organized their central files. A temp could then come in for two or three weeks to photocopy the files of individual staff members, put labels on files, and put the new files in a central location. The only expense involved will be the cost of the temp.

3. Subscribe to a small number of professional journals. The program assistant in charge of information dissemination should survey the staff to determine which journals would be most useful for the project to subscribe to.

4. Develop a slide collection for internal use. When Wellstart staff members travel to San Diego to attend the Wellstart LME course, they should review the LME slide collection and order copies of appropriate slides. Other slides may have to be created specifically for the EPB project. Slides with graphics can be produced internally with Harvard Graphics or another graphics software program and made into slides by commercial photo developers such as Colarfax for \$2.00/slide.

5. Develop a better mailing list. One person, logically the program assistant in charge of information dissemination, should be put in charge of developing and maintaining the mailing list. The mailing list should have codes for the various products developed by the project (such as information bulletins or the abstracting tool). The program assistant should visit some other projects (such as the Nutrition Communication Project, the Institute for Reproductive Health, BASICS, and the APHA Clearinghouse) to see how other mailing lists are coded and to explore the possibility of expanding the list.

C. PUBLICIZE THE WORK OF THE PROJECT

1. **Redesign the Quarterly Report.** Like the quarterly reports of all of the other USAID/Research and Development projects, Wellstart's quarterly report is not very interesting. This situation stems more from the nature of these quarterly reports as mandated by USAID, than from the lack of subject matter. Wellstart should attempt to use the quarterly report as a marketing tool to reach USAID Health, Population and Nutrition (HPN) officers and others. The project staff may wish to talk to the USAID Cognizant Technical Officer (CTO) about the minimum requirements for the quarterly report. Wellstart could run a feature story at the front of each issue and the report would also benefit from more human interest stories.

2. **Develop an information bulletin** (similar to that of ICRW) to publicize the competitive grants program and to announce other research findings. Such an information bulletin could announce the awarding of the original grants and cover the progress of the research, eventually reporting on the results. Developing and writing the information bulletin (on perhaps a bi-annual basis) would be fairly time-intensive but relatively inexpensive. Graphic design of the bulletin could be done in-house by the Social Marketing Specialist or contracted out for about \$500. Printing the stationery might be an additional \$500. The bulletin could easily be desktop published in-house, so there would be no printing costs to produce each issue. Mailing costs would depend on the size of the mailing list.

3. **Make writing articles for peer-reviewed journals a priority for Wellstart staff.** Encourage staff to write such articles by including them in the annual workplan and allowing staff to work on them at home. One of the first such articles should be on the mother-to-mother support group model, and how it has worked in the developing country setting. Also consider writing short articles in collaboration with national counterparts for newsletters such as *Mothers and Children*, *Dialogue on Diarrhoea*, and others. Writing articles for peer-reviewed journals is very time-intensive but costs nothing, since the printing and dissemination costs are picked up by the publisher. Wellstart should also consider the benefits of reaching a large audience and the enhanced credibility of research findings and program approaches that appear in well-known publications.

D. MEET EXTERNAL INFORMATION NEEDS

1. **Provision of technical information for developing country health professionals.** Translating full-text published journal articles has not proven feasible for other USAID projects. Wellstart should consider providing funds for the translation and dissemination of *Breastfeeding Abstracts*, and in the process, influence the League to internationalize the product. Lead articles should treat topics that are relevant to people around the world, and the editor should make an effort to choose articles for abstracting that are also relevant to a broader audience. Wellstart should develop a quality control mechanism for the translations.

To support *Breastfeeding Abstracts*, Wellstart could provide funds to the League's Breastfeeding Reference Library to send full-text copies of abstracted articles for free to those in the developing world who request them. This service should be publicized in each issue of *Breastfeeding Abstracts*. Because the majority of the articles abstracted in the newsletter will be in English, the League will probably not receive an overwhelming number of requests for full-text articles. Therefore, funding the BRLD in the amount of \$2,500/year to cover the costs of copyright clearance (about \$3/article), photocopying, and mailing will probably be sufficient at first.

Wellstart can identify international, regional, and national groups that can disseminate the abstracting tool. These groups include UNICEF (which can distribute at least 400 copies to its field offices), PAHO, ORANA (a clearinghouse in Dakar that disseminates CDD and nutrition information throughout francophone Africa), overseas League leaders, overseas Breastfeeding Resource Centers (the League has the addresses), various offices of IBFAN, AAAS, the Commonwealth Health Secretariat (with offices throughout Anglophone Africa), USAID missions, Wellstart Associates, and others.

It is difficult to say exactly how much translation and dissemination of *Breastfeeding Abstracts* would cost, because so much depends on the size of the print run. Say, for instance, that the initial print run in French, Spanish and Russian were 1,000 copies each. Including the costs of translation, editing of the translation, desktop publishing, printing, and mailing in three languages, costs would be about \$5,000 per issue. Doubling the print runs of each language to 2,000 copies each would increase the costs to about \$7,000 an issue. (The current cost of translating, printing, and mailing PRITECH's *Technical Literature Update on Diarrhea* in English, French, and Spanish to a total of 17,000 people is \$10,000 an issue.)

If Wellstart can identify national or regional institutions overseas that can print and disseminate the newsletter, costs will be lower. PRITECH, for instance, contracted with ORANA to print and disseminate 850 copies of the *Technical Literature Update on Diarrhea* throughout francophone Africa.

The idea of translating and disseminating *Breastfeeding Abstracts* in the developing world should be particularly attractive because of the consideration of sustainability. The League has been disseminating breastfeeding information for 37 years and will probably be doing so 37 years from now. The average length of an USAID project is only 5 years. It is quite possible that, once launched in several languages with Wellstart support, the League will find ways of continuing to fund the newsletter on its own.

2. **Wellstart should continue to produce materials for policymakers.** The Social Marketing Specialist is producing some materials for policymakers that seem to be useful and unique. These include a video on working mothers and a fact sheet. Wellstart may also wish to consider developing and distributing a booklet for policymakers containing strong, punchy facts about breastfeeding, and an accompanying slide show in different languages. However, developing such materials would be highly labor-intensive and costly, since they would have to be in color to be at all effective. In view of the size of Wellstart's staff and the probable size of the budget dedicated to information dissemination, materials for policymakers may not be a priority.

3. **All country program plans should include money for information dissemination activities,** especially NIS countries that might require translation of materials into additional languages. A Wellstart staff member (most likely the resident advisor) could carry out a mini needs assessment when the country program begins to determine the specific national information needs and existing resources. Almost every country will already have an information center or breastfeeding newsletter that could be built upon.

4. **Support the costs of printing and disseminating the NCP/CIE breastfeeding book.** The book, which consists of published breastfeeding articles focused on diarrhea prevention and water supplementation, has been translated into French by the Centre International de l'Enfance in Paris. The Nutrition Communication Project has secured copyrights of the articles. Remaining tasks include technical correction of the translation, writing of an introduction, desktop publishing, printing, and dissemination. NCP estimates that these costs will amount to \$10,000 - \$15,000. Wellstart would have to sign a purchase order with CIE to check the translation and to disseminate 300 copies of the volume; NCP would disseminate another 250 copies. The advantage of funding this book is its low costs in labor (since NCP and CIE have already done most of the work).

5. Wellstart should consider supporting the development of a central photo bank of culturally appropriate slides. With offices all over the world, the League is well positioned to develop such a photo bank. The League's Mexican office, for instance, has a collection of 3,000 photos. The League could put the photos in the public domain and could help finance the collection by charging the US media (they have a list of 800 names) for use of the photos. The slide collection could probably be started with seed money of \$5,000. Once established, it is possible that income from the US media and other groups could offset the costs of sending free copies of slides to nonprofit groups in developing countries.

ANNEX A

PERSONS INTERVIEWED FOR THIS CONSULTANCY

Wellstart EPB Project

Chloe O'Gara
Martita Marx
Carol Baume
Chessa Lutter
Judy Canahuati
Aimee Martin
Linda Sanei
Vicki Newell

Wellstart LME Project

Audrey Naylor
Ruth Wester
Janine Schooley
Pat Faucher
Monica King
Ann Fulcher
Pat Gage
Marty Bovee

La Leche League International

Mary Lawrence
Ann Brandt
Rebecca Mageihaes
Judy Torgus
Betty Crase
Elaine Caper
Sally Murphy
Maryjane McEwan

USAID Office of Health

Mary Ann Anderson

Institute for Reproductive Health, Georgetown Univ.

Kristin Cooney
Peggy Koniz-Booher
Paula Correa

UNICEF

Helen Armstrong

Nutrition Communication Project

Joelle Chorna

IBFAN

Idrian Resnick

APHA Clearinghouse on Infant Nutrition and
Maternal Health

Gayle Gibbons

Virginia Yee (also WABA Information Task Force)

PRITECH Project Field Staff

Lucia Ferraz-Tabor

Paul Freund

Adama Kone

Ana Maria Aguilar

Academy for Educational Development

Bart Burkhalter

ANNEX B
WRITER'S GUIDELINES

R

Writer's Guidelines

Mothers and Children

Since 1980, Mothers and Children has reported on new programs and research related to the nutrition and health of women and children. The newsletter is published three times a year in English, French and Spanish. Current circulation is 35,000, primarily in developing countries. The readership includes health practitioners and policy-makers involved in efforts to improve the health of women and children.

We are soliciting articles for the newsletter from practitioners in the field. Guidelines for prospective writers are outlined below.

- Possible subjects for articles include: programs and activities related to child feeding, maternal nutrition, health and nutrition education, maternal health, breastfeeding and legislation affecting women and children. Of particular interest are articles about programs which discuss implementation, evaluation and practical lessons learned.
- Articles should be 3-4 pages in length (typed and double spaced). For longer pieces, please contact the editor before writing the article.
- Use simple language. The readership is diverse and uses the information from Mothers and Children for many different activities. Each issue is translated into Spanish and French.
- Articles may be submitted in English, French or Spanish.
- Include 2-3 lines of biographical information about the author at the end of the article.
- Send black and white photos, samples of education materials or other graphics to illustrate the article. Photos and graphics will be returned if requested.
- If available, send additional materials about the program. These materials will be added to the Clearinghouse database.
- Submission of an article is not a guarantee of publication. Authors will be notified if their article has been selected for publication. Criteria for selection is based on a number of factors including compatibility with the themes of the issue, relevance of material to readership and space limitations.

When an article is published, authors will be sent up to 25 copies of the issue with the published article.

Articles should be sent to:

Editor
Mothers and Children
American Public Health Association
1015 15th Street, N.W.
Washington, D.C. 20005
U.S.A.

Fax: (202) 789-5661
Telex: 469 843 APHA UD
Phone: (202) 789-5600

ANNEX C

**THE GENUINE ARTICLE -
PIECE ON RESEARCH INFORMATION NEEDS**

*✓ tick
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THE GENUINE ARTICLE RECEIVED

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for each article of 10 pages or less **\$10.75**

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outside the United States, Canada and Mexico
BASE FEE
for each article of 10 pages or less **\$10.25**

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\$10.00 (Europe)

\$13.00 (Elsewhere)

30-MINUTE FAX \$10.50 per article for all accounts in the U.S., Canada and Mexico.

FEDERAL EXPRESS* \$9.00 per order for all accounts in the U.S., Canada and Mexico.

* Other courier services are available at varying rates.

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ANNEX D
COPYRIGHT CLEARANCE ARTICLE

The Copyright Clearance Center (CCC) makes it easy.

- No need to repeatedly approach individual publishers for permissions-to-photocopy. CCC's centralized service helps you to obtain permissions from over ~~7,000~~ ^{110,000} key publications, both foreign and domestic.
- No more waiting for replies from publishers to your permission requests (when time is often so important). CCC's service provides immediate, on-the-spot permissions to photocopy.
- No more guessing publishers' permission policies or royalty fees. CCC provides you with an updated list of registered titles and their fees; publishers print masthead statements and codes in publications to indicate their permission policies and participation in CCC.
- No longer do you have to make individual permission-fee payments to many publishers. You pay CCC; CCC distributes fees to participating copyright owners.
- No more high costs associated with obtaining permissions from publishers. Photocopy-users report an additional overhead expense of less than 16¢ per copy reported through CCC. It costs nothing to register with CCC; you are billed only for permission-fees reported.

^{2,300}
Some of the ~~1,300~~ CCC Service Users

ACADEMIC RESEARCH LIBRARIES:

University of Michigan, Ann Arbor MI
Stanford University, Stanford CA

COLLEGES AND UNIVERSITIES:

Colgate University Library, Hamilton NY
Drexel University Library, Philadelphia PA

CORPORATE SPECIAL LIBRARIES:

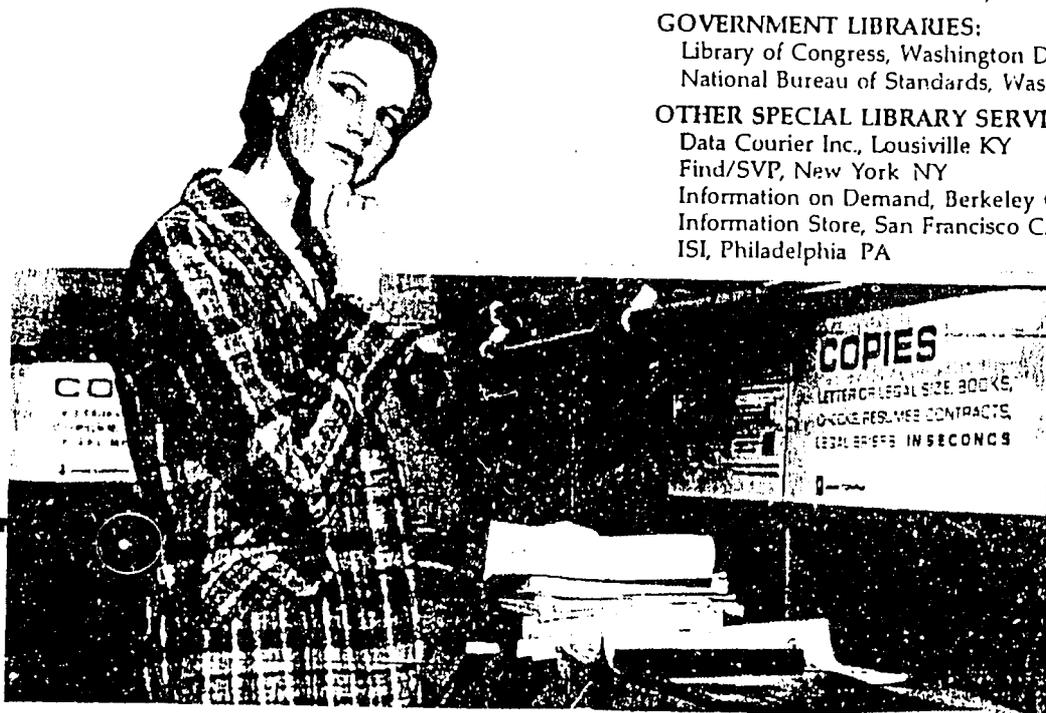
AT&T Long Lines, Bedminster NJ
Cincinnati Milacron Inc., Cincinnati OH
Exxon Research & Engineering, Linden NJ
General Electric Co., Schenectady NY
Proctor & Gamble Co., Cincinnati OH
Sandoz Inc., East Hanover NJ

GOVERNMENT LIBRARIES:

Library of Congress, Washington DC
National Bureau of Standards, Washington DC

OTHER SPECIAL LIBRARY SERVICES:

Data Courier Inc., Louisville KY
Find/SVP, New York NY
Information on Demand, Berkeley CA
Information Store, San Francisco CA
ISI, Philadelphia PA



Why the Copyright Clearance Center?

The Copyright Act of 1976 calls on creators and users of copyrighted material to acknowledge certain rights and responsibilities in meeting one another's needs.

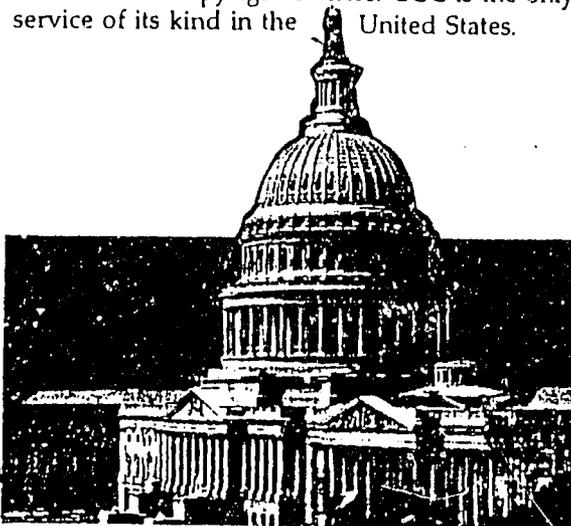
The Act reasserts the exclusive rights of copyright owners to reproduce and distribute their printed works. Outside of two sections of the Copyright Act (107 and 108) which provide for limited exempt photocopying, users of copyrighted material must obtain permissions from copyright owners.

And copyright owners, recognizing that photocopying is an essential, growing activity, must provide an efficient means of conveying permissions and collecting requisite fees.

The not-for-profit Copyright Clearance Center (CCC) was established late in 1977 by photocopy-users, authors and publishers at the suggestion of the U.S. Congress in response to the Act. CCC operates a centralized photocopy permissions and payment system. It does not make photocopies. CCC instantly conveys limited rights to photocopy-users to reproduce and distribute copies on their own in small quantities at reasonable fees.

Over 1,300 participating academic and corporate libraries, information brokers and government agencies no longer need to contact individual publishers. They obtain the permissions they need to make photocopies from over 4,000 registered titles through CCC.

Nowhere else can you obtain, through one single source, permissions-to-photocopy from thousands of copyright owners. CCC is the only service of its kind in the United States.



CCC and You

1. Q. What can CCC do for me ?

A. The CCC Photocopy Permissions Service can facilitate legal photocopying. You can use CCC to obtain permissions from copyright owners when photocopying otherwise would be prohibited by law and constitute an infringement, with resulting liability for damages and penalties.

Your copying facilities can continue to provide fast, convenient service when you use CCC.

2. Q. Why is using CCC better than what I'm doing now ?

A. CCC eliminates the repeated need to seek permissions-to-photocopy from individual publishers or copyright owners, a time-consuming and costly process. No need to report to *many* publishers (which is the case when you have separate publisher agreements). You can obtain limited reproduction rights to material appearing in more than 4,000 key publications. And the list is growing !

3. Q. When do I need to use CCC ?

A. The copyright law makes provisions for no-fee copying under limited "fair use" conditions described in Section 107. Certain libraries are granted additional no-fee copying rights under the special conditions described in Section 108.

However, frequent needs for copying copyrighted works, when permission is necessary, arise *outside* the infringement-exempt conditions of Sections 107 and 108. For example, you can obtain permissions through CCC when copies are used for: meetings and presentations, clients and colleagues, workshops and some classroom uses. Systematic photocopying information services, such as full copy delivery after online searching and SDI (Selective Dissemination of Information), also have need for CCC.

4. Q. Who are users of CCC ?

A. Corporate libraries and information centers, information brokers, academic libraries, government agencies and individuals use CCC. A growing number of foreign document-delivery firms who have U.S. customers also use CCC to obtain permissions-to-photocopy.

How the CCC System Works

5. Q. How does the CCC system work ?

A. Periodically (generally each month), you re-

port those photocopies you have made from CCC-registered publications. CCC will then bill you for royalty fees, on which you make payment. Copy now, pay later.

6. Q. How do I report photocopying activity to CCC?

A. You can report photocopies you have made by either making an extra photocopy of the first page of each article copied, or filling in needed bibliographic data on log sheets supplied by CCC. If you prefer, we can discuss how your computer-based record system can report on magnetic tape.

7. Q. How can I tell if a publication participates in the CCC service?

A. Publications in the CCC pre-coded Photocopy Permissions Service display royalty-fee codes. These codes appear either at the bottom of the first pages of articles, or just *once* in the masthead area along with a printed statement similar to the one shown below.

CCC provides photocopy-users with the Publishers' Photo-Copy Fee Catalog, a quarterly list of registered titles, their permissions fees, publishers and standard numbers.

8. Q. How are royalty-fee payments distributed?

A. CCC distributes the fees it collects from photocopy-users to copyright owners (generally publishers) annually. A small service charge is retained to cover expenses. Where author agreements require it, publishers pass along requisite portions of collected fees to their authors. You send only *one* monthly payment to CCC, instead of *many* payments to individual copyright owners.

9. Q. Is my organization's photocopying activity made available to publishers, government agencies, or competitors?

A. No. Your document-copying data is held strictly confidential.

CCC Publication Base

10. Q. Does CCC plan to broaden its system?

A. Yes, indeed. CCC development efforts are directed towards adding business and trade publica-

SAMPLE MASTHEAD STATEMENT

Permission to photocopy for internal or personal use or the internal or personal use of specific clients is granted for libraries and other users registered with the Copyright Clearance Center (CCC), provided that the base fee of \$1.00 per copy of the article, plus (.05) per page is paid directly to CCC, 21 Congress Street, Salem, MA 01970. Special requests should be addressed to the publisher.

tions and newsletters. Books too will be included. A considerable broadening of the original list of registered technical, scientific and medical publications has begun.

How to Register

11. Q. What do I do to join CCC? Is there a fee for registering?

A. There is *no* fee to register. Simply complete and return the attached registration form. You will be assigned a user account number and receive complete instructions on how to use the CCC system.

REGISTRATION FORM

Contact Name: _____

User Organization Name: _____

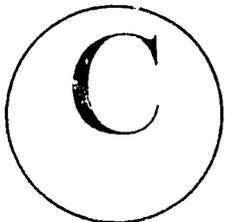
Address: _____
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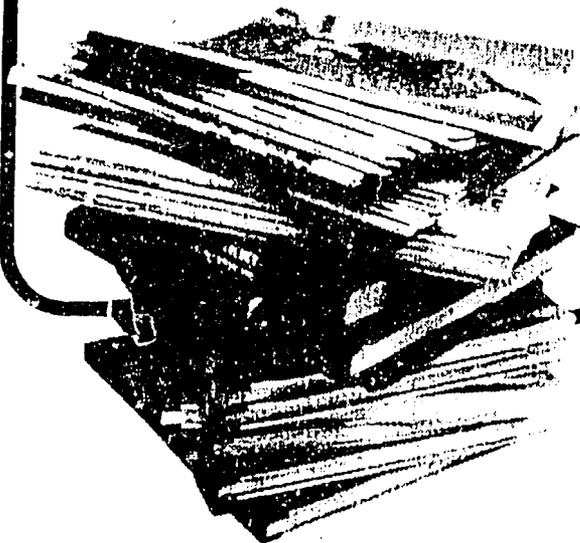
(Check Here) I am interested, but need more information on CCC before registering.

OFFICE ACCT# _____



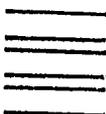
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