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FINAL EVALUATION OF A.I.D. SUPPORT TO COMMITTEE ON INTERNATIONAL NUTRITION PROGRAMS OF THE NATIONAL ACADEMY OF SCIENCES

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ABBREVIATIONS AND ACRONYMS

AID - U.S. Agency for International Development
S&T/N - Office of Nutrition in AID's Bureau of Science and Technology
FNB - Food and Nutrition Board
CINP - Committee on International Nutrition Programs
NAS - National Academy of Science
NSC - Nutrition Sector Council

EXECUTIVE SUMMARY

The Committee on International Nutrition Programs of the Food and Nutrition Board of the National Academy of Science has been providing technical advice to the Office of Nutrition, Agency for International Development since May 1, 1970. The present evaluation was conducted to assess whether the activities carried out by the CINP since 1983 met the objectives put forth in the series of grants and contracts between NAS and AID. The reports completed by CINP under the agreements with the Office of Nutrition were reviewed primarily from the point of view of utility of the information for informed decision making by both AID Washington and AID field staff.

Interviews were conducted with CINP committee and subcommittee members, both former and present, as well as staff in the Office of Nutrition and other parts of AID. Each of these reports produced by CINP since 1982 for the Office of Nutrition was reviewed.

The reports that were produced by the CINP were regarded as of high quality by the AID staff who had reviewed them. Unfortunately the circulation of the reports was rather limited within AID; this was particularly true of the circulation of reports to the AID field staff. Therefore the impact of the reports for program operations in developing countries was constrained by the limited circulation of reports.

In general, criticisms of the CINP did not revolve around substance but style -- specifically the lack of timeliness and the cumbersome process of preparing the reports. Over and over again, AID staff commented about the long delays in releasing the reports.

In order to have a more timely report most CINP subcommittee members were adamant about the need for a strong chairman to give clear direction to the subcommittee activities.

The CINP has provided high quality, unbiased scientific and technical information. At times however, rapid results rather than a high degree of scientific rigor is needed. Under the circumstances either the NAS/CINP process must be altered to produce information rapidly or the Office of Nutrition needs to examine other mechanisms for obtaining a quick turn around time for obtaining information. Some alternative mechanisms are discussed in this evaluation. It is likely that the Office of Nutrition in the future will need some issues to be dealt with in the systematic, scientifically rigorous process that NAS/CINP has used in the past. However, many CINP and AID staff also mentioned that new, fresh mechanisms for obtaining technical information would also be needed. NAS and AID need to clarify what combination of approaches best address the priorities of the Office of Nutrition.

A series of modifications to the CINP/Office of Nutrition agreements are discussed in this report.

I. INTRODUCTION AND BACKGROUND

The Committee on International Nutrition Programs of the Food and Nutrition Board of the National Academy of Science (NAS) has been providing technical advice of interest to the Office of Nutrition (S&T/N), Agency for International Development (AID), since May 1, 1970. The objective of this work has been to assist AID in defining research and policy priorities in selected areas affecting nutrition problems in developing countries. Topics of concern have included maternal and infant nutrition, breastfeeding, fertility, nutrition surveillance, diarrheal disease, vitamin A deficiency, amino-acid fortification, and food consumption. The work, carried out through committee and study group deliberation, conferences, workshops, and seminars, has resulted in a number of publications. A cursory evaluation of the project was done in 1976 as part of an evaluation of a larger AID funded project. The National Academy of Science conducted an internal evaluation of the Committee on International Nutrition Programs (CINP) as part of its evaluation of all committees in 1987 but the results of that evaluation were not made available to the Office of Nutrition. No other formal internal or external evaluations have been made. The current evaluation has been requested, as part of a review of all projects, by the new director of the Office of Nutrition, Dr. Norge Jerome. This evaluation was conducted as part of the Office of Nutrition policy to review projects more frequently than has been the case in the past.

Technical advice was provided by the CINP to S&T/N through a series of contracts until 1984 when the first of two grants was funded. This evaluation includes the 1 May 1982 - 30 April 1984 contract (PIO/T 931-0262), the 1 July 1984 - 30 June 1985 grant (DAN-0262-G-SS-4086-00), and the 1 January 1987 - 31 December 1988 grant (DAN-0262-G-SS-7050-00).

II. IMPLEMENTATION

The purpose of this evaluation was to determine if:

- o The grants and contracts (designed, implemented and managed by S&T/N and the NAS), achieved the stated objectives of the NAS/CINP indicated in relevant project documents and
- o This approach, following the processes of the NAS, the most effective (in terms of cost, timeliness, and strategic orientation) way for AID to obtain objective expert review and advice regarding the scientific and technical aspects of its Nutrition program.

An evaluation team, consisting of Dr. Meredith Smith, team leader, Dr. Eileen Kennedy, and Dr. Tony Whitehead, was formed to assess the following objectives:

1. Compliance with the objectives stated in the grant (and earlier contract) agreements.
2. Tangible and intangible final results achieved, such as the production of specific study reports, scientific and technical interchange with appropriate AID staff, evidence of influence on AID programs.
3. The scientific and technical quality of the problem analyses, advice and recommendations given to AID by the CINP and its subsidiary panels, subcommittees and task forces.
4. The adaptability of the CINP and its subsidiary work groups to AID's need for timely, cost-effective inputs that can feed into the Nutrition programming process.
5. The understanding, within the CINP, of S&T/N's Nutrition program strategy.

The scope of work for this evaluation was modified somewhat since the team was unanimous that a cost effectiveness analysis of the CINP activities could not be conducted. This was for two reasons. First, given the accounting methods used it was almost impossible to determine the actual cost for each of the reports. In addition, some of the costs incurred resulted from the delays on the part of AID. It was difficult to incorporate the implications of these delays into the cost calculation.

The issue of measuring the effectiveness of the individual reports was even more problematic. There was no objectives measure that could be used to determine the effectiveness of the reports within the Office of Nutrition. This was compounded if one wanted to assess the impact of the reports in other parts of AID and even more difficult if one wanted to evaluate the effects of the reports on other donors and most importantly within the developing countries where the reports were used.

The term cost effectiveness is therefore not used in this evaluation. The use of this term would imply a level of precision which is not possible in the current evaluation.

The evaluation was conducted 17 January - 31 January, 1989. The team reviewed the one contract and two grants executed between S&T/N and NAS/CINP since 1982 (PIO/T 931-0262, DAN-0262-G-SS-4086-00, DAN-0262-G-SS-7050-00) along with related amendments and attachments and selected correspondence between S&T/N and NAS/CINP staff. An annotated list of these documents is found in Appendix I.

Interviews were conducted with selected present and former S&T/N staff, AID Nutrition Sector Council members, present and former NAS staff, CINP committee and subcommittee scientists, as well as several other persons deemed important to the evaluation. Unfortunately, some of the people the team wanted to interview were out of the country and not available at the time of the evaluation. A complete list of persons interviewed is found in Appendix II. Interviews were conducted in person and by telephone by team members individually or together. New S&T/N staff members who have not been involved with the CINP were not interviewed because they lacked firsthand knowledge of the prior relationship.

Team members examined the reports produced during the period of the evaluation. These reports were not reviewed for their scientific accuracy since these documents have all passed a rigorous review by CINP and NAS. The materials were reviewed primarily from the point of view of utility of the information for informed decision making by both AID Washington and AID field staff. The team met several times to discuss their conclusions and to make recommendations. This report represents a consensus within the evaluation team.

III. FINDINGS

A. REVIEW OF DOCUMENTS

A review of project proposals, reports, and related correspondence revealed that the number of activities that could be accomplished under the contract and grants was greatly overestimated. Reports promised in one agreement were postponed until subsequent agreements or even dropped without comment. Money was spent on activities such as the Workshop on Determinants of Food Consumption at the Household Level and the subcommittee report on nutrition surveillance but no report was ever sent to S&T/N. No records of how the decision to drop these activities were found. It appears that the former director of S&T/N relied on verbal conversations rather than written records. The final report for the 1984-86 contract was the only final report found. There were quarterly reports for all but the last quarter of the 1987-88 grant. The 1982-84 contract promised two reports, maternal and infant nutrition in developing countries and nutrition surveillance, plus a workshop on determinants of food consumption at the household level. Only the maternal and infant nutrition report was actually delivered. The nutrition surveillance report was carried over to the 1984-86 grant. The subcommittee developing this report met several times, produced a report that did not pass NAS review, and was disbanded in December 1985 when the topic no longer seemed of highest priority to either CINP or S&T/N. The workshop on determinants of food consumption at the household level was held in January 1982. A report was begun but never finished.

When contracts were dropped in favor of grants in 1984, CINP had greater flexibility in delivering reports. Although the work expected to be accomplished during the 1984-86 grant period was stated in the proposal there was no mechanism to insure that it was actually completed. In addition to the continuing work on nutrition surveillance, the 1984 grant specified that two new subcommittees would be formed to begin work on three new reports. The subcommittee on diet, physical activity, and pregnancy outcome would begin work on two studies, interactions of dietary intake, patterns of physical activity, and pregnancy outcome and a review of the range of methods for monitoring nutritional status during pregnancy and lactation. The second subcommittee would undertake a study of diarrheal disease. At the end of this grant period two reports had been issued: (1) Amino Acid Fortification of Cereals: Results and Interpretation of Trials in Three Countries and (2) Nutritional Management of Acute Diarrhea in Infants and Children. The former was a report of work initiated seven years earlier. Due to NAS staff limitations the subcommittee on Diet, Physical Activity, and Pregnancy Outcome was not formed until February 1986 after the subcommittee on diarrhea completed their report. The diet, physical activity and pregnancy report was expected in the middle of 1987. S&T/N amended the grant in August to include a new subcommittee on vitamin A deficiency prevention and control. This subcommittee was formed in March 1986 and held a workshop in August 1986.

The 1987-88 grant proposal anticipated that four reports would be released during the grant period: Diet, Physical Activity and Pregnancy Outcomes; Nutritional Factors in Diarrheal Disease Prevention; Mechanisms for Effects of Vitamin on Morbidity; and Growth Monitoring: A Critical

Review of Theory and Practice. The proceedings of the August 1986 workshop on methodologies for field trials of vitamin A supplementation were released in 1987. The vitamin A subcommittee held a workshop on research priorities for investigation of the influence of vitamin A supplementation on morbidity in April 1988. A letter report summarizing the workshop was released in late 1988 while a longer, expanded report was going through the official NAS review process. The reports on Diet, Physical Activity, and Pregnancy Outcome and Nutritional Factors in Diarrheal Disease Prevention were "in process" at NAS in early 1989 and expected out later in the year. The work on growth monitoring was never begun. Initially this report was to follow the Diet, Physical Activity, and Pregnancy Outcome report but was later dropped for lack of funding.

In summary, three major reports and one letter report have been delivered to S&T/N by CINP as a result of work conducted since 1982.

(1) Maternal and infant nutrition in developing countries with special reference to possible intervention programs in the context of health (copies issued on demand, not a printed report). The report prepared in 1983 was to provide guidance to AID on how to expand the maternal and infant nutrition program.

(2) Nutritional management of acute diarrhea in infants and children. This report, released in 1985 was intended to review the nutritional aspects of acute diarrhea and to prepare guidelines for incorporating the nutritional considerations into its treatment.

(3) Vitamin A supplementation: methodologies for field trials. This report was an outgrowth of a workshop held in August, 1986 to review the protocols for field trials to be used in three country studies. A secondary purpose of the report was to develop protocols which would be useful to researchers planning other studies.

(4) Preliminary report on the workshop on research priorities for investigation of the influence on vitamin A supplementation on morbidity (letter report, not published report). A preliminary report issued in August 1988 of a workshop held April 28, 1988 to consider the influences of vitamin A on the immune system, the role of vitamin A in the differentiation and maintenance of epithelial tissue, the current research and recent findings on vitamin A and morbidity, and the ethical dimensions of such research.

Another report, The Results and Interpretation of Three Field Trials of Lysine Fortification of Cereals, was released in 1984 but was not evaluated by the team because it was the result of work initiated in 1977. Reports on diet, physical activity and pregnancy outcome and nutrition factors in the prevention of diarrhea are still being reviewed by NAS. Two other reports issued during this time, Breast-feeding and fertility regulation: current knowledge and program policy implications and Nutrition Issues In Developing Countries for the 1980s and 1990s were not evaluated because they were not funded by S&T/N.

The review of materials did not document the reasons for the delays in beginning a new grant after the old contract or grant had expired. The final report for the 1984-86 grant discussed activities through 12/31/86. Since the original grant was to run from 7/1/84-6/30/86 it is assumed that an extension of the grant was obtained. The succeeding grant was to have begun on 1/1/87 but was actually signed in June 1987. Although project expenses incurred prior to signing the grant were available, NAS chose to halt all CINP activity until the grant was signed.

B. INTERVIEWS

The primary audience for the CINP reports is the AID Washington and field technical staff. A major part of the current review therefore involved contacting "technical" staff in the Office of Nutrition as well as other parts of the agency. Persons were first asked to indicate how specific reports were useful in either policy formulation, program design or implementation and/or other related aspects of nutrition activities within their respective office or bureau. Present and former S&T/N staff members were questioned about their role in identifying topics for CINP review and the management of studies in progress. CINP committee and subcommittee members were asked about their role in the development of reports and the frustrations therein. Present and former NAS staff members were questioned regarding the logistics of working with S&T/N and the CINP.

There was high praise for the CINP reports among those AID staff who were familiar with them. One person indicated that the maternal and infant report was extremely helpful in writing the maternal and infant policy that ultimately came out of the AID policy office. In addition, a former staff member in the office of nutrition commented that the maternal and infant report helped in the redesign of an infant feeding study. Finally, a third commenter noted that this report came at a particularly critical time while discussions were being held on the infant formula code of conduct. The sections on breast-feeding were therefore very useful in contributing information to the debate. For these three persons the report had immediate utility because it related directly to issues under their domain. Where AID staff were not directly involved in maternal and infant nutrition issues, the comments, although positive, were less specific.

The report on diarrhea management was by far the document that had been most widely read and quoted. Most of the technical staff contacted made very specific comments on the usefulness of the report. Two people noted that it was concise yet informative. Regional bureau nutritionists were less enthusiastic. One had received a copy while in the field but did not remember receiving it. She briefly examined it and declared it was too research oriented to be useful in the field. It should be noted that this person believed that Office of Nutrition staff are not sensitive to the needs of the field because they lack AID mission experience; therefore their publications are not very useful in the field. She also believed that mission staff had no time to read any nutrition document of more than 2-3 pages.

Only one person outside the Office of Nutrition commented specifically on the vitamin A research. This is not surprising since of the three reports, the vitamin A is the one that is most clearly related to "pure" research.

Most of the comments received were of a more general nature. The majority opinion was that a lot would be lost if CINP were totally disbanded, although as will be discussed later, there also were strong opinions that the modus operandi of CINP needs to be changed to make it more effective.

Many AID staff commented that it was important to maintain a credible, external review process such as that provided by NAS. Most people felt that there was a higher probability that a review conducted by an independent Agency such as NAS would be unbiased whereas a similar review conducted by a series of consultants might not have the same objectivity. NAS carries more weight as an institution than the same people who are members of the committees and subcommittees providing their comments as individuals.

The substance of the materials prepared by CINP was judged to be high quality. In general the criticisms of the CINP did not revolve around substance but style - specifically the timeliness and process of preparing the reports. Over and over again AID staff complained about the long delays in releasing reports. Two specific examples will illustrate this point.

A vitamin A/morbidity workshop was held in April 1987. According to office of nutrition staff the only document received as of late 1988 was a 12 page letter outlining the preliminary results of the workshop. The longer, official report of the workshop due in late 1988 is now not scheduled to be ready until summer 1989. A report on Diet, Physical Activity and Pregnancy originally due in 1986 will probably not be available for another year. One AID staff member commented that reports are rarely even close to the original schedule. In many ways the CINP committee members were more critical of the NAS/CINP lengthy process than were AID staff. This is likely due to the fact that the committee members had experienced the timing frustration directly.

The problem of timing relates both to the strength and weakness of the current committee and subcommittee structure. A clear strength of the current structure is that all reports are well reviewed. NAS does not allow a document to use its name without going through a very stringent review process. This process even under the best of circumstances is slow. Committee members and NAS officials concur that the academy is not quick in releasing reports. However, there are some factors that appear to speed up this process.

The diarrhea report, however, came out relatively quickly; individuals on and off that subcommittee felt two reasons for the fairly quick turn around were:

- o The topic was fairly narrowly defined. The more focused the topic the quicker the report will probably be.

- o Many of the members of the diarrhea subcommittee had worked together on other projects; the start up time was therefore relatively short.

There also seemed to be a sense of urgency on the part of subcommittee members to get the report done.

In order to have a timely report most committee members were adamant about the need for a strong chairman to give clear direction to the subcommittee activities. An effective chairman is not necessarily the person most renowned in a certain field but rather someone who is willing to devote a lot of time to the activity. If subcommittee members rely heavily or exclusively on NAS staff it is unlikely that the work will proceed quickly. The chairman and a few key subcommittee members have to be willing to devote substantial amounts of time to writing and editing in order to get a report out quickly.

Several committee members commented how surprised they were when they realized how much time was expected of them in order to produce a report. It is worth emphasizing that the committee and subcommittee members are all volunteers. The amount of effort most CINP and subcommittee members put into the activities reflects a tremendous amount of commitment on their part.

IV. CONCLUSIONS

The major concerns of both AID and NAS staff and committee members can be classified as those related to: 1) the degree of scientific or technical information needed; 2) the timeliness of the information provided; and 3) the utility of the information to AID.

In order to provide leadership for policy and programs within AID and before the U.S. Congress or international organizations, S&T/N must have high quality, unbiased scientific and technical information. Reports prepared by the National Academy of Science are of this caliber. Their prestige lends credibility and objectivity to policy formulation and long range planning. Effective use of these reports will protect S&T/N from charges of favoritism, lack of objectivity, or failure to consider all sources of information which might arise if in-house or S&T/N selected advisory groups are used in this capacity.

At times, however, rapid results rather than a high degree of scientific and technical information are needed. Under these circumstances either the NAS/CINP process must be altered to produce information more rapidly or S&T/N should look for other means of obtaining this information.

Information provided by CINP reports might be best translated into programs by advisory groups composed of professionals working in the area rather than researchers or academicians. For example, areas of concern identified in a report by the Subcommittee on Diet, Physical Activity, and Pregnancy Outcome might be translated into specific programs by an advisory group appointed by S&T/N. This group could include some members of the CINP subcommittee as well as other professionals with related field experience. This would insure that the state-of-the-art reports issued by CINP are translated into relevant programmatic suggestions for use by AID field staff.

Those who have the experience necessary for this assignment will undoubtedly be very busy. Therefore, they should be brought together long enough to complete the planning or program design process. This will probably require paying for their services. CINP members are not paid for their efforts. This contributes to the integrity and objectivity of their reports but is a detriment to the completion of the reports. When findings from CINP reports are translated into programs the issue is not one of integrity but of relevance and timeliness.

Even under the best of circumstances it is unlikely that any report would clear the NAS system in less than two years. Unfortunately AID cannot always wait two years to receive technical input into the policy process or on specific operational issues. Not every issue needs to be dealt with in a published report. There need to be other mechanisms developed to provide scientific advice on nutrition issues. Therefore NAS/CINP and AID need to think about quicker ways of accomplishing some tasks. As a start there needs to be more direct interaction between NAS and AID staff on the time frame for certain projects and reports. Often NAS has not been aware of the sense of urgency for some issues.

First and foremost almost all AID staff mentioned that there is a need for new, fresh mechanisms for obtaining technical input. It would be useful to have a method for informal interchange between AID and NAS on a number of issues that require a technical background yet speedy deliberation. A round table discussion or a one day workshop where there could be a discussion of current issues in nutrition would be a potential mechanism for exchange of ideas. This should be done in a collegial manner and need not necessitate issuing a formal NAS report. The minutes of such a meeting would suffice. NAS could then still provide valuable advice on current thinking in the field of nutrition but circumvent the cumbersome publication procedure. If such exchanges took place on a regular basis, CINP would have a better understanding of how its activities would fit in better to the AID policy process. This would make the activities of committees and subcommittees more relevant.

A staff member of the S&T Office of Population reported that her office has a cooperative agreement with the NAS Board of International Health that is very productive and flexible. She stated that S&T/P funds only 50% of the costs of their NAS committee. Remaining funds are raised from foundations and other sources. This process is flexible enough to allow the Office of Population to request the best mix of reports, reviews, or workshops that best fit their program needs. To speed dissemination of the material they will make papers from a workshop available, especially to missions, before the proceedings are published. They also arrange for proceedings to be published by private firms rather than NAS. S&T/N staff also might contact the S&T NAS program coordinator for suggestions in developing a new agreement with CINP.

Clearly there still is a need for some issues to be dealt with in a traditional NAS report. There are some ways this lengthy process might be expedited. First, subcommittee members commented often that they are understaffed. Good support to the subcommittee in the way of secretarial and research support staff would improve the efficiency of the subcommittees. The process of report writing might also be improved by having smaller groups responsible for the actual report writing. Several subcommittee members noted that it was often two or three key people in a group that did the bulk of the work. In the future NAS might consider smaller groups from within a subcommittee to prepare first drafts or reports.

Whatever combination of methods are used for CINP activities, there needs to be a way to transmit newer knowledge in nutrition in a timely manner to AID; for example, several AID respondents indicated it would be useful to have an update on maternal and child nutrition issues. Rather than preparing a new NAS maternal and infant report, with all the time lags implied, it would be more efficient to have some method for revising the 1983 maternal and infant report. Similarly, the countries chosen for the vitamin A field trials have changed from what was originally planned. There should be a way that the vitamin A subcommittee could review and comment on the protocols for new country case studies.

Utility of CINP reports to AID field staff will be greatly improved if the S&T/N staff member working with the subcommittee issuing the report will prepare an executive summary. This will help non-nutritionists in the field understand the relevance of the report to their work and suggest ways

to incorporate findings into programs. Since most AID staff administering nutrition programs in the field have little or no formal nutrition training, S&T/N must translate technical reports into materials easily understood by non-nutritionists.

Given the plethora of programs and materials provided by the Office of Nutrition one AID staff member stated that it would be nice to have a type of decision tree document to enable field staff to select the most appropriate programs for their country. Such a document would help staff prioritize programs based upon in-country conditions and resources.

It would also be more efficient for AID to have a long-term plan articulated for each of the subcommittees. For example given that the vitamin A subcommittee has been intimately involved in the review of the protocols and research design of the field trial, this same subcommittee would be an invaluable resource in the review of the case study analyses as they proceed. This would obviate the need for a lengthy start-up process from a new subcommittee and result in a speedier review. On all subcommittees there is a need for continuing in operation. A well articulated plan would make it easier for S&T/N staff to monitor subcommittee progress and assist them in completing planned activities in a timely manner.

The apparent disjointedness in operations of some subcommittees has been caused in part by the AID funding process. The delays in releasing the Diet, Physical Activity and Pregnancy report is a case in point. There was a six month delay in the 1986-87 grant between NAS and AID. This delay created a hiatus so that several committee meetings were missed. The committee, which had only recently formed, had to begin again the start-up process.

Funding delays will always be problematic for groups like CINP which rely on one donor. One potential solution would be to diversify funding sources within AID. One AID staff member outside the office of nutrition suggested that offices within AID other than the office of nutrition are interested in the external review provided by CINP. If the funding mechanism between NAS and AID were set up in such a way to allow buy-ins from AID bureaus and other AID offices, funding delays might be less problematic. Buy-ins from other offices would also help tap the broader interest in nutrition that exists in AID. It would allow a wide range of technical staff within AID to have input into the CINP activities.

Communication between AID/S&T/N and NAS/CINP have not always been good. Little time has been given to S&T/N concerns as CINP meetings. In one recent CINP meeting only 30 minutes out of one and one-half days was assigned to the discussion of S&T/N projects; the remainder of the time was devoted to issues of concern to CINP. Office and Nutrition staff and Nutrition Sector Council members feel they have little input into the topics addressed by CINP. It appears that the previous director of the office of nutrition discussed projects informally with the CINP chairman but the initiative for activities undertaken has been with CINP more than with AID. S&T/N has not had any input into the selection of CINP committee or subcommittee members. Some AID technical staff this is the reason that CINP is not pursuing topics most crucial at this time to nutrition problems in developing countries.

V. RECOMMENDATIONS

The information CINP provides S&T/N is scientifically and technically sound but it is not always delivered as promised. CINP reports are most useful to S&T/N or AID staff working on related issues. The evaluation team concluded that most of the problems identified are a result of a lack of communication and unrealistic expectations by both AID/S&T/N and NAS/CINP.

If the Office of Nutrition continues to have a need for the type of technical reports produced under the CINP in the past, the NAS/AID relationship could be improved by considering the following changes:

1. Other types of agreements, such as cooperative agreements, should be considered. This will give both S&T/N and CINP greater flexibility in the type of reports provided and in the manner of delivery.
2. Future agreements should be negotiated with sufficient lead time and for a long enough time period to insure that work is not interrupted due to lack of funds. It is unrealistic to expect NAS to continue funding CINP operations without a formal agreement. Disruptive work stoppages can be avoided with advance planning.
3. The funding mechanism should be structured in such a way to allow buy-ins from other offices and branches of AID or outside institutions. There is precedent for this. The regional bureaus have expressed an interest in funding topics of particular interest to them.
4. The scope of work from the next NAS/AID agreement should be developed at a joint meeting of NAS/AID selected staff and the CINP. This will help avoid the ambiguities of some prior grants and contracts. Deliverables requested for each portion of the scope of work should be selected according to the type of information required, priority, and resources available.
5. S&T/N should make more detailed request to NAS with greater input from other members of the Nutrition Sector Council. These requests should consider which reports are best produced by NAS and which might be better acquired by other means.
6. NAS should develop more focused proposals with more precise statements of objectives and more realistic estimates of time and monetary resources required to produce the deliverables. This will eliminate unrealistic expectations and allow S&T/N to make better decisions about when materials should be obtained from CINP and when they should be obtained from other sources.

7. Mechanisms to provide technical information to AID quickly should be incorporated into the new AID/NAS agreement. NAS staff and CINP members agree that the full NAS review process is not always needed. An agreement, such as the one between the Office of Population and NAS, could be easily worked out.
8. S&T/N should more actively monitor the progress of the CINP subcommittees. This will minimize the delays in producing reports and will enable S&T/N staff resolve minor problems before they cause disruptive delays.
9. S&T/N should provide an executive summary of all reports as a guide for use by other AID staff, especially field staff. The summary should explain the importance of the report, it's relevance to the AID mission, and suggestions for it's use.
10. Reports, with an executive summary, should be presented by S&T/N staff to the Nutrition Sector Council. These should be circulated to NSC members and other interested parties prior to the meeting. All persons with a possible interest should be invited to the presentation which should be followed by a critique of the report by those attending.

One final note should be added. The mandate of the present evaluation team was to assess the utility of prior work conducted by the NAS/CINP. The usefulness of the reports for the past priorities of the Office of Nutrition has already been discussed. The appropriateness of a body like the CINP for future activities of the Office of Nutrition can only be determined by assessing new and/or revised priorities of AID and the effectiveness of the structure of CINP to address these needs.

APPENDIX I:

Annotated List of Documents Reviewed

Historical overview of AID/Office of Nutrition - CINP/FNB/NAS association 1982-1988 as documented in selected correspondence, grant proposals, and quarterly reports.

Committee on International Nutrition Programs (CINP)

Scope of Work 1982(?) Attachment to letter from Myrtle Brown

1. Technical services: review of agenda items on nutritional activities at a minimum of two meetings/year of the CINP; ad hoc basis for subcommittees, mini-panels, task forces, and workshops. These will provide timely, formal, definitive position papers, policy statements, meeting reports and recommendations, and publications.

2. Assistance by convening expert groups to advise on specific programs on the following illustrative topics:

- a. Subcommittee on Nutrition and Fertility: terminating.
- b. Subcommittee on Maternal and Infant Nutrition in Developing Countries: continuing.
- c. Subcommittee on Nutrition Surveillance: Continuing, based on the findings of a predecessor task force on the same topic (now in the terminal report-writing stage).
- d. Task Force on Nutritional Components of a Primary Health Care System: terminating.
- e. Workshop on Determinants of Food Consumption at the Household Level: continuing preparations for, and implementation of, one (and possibly two) workshop(s).

3. ...guidance in drafting scientific aspects of policy statements, and position papers on nutrition for use in developing countries, AID field missions, international meetings, private voluntary organizations, and other similar institutions, for their international nutrition-related activities.

Publications resulting from AID/Office of Nutrition-NAS/CINP contracts: 1982 Nutritional Components of a Primary Health Care Delivery System CINP/FNB/NAS. Nutritional Surveillance: A Synopsis CINP/FNB/NAS. 1983 Maternal and Infant Nutrition in Developing Countries with Special Reference to Possible Intervention Programs in the Context of Health. CINP/FNB/NAS.

Grant proposal 7/1/84 - 6/30/86 (DAN-0262-G-SS-4086G-00) CINP is expected to meet 2x/year to:

- o review the course of studies under its aegis,
- o consider how to address any issues that have arisen,
- o participate in open session with staff of the AID Office of Nutrition in discussion of items of mutual interest.

No quarterly reports available to the evaluation team.

Final Report ???-12/31/86

Met twice/year during the project period as planned; held open sessions with Office of Nutrition staff; 12/85 sponsored with FNB a Symposium on International Nutrition Issues for the 1980's and 1990's; delivered prepublication copy to Office of Nutrition; will be available to the public in early 1987; Committee used this symposium as a basis for a review of its priorities for future activities and for discussions with staff of the Office of Nutrition on subjects of mutual interest in international nutrition.

Grant Proposal 1/1/87-12/31/88 (DAN-0262-G-SS-7050-00)

"The key activities during the project period will be the completion of reports on diet, physical activity, and pregnancy outcome, nutritional factors in the prevention of diarrhea, biological mechanisms for effects of vitamin A on child morbidity, and an evaluation of growth monitoring. There will be three ongoing activities: the Committee on International Nutrition Programs, the Subcommittee on Nutrition and Diarrheal Disease Control, and the Subcommittee on Vitamin A Deficiency Prevention and Control. The Subcommittee on Diet, Physical Activity and Pregnancy Outcome will be terminated when its task is completed about July 1987. A new activity, a review of the theory and practice of growth monitoring, is proposed to begin when the Diet, Physical Activity and Pregnancy Outcome report is completed."

Quarterly Report ???-9/30/87

Meeting 6/17-18/87; authorized by NRC Controller even though grant not signed until 7/15/87. Agenda not attached; meeting consisted of preliminary review of status of subcommittee activities; open meeting with Office of Nutrition staff to discuss progress on CINP activities and mutual interests, and a minisymposium on nutrition of women; next meeting scheduled for 12/1-2/87.

Quarterly Report 10/1-12/31/87

Meeting 12/1-2/87; no agenda attached but mentioned meeting with Office of Nutrition staff to review the status of the various subcommittee activities. Discussed request from AID for guidance in the area of vitamin A and morbidity; decided that Subcommittee on Vitamin A Deficiency Prevention and Control would organize a workshop on research priorities for studies in this area. Discussed FNB symposium on nutrition of women proposed for 12/89 which will be supported with NRC funds. Asked about the forthcoming AID evaluation of the CINP. Interest of CINP of the effect of

AIDS on nutritional status, food supply, and nutrition programs was raised; decided to devote the first day of the next CINP meeting to the topic. Informed Office of Nutrition staff of current initiative to stimulate collaboration with United Nations' Subcommittee on Nutrition in programs of mutual interest such as nutrition of women, nutritional impacts of urbanization, nutrition and AIDS, and growth monitoring.

Quarterly Report 1/1-3/31/88

No meeting; plans for May '88 meeting.

Quarterly Report 4/1-6/30/88

Meeting on 5/17-18/88; minisymposium on Nutrition and AIDS; 30 minutes devoted to discussion of CINP AID-funded subcommittee programs with representatives of AID

Quarterly Report 7/1-9/30/88

Proposed meeting 12/15-16/88 Workshop on Determinants of Food Consumption at the Household Level. To be conducted in January 1982 to provide guidance on the extent and quality of available literature on methodologies for assessing the significant determinants of food consumption and to elucidate those areas most in need of additional research. Specific details as to what course to pursue following the workshop depend upon the outcome of the workshop.

No further reference to this workshop; report or proceedings not found.

Subcommittee: Maternal and Infant Nutrition in Developing Countries: (1980)
1982-84 Contract (PIO/DT #931-0262)

Will review recent research on infant feeding practices and maternal nutrition in developing countries.

- o review the scientific basis of programs in the area of breastfeeding, weaning and maternal nutrition;
- o identify program needs which are presently not being addressed and provide the scientific basis and technical guidelines for them;
- o identify those areas of effective program and policy that are constrained by the lack of research information.

Report will include priorities in research, hypothesis that need to be tested, the range of variables that should be included, and methodological approaches that should be applied.

Grant proposal 7/1/84 - 6/30/86 (DAN-0262-G-SS-4086G-00)

Purpose is to provide guidance to AID in its expanding program in maternal and infant nutrition. Completed a report in 1983 that "summarizes the subcommittee's analysis of the scientific knowledge on which

interventions in maternal and infant nutrition can be based, identifies gaps in knowledge and presents recommendations for research on women of reproductive age".

Two studies are being developed:

- 1) "interactions of dietary intake, patterns of physical activity, and pregnancy outcome in the context of the developing world";
- 2) "review of the range of methods for monitoring nutritional status during pregnancy and lactation".

Subcommittee on diet, physical activity and pregnancy anticipates meeting twice/year; subcommittee on monitoring expects to meet twice during second year of the funding period. Expects to undertake two studies mentioned above as "being developed".

Amendment to 1984 Grant to revise program description of the Maternal and Infant Nutrition in Developing Countries Subcommittee.

Report of subcommittee completed in July 1983. A study of interactions of dietary intake, patterns of physical activity, and pregnancy outcome, reflecting a priority identified in the subcommittee report, is being developed. The study will likely include:

- o a comprehensive review of the state of knowledge of physiologic mechanisms that could explain the effects of physical activity on pregnancy outcome;
- o a review of the interaction of physiologic mechanisms and sociocultural beliefs and practices that, by regulating physical activity and dietary habits, influence pregnancy outcome;
- o gaps in knowledge will be identified and recommendations for research and for development of intervention strategies will be made.

It is anticipated that this study will begin during the second year of the funding period by a new subcommittee, expected to meet twice during that year.

Subcommittee: Diet, Physical Activity, and Pregnancy Outcome

No quarterly reports available for review by the evaluation team.

Final Report ???-12/31/86

Committee was formed February 1987 (1986??); met three times and has prepared and reviewed drafts for a report which will examine the role of physical activity and diet in pregnancy outcome, maternal health and lactation; report will provide recommendations for research and, where possible, programs and policies to meet the needs of women who must engage in physically demanding activities during pregnancy, especially women in LDCs; scheduled for submission about the middle of 1987.

Grant Proposal 1/1/87-12/31/88 (DAN-0262-G-SS-7050-00)

"The subcommittee is examining the association of biological factors and the usual patterns of physical activity among pregnant women in developing countries in order to identify gaps in knowledge and to formulate recommendations for research and, where possible, for the development of intervention strategies." Subcommittee will meet approximately twice during the grant period to complete its report, scheduled for release in June 1987.

Quarterly Report ???-9/30/87

Meeting scheduled for February 1987 was canceled and rescheduled after grant was signed in July 1987; held 9/14- 15/87; focused on discussions of the revised draft for the report; formulation and revision of conclusions; approximately 150 pages of draft have been written and revised; hope to agree to final revisions by mail without another subcommittee meeting; final meeting may be needed to discuss revisions after the review; anticipated that report will be submitted to the NRC Report Review Committee early in 1988 and to AID about March 1988.

Quarterly Report 10/1-12/31/87

Meeting 9/14-15, 87; report in final stages of revision prior to review; one more meeting of subcommittee may be required for sign-off and review in order to finalize the report; all chapters but one are in final form; committee members working on revisions of conclusions; delays due to busy schedules of two key members whose chapter is to be revised; anticipated report will be sent to review end of March 1988 and submitted to AID two months later.

Quarterly Report 1/1-3/31/88

Report in final stages of revision; possibility of final meeting for the committee to sign-off on the draft; revised drafts of remaining chapters received from 2 subcommittee members during the last week in March; final revisions to these chapters and report conclusions are in progress.

Quarterly Report 4/1-6/30/88

Final revisions of report being made

Quarterly Report 7/1-9/30/88

Final report anticipated spring '89; No further subcommittee meetings anticipated

Letter 11/18/88

Requesting 6-month extension of grant to complete Diet, Physical Activity, and Pregnancy Outcome report. Subcommittee: Nutrition and Diarrheal Disease Control

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Grant proposal 7/1/84 - 6/30/86 (DAN-0262-G-SS-4086g-00)

Office of Nutrition in October 1983 requested that CINP "give highest priority to undertaking a study of diarrheal disease". This will be done under this grant. Subcommittee expects to meet twice during the first year and once during the second year of the grant. Planning a workshop during the first year of the funding.

No quarterly reports available for review by the evaluation team.

Final Report ??-12/31/86

Met twice during 1984 and submitted its report, Nutritional Management of Acute Diarrhea in Infants and Children in 1985; decided that the planned workshop would not contribute to the report and canceled the workshop. In April 1986 began work on report on nutritional factors in the prevention of diarrheal diseases; subcommittee being expanded to include food scientist and an anthropologist; met twice in 1986; is preparing drafts for the report to be reviewed at its meeting in early 1987.

Grant Proposal 1/1/87-12/31/88 (DAN-0262-G-SS-7050-00)

Report, begun April 1986, will examine nutritional approaches to the prevention of diarrhea; will consider relationship of breastfeeding to diarrhea prevention, timing of introduction of weaning foods, bacteriological properties of foods, foods as vehicles of infection, and prevention of diarrhea through dietary management. Subcommittee will meet three times during the first six months of the grant period and will complete the current report about July 1987.

Quarterly Report ??-9/30/87

Meeting scheduled for 1/87 postponed due to delay in renewal of grant; rescheduled for July and was held 10/12-13/87. Agenda not attached but meeting reviewed first draft of the report with discussion of revisions and conclusions; members of staff of USDA/OICD presented the results of their review of research on food ingredients for the prevention of diarrhea and summarized their current research program on this subject. Report on the role of nutrition in the prevention of diarrhea will be revised; another meeting to be scheduled for early 1988 to discuss revised drafts prior to submission for NRC review.

Quarterly Report 10/1-12/31/87

Meeting 10/12-13/87 to review chapter drafts for report and discuss conclusions; draft of conclusions prepared and circulated to members; open session held with Office of Nutrition and USDA/OICD staff to discuss results of their research on food additives to prevent diarrhea; another meeting to be scheduled during next quarter to discuss revised chapter drafts and to revise report conclusions. Terms for all members expired at end of quarter; expect new chairman to be appointed and current chairman to continue as committee member.

Quarterly Report 1/1-3/31/88

No meeting; revised roster attached.

Quarterly Report 4/1-06/30/88

No meeting this quarter; all chapters of the report have been received; expected to be signed off by subcommittee; reviewers being appointed.

Quarterly Report 7/1-9/30/88

No meeting scheduled this quarter; Next meeting scheduled 10/13-14/88 to discuss final revisions of report

Letter 11/18/88

Requesting 6 month extension of grant to allow for final revisions of the Nutrition and Diarrheal Diseases Control report.

Subcommittee: Nutritional Surveillance (formed in February 1983 to continue work of previous subcommittee)

Activities requested by AID on September 16, 1982 in a letter from Nick Luykx (AID) to Myrtle Brown FNB/NAS:

1. Provide AID general scientific and technical guidance on nutrition surveillance.
2. Ongoing assessment of the state-of-the-art of nutrition surveillance procedures and application of nutritional surveillance systems. in response to specific written requests of the Office of Nutrition, AID, conduct occasional in-depth analyses of specific aspects of nutritional surveillance, such as:
 - o indicators
 - o linkage between surveillance information and decision making
 - o cost/benefit analysis of nutrition surveillance
3. Provide guidelines on the role AID should play in promoting nutrition surveillance and on AID-other donor agency relationships.
4. Identify research and training priorities which could appropriately be supported by AID.

1982-84 Contract (PIO/T #931-0262)

Subcommittee will undertake:

- o an assessment of development in the theory and practice of nutritional surveillance;

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- o occasional in-kept analyses of specific aspects of nutrition surveillance such as indicators, linkage between surveillance information and decision making, and cost-benefit analysis of nutrition surveillance; guidance on the role of AID and other donor agencies in assisting nutrition surveillance programs in developing countries;
- o identification of research and training priorities in this area.

Report of the task force "Nutrition Surveillance - A Synopsis" which deals with the objective and operational aspects of different types of nutrition surveillance is undergoing review and will be completed in 1982.

Grant proposal 7/1/84 - 6/30/86 (DAN-0262-G-SS-4086G-00)

As an outgrowth of February 1983 meeting, the subcommittee has prepared and is revising recommendations on the role of AID in promoting nutrition surveillance and on training needs." Committee will review research activities in nutrition surveillance and develop recommendations for research; expected to meet twice/year.

No quarterly reports available for review by evaluation team.

Final Report ???-12/31/86

Met twice in 1983 and once in 1984 (both beyond the scope of this final report??); "The issues that were central to the scope of work for the subcommittee were deemed to be no longer high priorities for either the CINP or the the AID Office of Nutrition and when the terms of the members expired in December 1985, they were not extended."

Subcommittee: Growth Monitoring (New Committee)

Grant Proposal 1/1/87-12/31/88 (DAN-0262-G-SS-7050-00)

"An expert subcommittee will be formed to undertake a state-of-the-art review focusing on the purpose of growth monitoring, its expected outcomes, the costs of implementing growth monitoring, and its relationship to primary health care interventions." Will meet approximately four time, beginning in June 1987, to prepare a report that will be released in November 1988.

Quarterly Report ???-9/30/87

Current grant call for the formation of this subcommittee; originally scheduled to begin before the end of 1988 (1987??) but deferred until the report of the Subcommittee on Diet, Physical Activity, and Pregnancy Outcome is completed.

Quarterly Report 10/1-12/31/87

No mention of this subcommittee

Quarterly Report 1/1-3/31/88

Subcommittee not yet formed due to delays in the completion of the report of the Subcommittee on Diet, Physical Activity, and Pregnancy Outcome. Anticipate formation by end of next quarter.

Quarterly Report 4/1-6/30/88

No mention of this subcommittee.

Quarterly Report 7/1-9/30/88

Plan to initiate new subcommittee that will undertake a state-of-the-art review focusing on: o the purpose of growth monitoring o its expected outcome o costs of implementing growth monitoring o relationship to primary health care interventions

Letter 11/18/88

Requesting 6-month extension of grant which will allow the initiation of this subcommittee. Subcommittee to meet twice between 1/1/89 and 6/30/89.

Letter 12/22/88

Regarding budget adjustment for grant extension. Due to cut in budget, growth monitoring activity will not be started.

Subcommittee: Vitamin A Prevention and Control

8/26/85 NAS Proposal for extension to 1984-86 grant (DAN-0262-G-SS-4086-00)

During the next three years this subcommittee will undertake the following activities:

- o workshop to review vitamin A supplementation trials;
- o evaluation of vitamin A supplementation trials.

The subcommittee will produce at least three reports: a nutritional assessment of potential effects of changing vitamin A fortification levels of Title II PL 480 food commodities, a summary report and proceedings of a workshop on the design of AID-funded vitamin A replication trials of massivedose vitamin A supplementation, and a report evaluating the findings of the replication studies. It is planned that the first two will be completed during the first year of the funding period.

Final Report ???-12/30/86

Subcommittee formed in March 1986; held workshop on Methodologies for Field Trials of Vitamin A Supplementation 8/18-19/86; workshop delayed from original May 1986 date because of delays in establishing research sites and

confirming the institutional arrangements for the AID sponsored field studies. Subcommittee met twice in addition to the workshop to discuss the scope and agenda of the workshop and to review the draft of the report. Report is currently being reviewed by the Commission of Life Science/FNB/NRC and will be submitted to AID early in 1987. Initiation of tentatively planned assessment of fortification of PL480 Title II commodities with vitamin A has not yet been requested by the Office of Nutrition or undertaken.

Quarterly Report 9/1-9/30/87

Methodologies for Field Trials of Vitamin A Deficiency Prevention and Control, was submitted to the Office of Nutrition on 7/29/87; report had been delayed because two members were unable to concur with the majority conclusions and prepared separate minority reports. In July CINP received a request from the director of the Office of Nutrition for further guidance on the utility of studies of the effects of vitamin A supplementation on morbidity. NRC requested clarification of the time frame and scope of work intended by the Office of Nutrition and the relationship of this task to the report on the mechanism of action of vitamin A on morbidity, included in the scope of work for the current two year period; a meeting of the subcommittee will be scheduled after these matters have been clarified.

Quarterly Report 10/1-12/31/87

No meeting; plans made to hold a workshop and begin work on next report; workshop will result in a brief letter report on research priorities for studies of vitamin A and morbidity; tentative agenda for workshop on 4/28-29/88 prepared;

Quarterly Report 1/1-3/31/88

Planning 4/28-29/88 meeting

Quarterly Report 4/1-6/30/88

Meeting and workshop on the Influence of Vitamin A Supplementation 4/28- 29/88; letter report of workshop sent to AID 6/88

Letter 6/30/88

Transmitting letter report "Report of the Workshop on Research Priorities For Investigation of the Influence of Vitamin A Supplementation on Morbidity. Promised a longer proceedings of the workshop, including actual papers presented, further discussion, and recommendations of the subcommittee, to be submitted before the end of 1988.

Quarterly Report 7/1-9/30/88

Have received 3 of 4 workshop reports; expanding the letter report to include additional material, especially on immunocompetence; anticipate workshop report in late spring 89;

Letter 11/18/88

Requesting 6-month extension of grant to allow the completion of the Vitamin A Deficiency, Prevention, and Control report.

APPENDIX II:

List of Persons Interviewed

AID/S&T/Office of Nutrition:

Norge Jerome, Director
Nicholas Luykx
Francis Davidson
Sam Khan

Former staff of the Office of Nutrition:

Chloe O'Gara
John McKigney
Maura Mack
Tina Sanghvi

AID/Nutrition Sector Council:

Neen Alrutz AFT/TR/HN
Carol Payne ANE/TR/HPN (she is new in the job and discussed our questions
with Karen Nurick, who is on maternity leave)
Julie Klement LAC/DR/HN
Nancy Pielemeir PPC/PDPR
Melanie Marlett PPC/PDPR

S&T/Office of Population:

Judith Seltzer

National Academy of Science:

Sushma Palmer, Director Food and Nutrition Board
Susan Berkow, Program Officer
Myrtle Brown, former Director Food and Nutrition Board
Linda Meyers, former Program Officer
Polly Harrison, Director International Health

Committee on International Nutrition Programs (CINP):

Malden Nesheim, Chairman
Abraham Horwitz, former Chairman
Cuberto Garza
Reynaldo Martorell
Gretel Pelto
Per Pinstруп-Anderson
Alan Berg, former CINP member

Subcommittee on Nutrition and Diarrheal Disease

Cuberto Garza, Chairman

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Subcommittee on Diet, Physical Activity, and Pregnancy Outcome:

Cuberto Garza
Fernando Viteri
Sandra Huffman

Subcommittee on Vitamin A Deficiency Prevention and Control:

Reynaldo Martorell, Chairman

Other Interviewees:

Manuel Guillermo Herrera-Acena, former member of the Subcommittee on
Maternal and Infant Nutrition in Developing Countries and Principal
Investigator for Vitamin A project in Sudan.

Solomo Reutlinger, former member of Subcommittee to review PL480
commodities

Judith Katona-Aptee, NAS staff person on Subcommittee to review PL480
commodities

Judith McGuire, former AID/PPC staff member

People not available for interview:

Richard Cash -- an assignment in Bombay
Marcia Griffiths -- on assignment in Equador
Virginia Laukaran -- now living in Grenada
Robert Black -- out of the country

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