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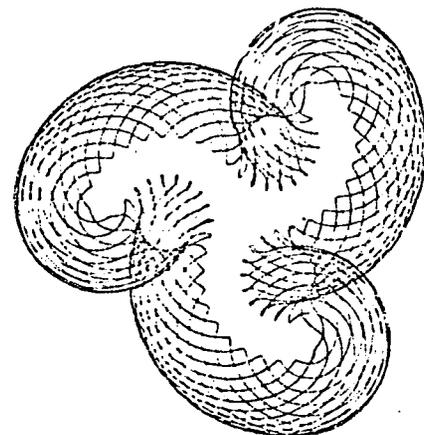
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EVALUATION of the EAST-WEST COMMUNICATION INSTITUTE



A.I.D. Contract No. csd 2878
A.I.D. Contract No. csd 2977

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I. INTRODUCTION

The East-West Center

The Center for Cultural and Technical Interchange Between East and West -- better known as the East-West Center -- was established in Honolulu by an act of the U.S. Congress in 1960. The Center was created to promote better understanding and relations among the peoples of Asia, the Pacific area and the United States. It is federally funded through the Department of State at a present annual level of about \$6.5 million dollars. As a national educational institution in cooperation with the University of Hawaii, the East-West Center focuses its programs of education, research and training toward seeking solutions to vital problems of mutual concern.

Each year some 1,000 students, senior fellows, fellows, and selected participants come to the East-West Center from more than 30 countries under federal grants and scholarships for professional study and training at the teaching and management levels. Several hundred more men and women annually attend field workshops and refresher courses conducted in the Asia/Pacific area by the East-West Center instructional teams co-sponsored by local governments and agencies.

The Institute--What it is and Does

The East-West Communication Institute (EWCI) is one of five problem-oriented institutes which conduct the Center's programs. The others are the Cultural Learning Institute, the Food Institute, the Technology and Development Institute and the Population Institute. Of the five, three are funded by the basic federal grant to the Center; the Population Institute is funded primarily by the Agency for International Development (A.I.D.), and the Communication Institute is funded jointly by the basic grant and A.I.D.

The work of the Communication Institute concentrates on the use of Communication in economic and social development and the sharing of knowledge across cultural boundaries. The EWCI awards scholarships for graduate study in communication, invites senior fellows for study and research, conducts professional study and training projects in international and population communication, assembles and makes available a document collection of communication materials, offers Jefferson Fellowships to Asian, Pacific and U.S. journalists, designs and carries out communication research projects, arranges conferences, workshops and seminars, and conducts a worldwide inventory and analysis of support for population and family planning communication.

The EWCI was awarded an AID institution building grant (csd-2977) in the amount of \$1,072,000 on June 22, 1971. The grant is for three years and is presently in its final year, expiring on June 30, 1974. The purpose of the grant is to enhance the EWCI's institutional capability to serve as an information, education and communication (IEC) resource for population programs, primarily in the Asian region. By increasing the Institute's capability, the grant enables it to devote increased attention to meeting the pressing needs for broad improvement in population IEC support through its programs of research, education, professional development (training) and population information services. While the EWCI draws upon the grant for support (about 40% of its budget), the grant draws on the Institute's resources in the field of international and developmental communication which have application to world population problems.

About seven months before the institution grant was awarded, the EWCI received an AID contract for Inventory and Analysis (csd-2878) in the amount

of \$312,128 on November 17, 1970. The contract was for three years, later extended to run concomitantly with the institution building grant and was increased by \$130,757 for a total of \$442,885 for the life of the contract. Both the contract and the grant will expire on June 30, 1974. The Inventory and Analysis contract is to provide family planning and population programs and their donor agencies with a continuing two-way flow of information about needs, assistance and international services in population information - education - communication (IEC). Its purpose is to establish an international communication network to enable donor agencies, training institutions, LDC government programs and concerned organizations to draw upon its resources in the planning and operation of population IEC activities. It is designed to serve as a "bank" for those planning and implementing communication programs, and for those donor agencies who are assisting in the development and utilization of more effective IEC methods to spread knowledge about and change attitudes toward population problems and family planning.

Although the Inventory and Analysis contract and the EWCI grant are two separate AID projects, they are, in actual operation, integral parts of the EWCI. This was recognized at the time of the extension of the contract, so that when forward funding comes up for decision, the AID elements should be considered together as a single endeavor for IEC institution building.

Now embarked in the third and final year, the AID grant and contract have followed what might be considered a classic pattern of institution development. The first year of progress was understandably slow while staff recruiting and initial program steps go under way. In spite of this the Inventory and Analysis efforts began to bring in IEC data from donor and other sources, and training programs specifically called for under institution grant terms began to be held in schedule.

Major problems have been a succession of Institute directors (three in less than three years) detracting from continuity of program direction and staff stability; strictures of the grant language which were difficult to adhere to in practical terms; constraints to accomplishment of objectives of the projects growing out of interpretations of the East-West Center Charter and University of Hawaii directives. Added to these have been inadequate physical space for the Institute to do its job properly, salary structure imposed by the University and the Center, and the need for stronger administrative housekeeping support to free program managers from time-consuming details. Despite these seeming handicaps to proper institution growth, the EWCI has made gratifying progress toward fulfilling grant and contract aims: badly needed IEC training courses have been held that were obtainable at no other institutions; the flow of IEC information materials has grown at an unexpected pace; and landmark workshops in population education, commercial resources and population communication for multilateral agency personnel have been far beyond the expectation of program managers.

Morale has been at a gratifyingly high level as has the quality of staff despite salary ceilings. No small part of thanks for these accomplishments must go to Dr. Robert Worrall, who has been with the Institute almost from its beginning, and has provided the continuity for the succession of directors, as well as having served as director of the population programs for well over a year. The recent appointment of the present director, Dr. Wilbur Schramm, should provide the leadership and professional impetus that his world stature as a communicator can only impart to this important activity.

II. PURPOSE AND METHODOLOGY OF THE EVALUATION.

The AID grant (csd-2977) and Project Authorization states, "The plan will include provision for an annual evaluation report (to be submitted within thirty days after the anniversary date of the grant) which will be the basis of a joint evaluation review by AID and the grantee. The review following the second such report may be the basis for a determination as to whether additional funds might appropriately be considered to extend the grant beyond the 36th month." The AID contract (csd-2878) also requires evaluation. In response to the terms of the grant, and for the contract it was mutually agreed a five-man evaluation team would undertake a two week on-site evaluation of the EWCI. The EWCI was informed by letter on July 5, 1973 that the "team's report will be the primary basis upon which a decision will be made to continue support to the EWCI out of AID population funds.

A draft evaluation design of the grant and contract following the AID evaluation methodology was drawn up in AID/Washington and submitted to the EWCI. Prior to the team's visit the Institute gathered data and materials to indicate evidence of progress to date in attaining the project purpose. The evaluation team used the list of indicators and criteria in the design as a check list during the on-site interviews with the EWCI staff.

III. OBSERVATIONS AND RECOMMENDATIONS

Many of the problems indicated below have been recognized by the EWCI. The EWCI staff members have been very open with the evaluation team and have not hesitated to be self-critical in discussing their programs.

Effort has been made to categorize the observations and recommendations by the functional outline in this report. However, one recommendation is so critical that it is listed deliberately as first and highest priority.

OBSERVATION

The amount of space allocated to offices, class and laboratory rooms is totally inadequate. EWCI staff are housed in rooms designed as dormitories; toilet rooms are used for files. Four and five people are sharing offices suitable for one person.

The Center administration is aware of the problem. Nothing has been done other than verbal discussions and resulting promises.

RECOMMENDATION

We expect the Center administration to find an immediate solution. If necessary, lease space. Failure to solve this problem could jeopardize AID funding.

INSTITUTION BUILDING

OBSERVATION 1

During the second year of the grant, the period in which Dr. Nagai served as EWCI Director, the impetus of institution building for population IEC received minimal acceleration. This was due to the Director's decision not to assume responsibility for population elements of the Institute workload, making other channels necessary to assure that the terms of the grant were carried out. These expedients were accepted

but at the expense of Institute cohesion and some forward progress.

RECOMMENDATION 1

None. The advent of Dr. Schramm as EWCI Director eliminated what was at best an awkward organizational arrangement. It is noted here because the Nagai period did little to advance the institutional development thrust called for in the grant agreement.

OBSERVATION 2

Both the EWCI and the East-West Center have requested that the language of a new grant agreement drop the requirement of AID concurrence in the selection of the EWCI director. The lack of grant support by the second director indicates a need for some method for AID/Washington to be assured of capable leadership.

RECOMMENDATION 2

The appointment of Dr. Schramm received wide indorsement and made unnecessary any consideration of amending the language of the present grant agreement. In a future grant document an acceptable method of selection must be agreed upon. It is recommended that the usual academic approach of naming a selection committee, with a member from AID, be adopted to make candidate recommendations for consideration.

OBSERVATION 3

It is noted that there is at present no AID representation on the EWCI International Advisory Committee, although an AID/Washington representative was invited and did attend open sessions of the second meeting of the committee.

RECOMMENDATION 3

It is recommended that a representative of AID be invited to attend as an observer.

OBSERVATION 4

The EWCI has rightly devoted its initial efforts in developing linkages between the Institute and the LDCs and has made considerable progress.

RECOMMENDATION 4

The EWCI should now strive to work with and encourage linkages between the developing countries.

OBSERVATION 5

Under the grant the staff has of necessity devoted its primary effort to developing the Population Communication program. Eventually, it is hoped that EWCI program effort will produce significant spin-offs applicable to other developmental sectors.

RECOMMENDATION 5

The EWCI devise strategies that will assure the benefits derived from the Population IEC programs are used as appropriate in other development sectors.

OBSERVATION 6

The language of the present grant is too specific, making it more like a contract than an institutional building grant. For example, the number of training activities, the number of participants and the length of the activity are specified in detail. The Institute now has sufficient experience and competence to determine such features of its program.

RECOMMENDATION 6

Any future grant to the EWCI should give it wider latitude than the present agreement to conduct its programs.

PROFESSIONAL DEVELOPMENT

OBSERVATION 1

In April 1973, the modular approach to professional development was

endorsed by the International Advisory Committee. The 14 modules must be prepared, tested and readied for approximately 40 participants by February 1974. As of now less than half are even in first draft.

RECOMMENDATION 1

The team is concerned. Every effort should be made to finish and adequately pretest the modules before the course commences.

OBSERVATION 2

The team has certain reservations as to the applicability of the modular approach to Asians.

RECOMMENDATION 2

Criteria be developed prior to using the modules that will allow a realistic assessment of their value to the participants in the first modular course.

OBSERVATION 3

The EWCI plans to select participants for the modular program by correspondence primarily and then send a staff member to interview all participants as to their training needs.

RECOMMENDATION 3

The team recommends that the selection be finalized as a result of the interview and not as a result of the correspondence alone.

OBSERVATION 4

The adequacy of follow-up services is not well established.

RECOMMENDATION 4

We exhort the Institute to look for new, better ways to measure program effectiveness.

RESEARCH

OBSERVATION 1

The EWCI has attempted to measure effectiveness in its interaction with

Asian countries by means of a weighted point system which considered participants, visits by staff members research undertaken in a country, publications sent to the country, degree students, etc.

RECOMMENDATION 1

Building upon this excellent type of data the EWCI should consider undertaking one or two pilot studies that will assess the significance of its program in a given country.

OBSERVATION 2

The EWCI had had three directors in the last three years and each has focused his interests in somewhat different directions. As a result the Institute has developed a backlog of valuable materials from which can be drawn suitable publications. These materials could become obsolete.

RECOMMENDATION 2

The EWCI intensify its efforts to analyze the backlog materials for publication.

OBSERVATION 3

The EWCI has devoted the majority of its research effort to case studies but has not been involved as yet in much serious experimental research.

RECOMMENDATION 3

In a new grant, funds for specific fields of experimental research be included.

INFORMATION SERVICES

OBSERVATION 1

7-10-12
The EWCI should serve as a model in the art of communicating. However, the Institute has no conference room that is designed to give audio visual presentations to small groups.

RECOMMENDATION 1

An appropriate room be assigned and equipped.

OBSERVATION 2

Due to its location as a crossroads center, the EWCI received over 250 short time visitors during the first two years of the project. These visitors are handled on an ad hoc basis which involves a great deal of staff time.

RECOMMENDATION 2

The EWCI should develop a model audio-visual presentation which will give the visitor basic information concerning the Institute.

OBSERVATION 3

A bi-monthly English language newsletter is now being sent to some 2,700 recipients.

RECOMMENDATION 3

Consideration be given to issuing a yearly digest of the best of the newsletters in not only English but perhaps in one other language.

OBSERVATION 4

The EWCI has done a creditable job in developing a mailing list. However, there are always those who seldom respond to a mailing or who are not convinced or knowledgeable of the value of what the EWCI has to offer.

RECOMMENDATION 4

Wider use should be made of the EWCI descriptive kit of materials, developed for EWCI staff and others who frequently travel to LDCs. Review should be made to assure these materials provide full information about the EWCI program and services for LDC leaders and professionals; The kits should go the USAID personnel as well. This should assist in further developing the mailing list.

OBSERVATION 5

The Institute has done a good job of collecting a resource of "fugitive type" materials. It has culled its published listing of materials by eliminating any document not requested by more than one person. To date it has made little attempt however to assess the program value of what it has collected.

RECOMMENDATION 5

The EWCI devote greater effort to assess and make available the better data of its resource materials.

OBSERVATION 6

The Institute recognizes the most efficient method of distributing documents is by utilizing microfiche. The principal problem is the lack of microfiche readers and reproduction facilities in the LDCs.

RECOMMENDATION 6

The EWCI should explore ways to encourage the use of microfiche equipment and assist LDCs in developing practical systems for using both the equipment and microfiche.

OBSERVATION 7

The EWCI has received the following requests for documents:

LDCs -- 2,244 documents

Developed Countries -- 833 documents

AID/W -- 45 documents

USAIDs -- 86 documents requested by 5 countries (Pakistan, Afghanistan, Paraguay, Laos and Vietnam)

RECOMMENDATION 7

The number of requests indicated above is encouraging. However, more deliberate effort should be made to stimulate greater use of these services, especially by AID population officers.

OBSERVATION 8

The EWCI has a part-time graphics specialist available to them for working on publications. The Institute however does not possess or have ready access to even the basic graphic art type supplies and equipment. A modestly equipped graphic arts room would seem to be a necessary tool for a Communications Institute involved in publications and professional development.

RECOMMENDATION 8

The EWCI develop a modest budget for graphic art supplies and equipment. A teaching module should include the techniques and use of basic graphic arts.

ADMINISTRATION

OBSERVATION 1

There have been unnecessary delays in processing the EWCI's publication printing needs through the EW Center's central office.

RECOMMENDATION 1

The EW Center's administrative officer resolve this problem.

OBSERVATION 2

There has been no audit of the grant and contract performance since they have been in operation. The EWCI requests one to assist in its administration and to assure that it is following proper procedures.

The question of the degree of value received by the Center and the EWCI from the University of Hawaii for the approximate 20 per cent overhead which is paid from the contract funds indicate a strong need for an audit. All grant monies flowing to the East-West Center pass through the Board of Trustees of the University and its executive officer, the President of the University. The University receives an overhead percentage as agent. There is little indication that the Center and the EWCI receive

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much measurable support from the University under this procedure. On the contrary, the University appears to be just another paperwork channel and less than helpful in providing adequate housekeeping support, specifically office space for the EWCI, which is the latter's most urgent and immediate need. The past action by the University of taking over East-West Center buildings without substituting adequate housing for its activities is the principal reason for the present space crisis of the EWCI.

RECOMMENDATION 2

It is recommended that an AID audit of the grant agreement and contract be performed before the expiration of the current contract on June 30, 1974, by the AID Auditor General's office. This audit should determine what value is received for overhead costs and explore possibilities for direct funding to the East-West Center.

OBSERVATION 3

The EWCI has been in operation less than three years and it has incurred the usual start-up costs and it has been difficult to accurately assess true unit costs for participants, conferences and other institute activities.

RECOMMENDATION 3

Accurate cost data should now be developed which will determine man-month trainee costs, conference costs, etc.

OBSERVATION 4

Many of the salaries of the EWCI are on the low side. There also seem to be discrepancies between staff members who have comparable qualifications and responsibilities.

RECOMMENDATION 4

Every effort be made by the EW Center to bring salaries up to an equitable level.

OBSERVATION 5

The terms of the Grant of the sister Population Institute calls for a strong administrative officer position to see that the terms of the grant are carried out.

RECOMMENDATION 5

Any new Grant for the EWCI should also specify an administrative officer position as well.

OBSERVATION 6

The EWCI cited prior travel clearance as a continuous problem in its relationships with AID missions.

b RECOMMENDATION 6

See discussion of this issue under VI - Organization and Administration.

OBSERVATION 7

The EWCI (and other EWC) personnel are required to use American Express Service for all travel arrangements. This includes travel of foreign nationals often using multilateral funds. Experience has shown that American Express is not well qualified to deal with some needs related to travel, for example transfer of funds between nations.

Ordinary services are also spotty, for example: (1) staff have found themselves in foreign cities without hotel reservations; (2) such a simple service as making a seat reservation, standard operating procedure for tourists, is unavailable with American Express. American Express is not generally familiar with foreign facilities aside from the more expensive hotels which government per diem will not permit.

RECOMMENDATION 7

That the EWC administration give consideration to allowing the EWCI staff to utilize other United States travel agencies.

IV. INSTITUTION BUILDING

International Advisory Committee

The establishment of an International Advisory Committee was called for in the AID grant agreement. At its second meeting in April 1973, the committee gave a strong commendation to EWCI's plans for program innovation, and for its institutional growth.

In its report and recommendations, the committee said it was "most favorably impressed by the evident progress that has been made by the Institute." Describing the EWCI as being at a critical point in its development, the committee said it "believes that the actions and decisions that have been taken and the directions indicated in the program plans will lead toward a period in which the Institute will grow in stature and importance and begin to realize more fully its potential for useful service."

The committee gave a strong endorsement in its report to the Institute proposal for a modular professional development program, urging AID/W to concur in its adoption (which it did). An early re-assessment of Asian countries needs for IEC training was recommended in order for the Institute to appropriately revise its plans for numbers of persons trained, level of trainees, and location of training. To carry this out, the committee strongly recommended that the EWCI have greater freedom in its use of grant funds. It suggested that the Institute could determine the whole spectrum for training, to thus design a more efficient program and one with greater cost-effectiveness. The committee commended the Institute's work in the development of training materials in several media urging that this activity be expanded with further efforts taken to make the materials available to national IEC programs. It urged more case studies that could be used in the modular professional development program.

It also urged greater emphasis on the IEC research program, and suggested that the Inventory-Analysis agency profiles and the country reports would yield

much information unavailable elsewhere. Significantly, it recommended more program emphasis on the development of relationships with private and government organizations in Asia and the Pacific concerned with communications to help these organizations improve their capability to assist population programs.

Staff Development

During the first two years of the grant, the professional staff has grown from two to sixteen. It includes 4 Asians, represents seven disciplines and residential work experience in 6 Asian, 2 Latin American, and 1 African country. Among them are 3 with Ph.D. degrees. Within the year, two more will complete their Ph.D. There are 9 with Master's degrees. Two staff members are medical doctors.

The EWCI staff has continued to grow as an international, interdisciplinary entity to enable it to carry out the provisions of the grant. The most significant staff addition was the arrival on May 1, 1973, of a new Institute director, Dr. Wilbur Schramm, formerly Director of the Institute of Communication Research at Stanford University. Dr. Schramm replaced Dr. Michio Nagai, who returned to his editorial post with the Asahi Shimbun in Tokyo. Since arriving, Dr. Schramm has assumed direct responsibility for research and new programs covered on the grant as well as for the Institute as a whole. Under Dr. Nagai, the Assistant Director, Dr. Robert P. Worrall, was in charge of all programs under the Institution building grant and the Inventory-Analysis contract. Under Schramm he will continue to have responsibility for overall grant matters, professional development and information service activities.

Several staff members were added to work in professional development (training) activities and others assumed new responsibilities in this area. Dr. Sanford Danziger, a medical doctor with a background in health and other development projects, joined the regular staff in mid-1972 after a year as a Fellow.

Danziger was responsible for the Second Participant Workshop and provided much of the initiative for IEC materials development activities. Margaret White, a former Associated Press reporter, joined the staff July 1, 1972, as a program officer and is primarily involved in carrying out professional development activities and has conducted professional development follow-up interview.

John Middleton, employed to coordinate the 5-sponsor population education project in 1972, assumed charge of professional development activities during FY 1973. He will coordinate the task group responsible for the first Modular Professional Development Program to be held in February - May, 1974. Staff researcher Merry Lee San Luis was assigned to the population education project and a third staff member, Dr. Henry Hichul Whang, who came to the Institute from the Central Education Research Institute in his native Korea, became project director. Dr. Whang holds a Ph.D. in educational administration from the University of Wisconsin.

John Shklov serves the staff as a part-time audio-visual specialist and is assisting in the development of AV training materials; he holds a master's degree in educational communication.

Other long-time staff members have assumed new duties: Retired EWCI Director, Dr. R. Lyle Webster, serves as a consultant; he coordinated both the International Conference on the Use of Commercial Methods in Population IEC and the Second Specialist Program. Dr. Maggie Lim, who holds a joint appointment with the University of Hawaii School of Public Health, has taken responsibility for the visitor and individualized training programs as well as liaison between the two units. Ronny Adhikarya, who holds a master's in communication arts from Cornell University has responsibility for the series of Inventory-Analysis country reports; he will collaborate on IEC case studies also. Mr. Adhikarya worked as a journalist on

the major newspaper of his country, Indonesia.

Two librarians have been added to assist Resource Materials Specialist Sumiye Konoshima in documentation and resource materials services: Carol Arnold as Resource Materials Assistant responsible for collecting and cataloguing the campaign materials collection, developing the campaign materials "idea books" and assisting with the annotations for the materials service; and Sandra Okubo, Abstractor/Annotator, who prepares the summaries for the computerized retrieval system and also prepares annotations. Barbara Yount, serves full time as editor of the IEC Newsletter, and researches-edits Inventory and Analysis reports.

David Radel is in charge of Inventory-Analysis activities, with Betty Buck assisting with the report series and the Directory of IEC Assistance. Long experienced in field IEC work, Mr. Radel is about to receive his Ph. D. in Sociology. Virginia Jamieson joined the staff on April 1, 1972 as Publications Officer.

Dr. Lawrence Kincaid, a communication Ph.D. from Michigan State University and a new staff member, is coordinating many of the Institute's case study projects. He has a community development background with the Peace Corps in Colombia. Dr. Florangel Rosario continued her joint appointment with the University of Hawaii Department of Communication and the EWCI during the year. She is also involved in the conduct of case studies. Much needed administrative support is provided by Judith Rubano, who joined the EWCI as Administrative Services Officer in September 1972.

Indicators of EWCI staff competence are the number of international assistance organizations who have called upon them to serve as experts. Dr. Florangel Rosario and Dr. Robert Worrall served as consultants at the UNESCO Expert's Group in Family Planning Research in October 1972. Dr. Worrall was a resource person at the ECAFE Second Asian Population Conference in Japan in November 1972. Dr. Sanford Danziger was called to Colombia by the Accion Popular Cultural educational radio

and press network to advise them on the incorporation of family planning in their educational programming. For the World Bank, David Radel participated in a six-week family planning appraisal mission in Kenya in 1972, and spent additional time with the National Christian Council of Kenya on a family planning education project. Barbara Yount served as a UNESCO consultant in Iran, teaching two workshops on the development of family planning communication materials and assisting with the preparation of a workshop report.

During Fiscal Year 1974, a senior-level researcher will be hired to work in communication research related to the population/family planning and assist in related professional development activities. Senior-level researchers joining the Institute will increasingly be utilized as appropriate to broaden the population IEC resource base.

Grantee Interaction and Program Reinforcement

The two institutes of the East-West Center dealing with population and the School of Public Health of the University are represented on University of Hawaii Population Programs Committee which has been in existence for about two years. It meets irregularly and has largely served to promote exchange of information about population related activities. Similarly the three above units have been represented on an Advisory Council on the International Relations of the University. All three receive Title X support through the AID Office of Population.

Dr. Maggie Lim of the School of Public Health is jointly appointed in the Communication Institute. She has as an official duty, liaison between the Institute and the School of Public Health. One of her important duties with the Institute is arranging short term study programs and orientations for visitors. She makes special effort to include the School of Public Health and the Population Institute in such programs. She teaches a course in communication for the School of Public Health and involves Institute staff in its planning and conduct.

Degree students Douglas Solomon and Kevin Shaney are grantees of the Institute and masters degree students in the School of Public Health. Both are stressing the study of communication in family planning. These students have assisted educational activities at Kapiolani Hospital by preparing materials and participating in cassette presentations.

Kevin Shaney is carrying out his field education experience in Nepal where he is demonstrating the practicability of audio-cassette technology in a government clinic and a special mobile program. His equipment is provided by the School of Public Health and his arrangements made and maintenance paid by the EWCI. Douglas Solomon is supported by the EWCI as an intern with the Development Support Communication Service at Bangkok.

The School of Public Health operates a well equipped audio-visual studio where films, videotape and photographs can be made. Use of the facilities by the EWCI will increase. Dr. Danziger utilizes these resources in connection with his interest in low cost technology.

Cooperation has been regular and continuing between the EWCI and the Population Institute (EWPI) particularly through training activities. Both Institutes are represented and regularly attend the Center's standing committee on Professional Development. Policies for all training originates in this committee. In three of the Summer Seminars of the EWPI, a communication "track" has been provided by the EWCI.

The EWPI has provided demographic inputs for each EWCI training activity without cost except in the case of the Second Specialist Program. In this case a semester of demography was given in six weeks of half day sessions. The two Institutes jointly planned and conducted training workshops for UNICEF Public Information Officers and CESI staff during May and June 1973.

Both the School of Public Health and the EWPI regularly provide staff for the Advisory Committee on EWCI case studies. This Committee reviews proposals and recommends policy on such research. The EWPI participated in an early series of meetings to design the case study series. David Radel participated in the design of the EWPI "Value of Children" study.

The forthcoming Menstrual Regulation Conference, sponsored by the University's School of Public Health, has had considerable input from the EWCI since its early planning stages, utilizing applicable East-West Center resources for the IEC portion of its presentation.

The EWCI's documentation and information services have been in close collaboration with the other E-W Institutes; for instance, EWPI data, when relevant, is carried in accession lists; EWCI project materials are used frequently by students at the School of Public Health and EWPI; program developments of the other institutions are carried in the EWCI Newsletter; and research data relating to IEC population/family planning has been used by interested organizations and persons on campus.

V. PRINCIPAL PROGRAM AREAS

A. PROFESSIONAL DEVELOPMENT INCLUDING FORMAL EDUCATION

The Institute has chosen the descriptive phrase, professional development, as the ^{include} rubric for degree education, short-term training, conferences and visits to the Institute.

At contract inception, activities under the grant included in this area:

- "Preparation for training programs
- "Training of specialists who will be advisors or consultants
- "Intensive short-level training of leaders and top working levels in countries
- "Participant training
- "Special high level seminars on selected topics."

At the time of evaluation professional development activities included the following:

- A. Masters degree education
- B. Participant training
- C. Specialist training
- D. Conferences and Seminars
- E. Special study programs for individuals
- F. Visits to the Center

Each of these activities are considered below. But first it is appropriate to look back to the beginning of the grant and trace the course of professional development activities.

Background

The grant period began July 1, 1971, just over two years ago. On that date, the staff was very small, less than five people. The project head, now the Assistant Director of the Institute, assumed leadership for professional development activities. In August a pilot seminar was held with Asians engaged in IEC in population/family planning programs. This seminar was an important opening step for it demonstrated that Asian cooperation

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would be sought. From this seminar came broad guidelines for needed professional development. The project staff began to prepare for various activities. In the months that followed additional staff was recruited, curricula established and developed, materials identified and chosen, new materials developed, contacts established with many agencies and organizations to inform them of the proposed activities and candidates selected. In April, 1972 the first major program began, a course of 10 weeks for communications program people. From that first pilot activity until the date of this evaluation the following activities occurred:

The Professional Development Program to Date

1971

August A Pilot Seminar in Family Planning Communication

1972

April-June First Participant Program

June-Sept. First Specialist Program

July-August Workshop for Population Education Program Development Specialists

October Seminar for Development of Training Programs (UNESCO)

December Conference on Commercial Resources and Their Application to Population Communication

1973

January-March Second Participant Program

February-May Second Specialist Program

May-June Two Population Workshops for Field Information Officers of the United Nations System (CESI and UNICEF)

AND

1971-1973

N.A. students
Special study programs for individuals
Visitors

Participants

LDC	96
USA	4
International Organizations	<u>34</u>
	134
M.A. Students	6
Special Study	6
Visitors	<u>250</u>
	<u>-396</u>

Ninety-six participants from 26 less-developed countries were involved in these programs, 86 from Asia and 5 each from Latin America and Africa.

In addition, 4 Americans and 34 officers of international agencies participated in the programs.

Two of the six M.A. candidates were Asian. All of the special study participants were Asian.

Visitors include representatives from all major international assistance agencies and Asian population/family planning programs as well as representatives from country programs elsewhere in the world.

Staff

Eight members of the Institute spend sufficient time in professional development activities to warrant a staff designation for this area. The coordinator of modular program task group, John Middleton, works with

- Sanford Danziger a training specialist and researcher on low-cost instructional materials
- Ted Gugelyk program officer and M.A. student advisor
- Henry Whang planning officer for population education
- Maggie Lim coordinator of visitor and special study activities
- Merry Lee San Luis Program Officer

John Shklov

Audio Visual Specialist (part-time)

Margaret White

Program Officer

Moreover, 43 Americans, 13 LDC citizens, and 24 officers of international organizations have been involved as short-term staff resource people, as have 8 faculty members from U.S. universities.

Program Activities

Above is a schedule of all program activities to date. This section is concerned with fulfillment of the contract terms by the grantee.

Funds are provided for scholarships and grants. They have been used in support of 6 M.A. students, 3 of whom have finished their course work.

Post-graduate employment is very good. Two graduates, a married couple, are employed by the UNDP's Development Support Communication Service in Bangkok. A third is a staff member of the Institute of Mass Communication, University of the Philippines. Two students are presently doing their field work in Asia. The sixth student, a Taiwanese, is completing his course work.

Remaining funds will be used to support a seventh M.A. candidate.

The grant stipulates two participant training courses each year. Two courses have been held in two years. Of course, the required start up time, nine months, did not allow two courses the first year. Therefore, the evaluation could expect a report on three courses. With AID agreement, the third course has been delayed to allow for training modifications. This is explained below under Modular Professional Development.

The grant stipulates one specialist course a year. As required, in the two-year period, two courses have been held.

The contract calls for "one or more IEC two-week training workshops and seminars each year in the population field...The number and frequency of workshops will be determined by the developing needs of population programs." The contract indicated that the meetings should be held in Asia and include

upwards to two hundred participants per year. This provision has been modified as the Institute felt that program needs required such action. Also, very real difficulties were experienced when trying to arrange conferences in Asia; the problems were with the potential host country as well as the East-West Center administration. The latter requires that all, or nearly all, East-West activities be in Hawaii. In any event, the spirit of this stipulation is fulfilled by a UNESCO sponsored training seminar, and two workshops for UN Officers (CESI and UNICEF) in preparation for World Population Year. The grant, and resulting project, provided to these three U.N. supported activities the facilities, and core staff. An unanticipated heavy demand was made on staff resources by 6 special study programs and visitor orientation.

It is appropriate to note another activity supported by the grant with core staff and services. Six agencies funded a workshop for Population Education in the Summer of 1972. This program brought together specialists in formal and non-formal education from four Asian countries. This program effort was considered successful; however, one sponsoring agency was critical because this was a planning workshop and planning for school programs had already been done by three of the countries involved. The program has received further support and continues. This complement to the grant is particularly significant as it provides an educational dimension in the range of IEC activities.

Finally, a conference on Commercial Resources and Their Application to Population Communication was held last December. It brought together personnel from the major commercial program efforts--Nirodh in India, the U.S., Ghana and Jamaica campaigns. It has generated two post-conference publications and established the Institute as a leader in this increasingly important program area. A second conference of this type is planned for December; it will focus on research and its usefulness.

The first 18 months of this project provided considerable experience in the how of professional development. It resulted in an important decision. The new program, which will be in a seminar/workshop format, will offer a number of problem-centered learning modules in population IEC. The first program, under the new format will begin February 25, 1974 and last 10 weeks. This format will subsume the participant and specialist training. This can be done as modules can be developed according to various levels of experience and knowledge. It also allows a considerable augmentation of numbers of participants--from 10-15 to 40. This first group of 40 will, in effect, account for two participant and one specialist programs.

The modular approach is important. It could be a break-through in training. In essence, it is a packaged course. One or more participants can begin any course when they wish because the materials are constructed as self-contained. A package includes the written course, reading texts, needed audio-visual materials and opportunities for self-examination.

In April, 1973, the Advisory Committee and AID approved a new modular approach to professional development. Since that time, nearly six months, fewer than half of the 14 modules are even in first draft. This will mean regrettably that proper pre-testing is unlikely before the first course.

There is a question as to whether this approach will be culturally compatible for Asians. The Institute staff thinks it will be. We suggest that care be given to needed modification, particularly during the first course. We assume that post-course evaluation will be done.

Selection of Candidates

Binational commissions make the original selection of degree candidates, after which usual academic procedures are employed. Special study candidates and visitors are usually self-selected and supported by a national or international organization.

Participants in conferences and workshops are selected for their background and experience; the U.N. sponsored workshops had participants selected because of their expected activities during World Population Year.

The Institute is experimenting with candidate selection methods. The problems of appropriate candidates attending professional development activities are well known; they can be capsulated as the "minister's cousin or its your turn" rule of international assistance. To overcome this, the Institute staff travel extensively seeking advice on possible candidates. Applications for a particular course are solicited. They are considered by Institute staff in light of course objectives and a country's needs. Preliminary choices are made. Then, each tentative participant is interviewed in his country by an Institute staff member. Under the new modular form, each participant will be interviewed to know which modules he wishes to take and which are best for him.

The evaluation team is impressed with the method of field interview before final candidate selection. We are aware that the Institute staff has increasing knowledge of Asian programs and people and, therefore, has less reason to do field selection of candidates. Still, we favor field selection with an interview of interests and job requirements following. Field selection avoids to a considerable extent the usual desk-chair selection process, a process which results often in inappropriate candidates.

Follow-up Consultation

Participants in all East-West Center Communication Institute IEC conferences, workshops and training programs receive some follow-up services. The adequacy of these services, done through the distribution of conference reports and proceedings, the newsletter, staff correspondence and visits to countries by EWCI staff and consultants is not well established.

Staff consultation with former participants is a two-way process.

Through correspondence and staff visits, participants have been asked to evaluate the program they attended, providing to the Institute continuing data for improving programs and identifying prospective participants.

Participants contribute information to the IEC Newsletter and provide suggestions on types of articles that are most useful to them professionally.

Evaluation of the impact of EWCI resource base activities utilizing interviews with former participants was started during the year. Institute staff traveling for the IEC project interview professional development "alumni," on an ad-hoc basis, to obtain feedback on program effectiveness and to obtain information on additional services needed from the Institute. Systematic interviews were conducted in March in Korea, Taiwan and the Philippines with participants in three of the Institute's early IEC programs. Tentative conclusions from the interviews in the above three countries supported and contributed to program innovations developed during the year, including the modular professional development programs. We suggest that future follow-up be systematized and better reported on a country basis.

Interviews have revealed that most participants in the Institute's early programs continue to be professionals engaged in population IEC activities in upper--to upper-middle level positions in their national programs, with some receiving substantial increased responsibilities upon their return from training. A limited number are doing significant IEC training in their country programs. Participants reinforced earlier feedback that the training was professionally useful, although individuals reported some aspects of programs as not useful (thus supporting a modular concept of training). Feedback was obtained on training materials. All participants suggested candidates for future professional development. Where possible, candidates suggested were interviewed.

Substantial systematic follow-up has been conducted with participants in the Population Education Workshop. Data from this follow-up is being incorporated into plans for the regional conference on population education needs and resources (which will include participants in the first program) and in planning the second workshop.

Materials Development

A relatively new area of activity in Population IEC--the development of communication software and hardware suitable for use in rural areas--grew rapidly at the Communication Institute during the second year. These activities are aimed at helping to identify communication materials (software), primarily filmstrips and slides, available or easily produced from other materials and suitable for communicating about family planning in rural areas; and to develop or improve communication equipment (hardware), such as battery-powered projectors, to disseminate these materials.

Since these activities began, nearly 25 communication software or hardware products have been developed under Institute auspices. Many of these products were collaborative efforts with such organizations as the Church World Service of Indonesia, one of the operating branches of the Indonesia National Family Planning Coordinating Board; World Neighbors; the Costa Rica Family Planning training center (CESPO); and in Hawaii with Kapiolani Maternity Hospital and with the East-West Center Technology and Development and Population Institutes. Examples of products developed include an inexpensive rear screen projection box, filmstrips produced from films and popular photo-novellas, and the adaptation of an international filmstrip for a particular culture.

The concept of adapting communication software and hardware for use in rural areas has been and will continue to be introduced through Institute

IEC professional development programs. In this way, professional development programs have served as a means of disseminating materials to national family planning programs along with descriptions in the IEC Newsletter.

Plans for the coming fiscal year are to increase the number of titles of software--either by identifying existing material or adapting from other sources--and to encourage pilot projects demonstrating and testing the use of these materials.

Institutional Cooperation

For professional development, there is linkage between the Center's Population and Communication Institutes. Each provides the other resource personnel as needed for training activities. For each Participant and Specialist course conducted by the EWCI, there has been considerable staff participation by the Population Institute. Also, the EWCI staff have provided the communications component in three of the Population Institute summer programs.

There is also a cooperative working relationship with the State University of Hawaii--with appropriate departments for degree work and with the School of Public Health for short-term programs.

In sum, the AID grants to the three institutions--the federally supported East-West Center and the State University are supportive in that the institutions are cooperating. We encourage this to the extent that the international character of the Center as a problem solving institution is maintained. In the situations where the University has international programs the international character is enhanced, of course.

For professional development, linkage to Asian and other institutions is impressive. Institute grantees use the Development Support Communication Services (DSCS) in Bangkok for field experience; plans for cooperative regional training are being discussed.

The Chinese Center for International Training in Family Planning, Taichung, Taiwan is an important institution in collaboration. Ten trainees from each of the participant programs visited Taichung for a month. Some of the specialists from the two programs also worked with this Center. The Center Director is a resource person for the Communication Institute. Training materials are exchanged between the two agencies.

In Korea, that country's Institute of Family Planning has offered field observation study to groups from four programs of the Institute.

A sister institute for professional development has been created for Latin Americans in Costa Rica. The East-West Communication Institute has provided training materials and mailing lists; staff have visited to assist this new institute, CESPO. Institute influence can be seen in the candidate selection process, which is similar; it can also be seen in the shape and content of the curricula.

Summary

The professional development activities have conformed to the contract provisions except for Asian training workshops and one participant program. These activities are replaced by the Population Education course, the UNESCO seminar on training and the two U.N. workshops for field information officers. These latter activities attracted considerable additional funding from U.N. agencies and private organizations and contributed to the growing international reputation of the Institute.

The new modular program is innovative and potentially of use, as a methodology, in Asian training institutions. We note the possibility of the method being inappropriate for Asian groups.

Follow-up for professional development is always a problem. We have no solutions beyond those presently done. Yet, we exhort the Institute to look for new, better ways to measure program effectiveness.

No one could have envisioned the number of requests for special study and visitor programs. We believe that this is a significant aspect of EWCI activities, one which enriches the resources of the Institute, yet is quite taxing to the staff.

Space for the professional development staff is poor. The training conditions are so poor as to be below minimal requirements. Space should be rented for programs if the Center administration can do no better than past performance.

The Institute has many visitors. It has almost no facilities for these short-term visits. It needs them. The need is not only space but also an appropriate audio-visual presentation of Institute activities.

B. RESEARCH

The Grant Agreement stipulates that "continuing research on IEC methods and programs is essential to provide new and up-to-date material both for the training activities under the Grant and also for the benefit of others in information support programs. Three to four case studies will be carried out in the first year and six to seven case studies will be carried out in the second and third years. These case studies will be used in the training programs and also disseminated generally. These case studies may be performed by staff, Fellows, by visiting consultants, by arrangement with persons in individual countries, and to some extent by graduate students. It is anticipated that the inventory and analysis project, which is itself research, will uncover many new research needs and opportunities. It is contemplated that graduate students will be participating specifically in certain elements of the research program."

During the initial development period all research done within the EWCI was initiated by Senior Fellows and Fellows.* Their research projects, carried out during 4 to 12 month appointments, were (and are) varied in conformity with fields of specialization and personal interests. The Institute has to date published one of these commendable studies: Communication and National Integration in Sundanese Villages: Implications for Communication Strategy by Karl D. Jackson (Fellow) and Johannes Moeliono. Other reports have been, or are in the process of being, published by the institutions or agencies with which the Fellows are associated.

* The number of such awards by fiscal year:

<u>Senior Fellows,</u>	'70 - '71 = 5	<u>Fellows,</u>	'70 - '71 = 1
	'71 - '72 = 6		'71 - '72 = 4
	'72 - '73 = 7		'72 - '73 = 0
	'73 - '74 = 5		'73 - '74 = 1

As staff became available the research emphasis within the Institute, as contrasted to the individual activities of the two categories of Fellows, began to focus on case study projects. These studies are intended primarily to seek practical answers to some of the questions frequently raised by people working in the field. Since case studies are designed to be intensive, in-depth analyses of specific phenomena they should, in addition to providing some answers to current problems encountered in field operations, suggest useful hypotheses for future experimental studies related to various communication efforts. Staff members also expect that these studies will provide useful materials for the training modules which are currently being designed as a major effort of the professional development programs.

Another purpose underlying this case study research is the development of cooperation and coordination between research and family planning agencies in Asia and other areas of the world. This suggests that nationals of the concerned country or countries should be involved at all stages of project development, from design to analysis. There is some evidence that the first completed study, Administrative Organization of Family Planning Programs in the Philippines and Malaysia, was designed with less than desirable involvement of nationals of the two countries within which the study took place. Care should also be taken at the research design stage to make certain that time constraints do not preclude in-depth, intensive focusing on the case under scrutiny.

The two other case studies which have been completed to date are:*

- (1) Communication Strategies for Increasing Elite Support of Population Programs in Kenya.
- (2) A Model for Professional Development: Testing and Analysis.

* See Appendix 6 for a list of the other case studies in process and contemplated.

Institute staff explained that there were two principal reasons why they have not adhered to the rather rigorous timetable for completion of a set number of case studies each year as stipulated in the Grant Agreement: they encountered unforeseen delays in recruiting qualified staff, and they hesitated to proceed in view of the operational criteria set forth by the East-West Center. The criteria as originally applied follow:

1. Projects and activities shall be based on mutual East-West problems.
2. Projects and activities shall be multilateral in focus and composition.
3. Projects and activities shall be cooperatively designed and implemented.
4. Projects and activities shall be clearly related to problem subdivisions.
5. Projects and activities shall fit within the stipulated ratio of 2 Asian/Pacific participants for every one American participant as incorporated in the Grant-in-Aid agreement.
6. Projects and activities shall fit within the general framework of the Exchange-of-Persons program of the U.S. government as stipulated in the authorizing legislation.
7. Projects and activities shall be conducted by East-West Center staff members.
8. Program staff shall be interdisciplinary and international in composition.
9. Projects and activities shall be arranged on a cost-sharing basis whenever possible.
10. Projects and activities shall be carried out at the East-West Center.
11. Projects and activities shall involve a cross-section of all types of participants whenever possible.
12. Projects and activities shall incorporate built-in evaluative procedures.

While most of these criteria impose no constraints, others, particularly Numbers 2, 7 and 10, would if adhered to strictly, impose serious restrictions. Indeed, the requirement that "projects and activities shall be carried out at the East-West Center" precludes all in-country research, which most case studies logically should be. Fortunately, experience and discussion between Center and Institute staff has resulted in a recent statement which modifies the original criteria considerably thus providing more flexible guidelines for all East-West Center projects, including research. The new criteria stipulate that each project should:

1. Be multinational in focus, in staff, in composition, or in dissemination. It is desirable to have all four.
2. Be cooperatively designed, implemented, and evaluated. Evidence of cooperation includes cost-sharing, co-directing, co-sponsoring, co-hosting, and exchange of staff and participants.
3. Be related to the problems and their subdivision as defined by the respective institutes.
4. Professionally involve EWC staff as members of an interdisciplinary team.
5. Be carried out at the East-West Center, although some project activities may be carried out elsewhere.
6. Involve a cross section of EWC participants and staff.
7. Include participants who come from both Asian/Pacific countries and the United States and who return to their respective countries of origin to share their experience.

At the suggestion of the present Director, the Institute is adding a new thematic area for developmental communications research, Popular Culture. This concerns itself primarily with the effect of entertainment media on behavior, particularly the behavior of children, and on public taste and values. One assumption is that the overall impact of these media on a

culture is greater than of traditional media which were designed to accomplish change i.e. instructional media in schools and other formal learning situations. Another recent undertaking will result in the publication in 1974 of some 100 abstracts of the most relevant communication research which has been carried out in Japan. The studies from which these abstracts are derived have not been available in English. Later the Institute plans to publish similar research findings from Korea, mainland China and ultimately from all Asia and the Pacific Islands. These activities, although not funded by the grant, can potentially enrich population work.

Another area of Institute research effort has resulted in the publication of six reports in a series designated Papers of the East-West Communication Institute. The six titles thus far released are:

1. "An Approach to Training in Population Communication," by Huber Ellingsworth, Terry Welden, and Florangel Rosario, May 1972, 25 pp.
2. "Reporting from Abroad," by Paul Grimes, August 1972, 9 pp., (a brief essay).
3. "Communication and National Integration in Sundanese Villages: Implications for Communication Strategy," by Karl D. Jackson and Johannes Moeliono, October 1972, 56 pp.
4. "The Future of World Communication: Quality and Style of Life," by Harold D. Lasswell, September 1972, 19 pp.
5. "A Researcher's Guide to Social-Psychological-Communication Variables in Family Planning Research," by Florangel Z. Rosario, June 1973, 32 pp.
6. "An Overview of Mass Communication Research in Asia," by Gloria D. Feliciano, June 1973, 20 pp.

These papers should provide a useful service function and encourage workers in LDC programs to plan their research so as to have immediate applicability to program improvement. Such in-country research efforts also offer Institute staff opportunities to influence the direction and emphasis of research undertaken in LDC's and thus to strengthen Institute linkages throughout the world.

The Institute's inventory-analysis project, which has moved into its third year, has research potential for methodology and for precise interpretation of findings aimed at a presentation of an overview of the field as well as its various components. Some suggestions regarding such appropriate activities are discussed under Future Activities.

C. INFORMATION SERVICES

The Institute's efforts in providing information can be described as: those activities that contribute to the collection, processing and dissemination of information needed by population IEC planners, administrators and advisors.

Some of the activities included in the above definition were initiated in November 1970 under contract AID/csd 2878. Amendments to that contract and the institution building grant in 1971 have shaped and expanded the original concept interlocking these activities with the research and professional development programs included under the grant.

As the Center itself straddles East and West and works toward the exchange of ideas between the two, the Communication Institute does also. In addition, in the field of population communication, the Institute is positioned between the donors (countries and private agencies providing population IEC assistance), and the recipients of such assistance, the LDCs. In an effort to enhance the exchange between the groups, the Institute provides information services for both.

A major service to the users is the provision of donor agency profiles. These profiles are also found to be useful to the community of donor agencies. A service of particular importance to the donor agencies is the country program reports which also may prove useful to the LDCs.

A major service provided to both groups is the international documents collection of communication materials relevant to population IEC. The Institute, in developing a resource collection has, on the recommendation of a 1970 international conference on documentation, concentrated its efforts on gathering "fugitive" materials not under the usual bibliographic controls or commonly found in libraries. The materials collected include: research reports, field

and case studies, basic data documents, surveys, seminar and conference papers, journal articles, master's theses and doctoral dissertations. Also included are representative examples of instructional and campaign materials such as pamphlets, posters, leaflets, manuals, films, filmstrips, slides, tape recordings and other audio-visual materials.

The resource documents are stored at the Center and are available upon request in xerox or microfiche form. A computerized system for storage, retrieval and dissemination of data and abstracts is being developed. This will allow a potential user to send in for a listing under a category and with simple instruction to the machine a bibliography tailored for his needs will be provided. The Institute collection now totals some 4,000 documents of which 60-65% are relevant to population IEC. This collection is growing by about 100 documents per month.

The population campaign materials number over 900 items, and although not yet completely catalogued, displayed or stored properly, constitute one of the most extensive collections extant today and certainly one of the most extensive collections available to such a large audience of potential users. Its small size suggests the urgent need for the development of more materials. The materials are used extensively by the staff and participants at the East-West Center and the University.

These collections have been advertised throughout the world to people engaged in work related to population IEC principally through the IEC Newsletter and now a supplement to the newsletter which not only lists new materials but annotates the listing so the user can tell what the document contains. These lists are provided to over 2,700 addresses around the world engaged in population IEC work. The Institute has received requests from more than 28 LDCs plus organizations in the U.S. and other developed countries. Over 4,000 copies of documents have been

either mailed to requesters or carried home by participants and visitors to the Institute.

So far the Institute has been both tailoring its collection and evaluating its usefulness as a resource primarily through user reactions. Addressees have been asked to comment on the service and partially as a result of these responses annotating the lists was instituted. The EWCI records show that materials have been used but there has been insufficient evidence generated that the materials received have been given wide adoption by the users. The listing for the collection to date has been pruned by dropping those documents that have not been requested or have only been requested once.

The analytic dimension of the inventory analysis project is now ready for implementation. The EWCI has indicated, and we urge, that this phase go forward as a priority program.

The Institute has indicated that it has considered the possibility of translating some of the documents into user country languages. At present the problems connected with this are: determining which documents deserve translation into which languages and how to procure adequate translation services at a reasonable price. The Institute indicates that translation services are not as readily available in Hawaii as one might expect and when available are expensive.

The mailing list is continually being revised by adding new names as they request to be included and dropping names when the person listed no longer wishes the service or moves out of the field.

One of the first activities undertaken in the area of information services was the preparation of agency reports, which cover the nature and extent of IEC support being provided by international agencies, bilateral assistance programs, private foundations, international action groups and research information and training centers. Some 25 of these reports have either been prepared or are in

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preparation. (Appendix 3) The first 9 reports were distributed at the end of 1972, in a special loose leaf binder to 696 people. The rest of the reports will be sent to requestors. These reports will be updated as necessary. Consideration is being given to adopting a new format to supersede the awkward binder. In addition to the 25 detailed reports a special publication, The Directory of IEC Assistance and Services, was published and distributed to over 900 persons. This 92 page Directory has 500-1,000 word profiles on more than 50 donor agencies, research and training centers and similar institutions summarizing for each organization its subject matter and geographic interests and the types of assistance it offers. It is a second edition, with wider scope.

It appears that the most difficult task undertaken by the Institute has been the production of country profiles. It was intended that these profiles would describe the IEC programs in the subject countries and analyze the countries' IEC program assistance needs. About 13 are completed, but none is in final form. (Appendix 4) The staff feels confident that they will be able to complete the required number of reports (20) by June 1974. They will report on the programs and the needs for assistance as perceived by the subject country population planning and IEC personnel. These reports, however, will not evaluate the IEC programs and the needs for assistance. We agree with the Institute that it would not be politic to analyze the needs in the report; the reports as they stand provide data for donors to undertake their own analysis.

Publications

While all publications of the Institute are considered an integral part of Information Service some of them have been initiated from the Institute's work in Professional Development and research. The Institute publishes:

1. The IEC Newsletter issued bi-monthly to more than 2,700 family planning specialists in over 115 nations providing them with an overview of important IEC events, developments, resources and

research findings. Approximately 70-80 new requests per month are received. The newsletter is a very successful component of the information service.

2. Accessions List-Newsletter supplement (described above).
3. Director of IEC Assistance and Services (described above).
4. Agency profiles (described above).
5. County reports (described above).
6. Annual cumulative list of IEC materials.
7. Using Commercial Resources, a special publication containing case studies has been distributed to 550 population IEC decision makers around the world. This publication comes as a product growing out of a conference on the use of Commercial Resources and is followed by an "idea" book just completed which will be distributed to Population IEC program people around the world. The Institute is now developing additional idea books on other communication techniques.

The Institute also publishes and distributes a series of papers on topics related to communication and population such as: "The Future of World Communication: Quality and Style of Life", "A Researcher's Guide to Social-Psychological-Communication Variables in Family Research", "An Inventory of Clearinghouse Services in Population/Family Planning" by David Radel.

For a description of contractual obligations and progress to date see Appendix 5.

VI. ORGANIZATION AND ADMINISTRATION

Of the five problem-solving institutes comprising the East-West Center, the most complex funding is for EWCI. In addition to core support from the Department of State, EWCI receives funds from 5-6 UN and private agencies. This funding is 60% of the total budget. The AID financed population communication project is 40% of the total budget. The extra administrative attention and bookkeeping required for this complex arrangement justifies strong administrative services. The history of the grant, the growth of the institution, the increased number of activities, and the expanded staff have required more and more time devoted to administrative detail.

The EWCI has a diversity of guidelines and regulations to follow which are not always compatible. For instance, the AID grant and contract ask that certain federal directives be followed, such as use of U.S. airlines for participant travel, special approval for employment of "third country nationals", travel clearance from AID missions, etc. The East-West Center charter imposes others, such as the requirement that all (or most) activities be Honolulu based, and the criteria that there should be two Asians to each American participant in every professional development activity. The University of Hawaii, with which the East-West Center is associated, asks that the EWCI follow State of Hawaii salary levels, which in certain categories are lower than the "going rate" for professionals elsewhere in the U.S.

The EWCI receives administrative direction and review from the Center but provides most of its own administrative services. There is a flow of paperwork involving channels, concurrences, filling of form, etc., from the EWCI to the Center and to the University and back. Add to these the administrative requirements of the AID grant and contract, which are considerable because the EWCI is an "activist" institution with a large and diversified workload, it is obvious

that the EWCI needs a full time administrative officer with executive responsibilities in order to operate at full strength. We note with concern the limitations placed upon hiring Asian nationals because of State of Hawaii laws. First, under State law a loyalty oath is required. If an Asian national, under consideration for Center employment, wishes to not take the oath it requires gubernatorial action. In a reverse situation a citizen of the United States would be subject to loss of citizenship. "Mutual cooperation" has a hollow ring in such situations. Secondly, the various city, state and federal taxes levied on foreign nationals do not provide them with the same benefits enjoyed by U.S. citizens.

All five East-West Center institutes are housed in Lincoln Hall (one spills over into a temporary building). The team noted that other offices on the East-West and adjoining University campuses do not have to work under such appallingly crowded conditions. For example, nearby Moore Hall, which was an East-West Center building before it was relinquished to the University, and which houses the School of Public Health, has far better space conditions. Jefferson Hall, which houses the East-West Center administration, has roomier working conditions than does Lincoln Hall where all five institutes carry out their programs. The nearby Biomedical Sciences Building is under-utilized; many classrooms are available. A close-by East-West dormitory uses only every third floor for student housing, leaving about a third of the physical space for services and recreation. Comparing these examples of space usage with the EWCI, which has as many as four or five people to one crowded room, emphasizes the urgency for more equitable office space allocation. The Center administration has repeatedly promised more space but has not provided it. This critical situation needs immediate and urgent attention.

A noticeable disparity in the allocation of fund resources is a Team calculation that about two-thirds of the man-years of the EWCI staff are paid for by

the grant and contract, while funding is about the reverse. A better resource balance is called for, especially if the EWCI wishes to move in time toward a phasing down of AID input. At some future date more AID support should go to program activities and less to fixed institutional overhead costs such as salaries.

A review of present salary levels indicates some serious disparities. Salary levels are too low to attract and keep the kind of professional talent EWCI requires.

A review of the budget and the spending rate of both the grant and the contract indicates that the funding to date has been adequate and the spending rate has matched the program requirements of the basic agreements.

A continuing problem for the EWCI is the AID requirement that AID Mission concurrence be obtained for every visit by staff professionals and consultants attempting to carry out the terms of the grant. This has caused delays in carrying out programs, and created travel interruptions at the cost of the grant. These frustrations come as a result of the problems of cable communication over long distances, insufficient information (or misplaced airgrams) and, in some cases, the problem of too many visitors converging on a country at the same time.

One suggestion is that AID/W urge Mission officers to stop at the East-West Center to talk over mutual interests when traveling between Washington and Asian posts. More thorough briefings of Mission personnel in Washington would be helpful

VII. FUTURE ACTIVITIES

The resource base for population IEC should be in satisfactory operation during 1974. Based on the groundwork laid in previous years, staff capability in professional development, information service, and research is in place and work is underway for the development of comprehensive projects for the coming year. One additional senior-level researcher is still being sought.

Mutual support between AID funded IEC projects and projects supported by general funds in other areas of developmental and international communication should increase during the fiscal year. A workshop for agricultural information personnel held in August and September will draw upon the expertise of population IEC specialists. A conference of Asian research organizations, co-sponsored with Stanford University, will lay groundwork for cooperative communication research in several developmental fields including population and family planning. Two Senior Fellows will spend the coming year at the Institute developing a program in instructional communication, interpreting research findings and planning seminars to advance the field. This will have significant value for IEC.

In preparation for the first modular program for professional development in population IEC, some modules have been developed and others are in process. All are scheduled to be evaluated by staff and visiting IEC specialists and revised after testing.

An International Conference on the Utilization of Research in Population IEC scheduled for FY 1974 will bring together about 20 program administrators, researchers and information systems specialists (linkers) to clearly identify problems of research utilization in family planning communication, consider models and strategies for research utilization from other fields that might be adapted for family planning communication, and determine the potential of various strategies for improving research utilization.

A regional conference will be a follow-up of the international conference held in FY 1973 on the use of commercial resources in population IEC. The conference is planned for May, 1974, in cooperation with an Asian regional organization. Discussions are underway with the Intergovernmental Coordinating Council at Kuala Lumpur.

Significant activity will continue throughout the fiscal year in the population education project. An Asian regional conference will be held in January, 1974. The conference is planned to follow-up the first Population Education workshop held at the East-West Center in the summer, 1972, and to identify resources in Asia for supporting population education.

Several reports in each Inventory-Analysis series of international assistance for IEC will be published during the fiscal year; annotations of documents in the Resource Materials Collection will be disseminated through the IEC Newsletter throughout the year; and the computer retrieval system will be expanded and improved.

A second supplement of five reports on assistance organizations -- in preparation during FY 1973 -- will be distributed early in FY 1974. These will include reports on the Food and Agriculture Organization and the Ford Foundation (from the donor agency series) and reports on the Japanese Organization for International Cooperation in Family Planning, the University of California at Berkeley and the Chinese Center for International Training in Family Planning (part of the service center series). Several other reports were being prepared or under review by the beginning of the fiscal year either by Institute staff or the organizations themselves, about five more will be prepared during the year and four reports already issued will be updated.

Most of the country studies will be conducted in the first half of the fiscal year. December, 1973, has been set as the completion date of the final study; it is hoped all will be in print by the end of the fiscal year.

Three sets of topical or "horizontal" reports analyzing specific types of support or services will be prepared from the agency and country reports during the fiscal year. Each set will contain two reports -- one assessing support available using the agency reports and another on the perceived needs for these services, based on the country reports. Training has been identified as a priority topic for these reports; the other two will be identified.

Institute staff have become increasingly convinced that much of the research findings and accumulated "wisdom" in the IEC field are not reaching program administrators effectively. The Institute proposes, therefore, to select key IEC topics on the basis of exploration of field needs and to prepare periodically a statement summarizing the state of current knowledge about each topic and the implications of that knowledge for program action. The following represent the kinds of topics for which such "state-of-the-art" papers might be prepared: mass mailing, field worker training, media selection, effective appeals, audience analysis, pretesting, etc. The more focused and subsequently more intensive collecting of documents and other materials for the Resource Materials Collection will be keyed in part to the topics chosen for this series of papers.

The EWCI will explore means for improving the process and form of information distribution, drawing on studies of diffusion of innovation related to new forms and processes of dissemination, encouraging secondary distribution to increase the audience reached, and exploring ways to identify and remove "blocks" to effective utilization of information and knowledge around problem areas.

The Institute will continue to study and evaluate alternative low-cost technologies for communicating about population, especially those hardware and software items most effective in rural areas.

At least one "idea book" on family planning campaign materials is to be produced during the fiscal year. This first one -- on family planning posters -- will be a pretest of the process involved in developing this product and will be evaluated on its contribution to family planning materials development.

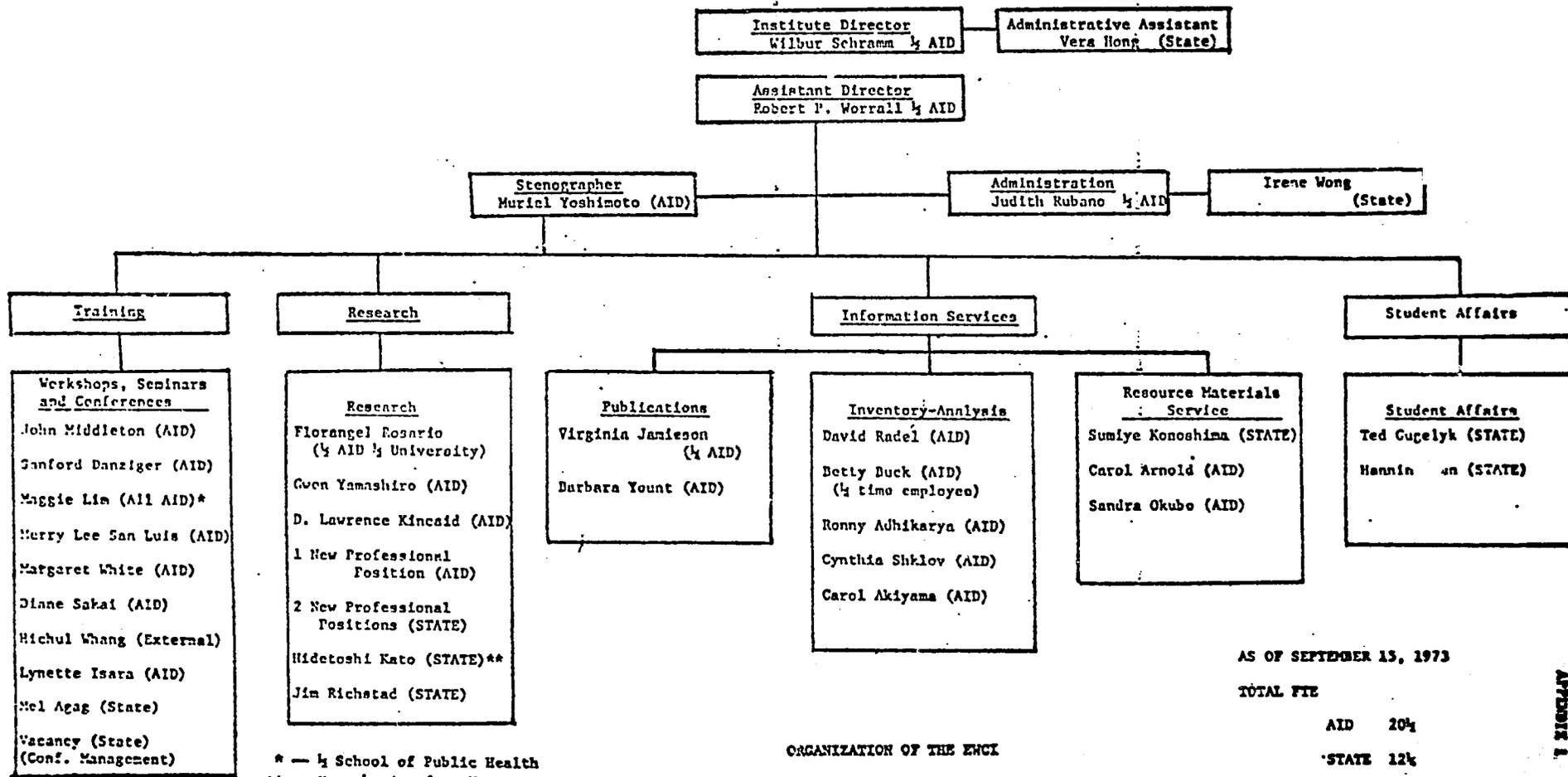
Institute publications in population IEC and related development fields are expected to increase in number and expand in scope during FY 1974. Four booklets are planned as products of the International Conference on Commercial Resources, in addition to the major book on the subject published in FY 1973.

With most of the Inventory-Analysis reports being put into final form during the fiscal year, these will continue to make up a large part of the population IEC publications. However, a number of new directions were also suggested early in the fiscal year. Case studies are expected to generate a number of publications. More contributions from Institute Fellows, those brought to the Institute from regular East-West Center funds, are also expected. The Institute's own experience in providing and promoting support for IEC will be an important topic for analysis and synthesis and could generate a number of publications. A number of non-print publications -- such as filmstrips, videotapes -- are also to be developed out of the modular professional development program and other materials development activities.

The broad sweep of future activities planned for the Institute indicates that it has crossed the threshold of institutional beginning and has moved toward a secondary growth stage. This conclusion is supported by the recent

appointment of an internationally recognized communications scholar as Director and an increasingly competent staff. The best efforts and the errors that have gone before are recognized by the EWCI and should serve to build a developmental communications base in the Asia/Pacific region, not only for population, but for major areas of communication.

The team unanimously agrees that continued support by AID is warranted and so recommends.



BUDGET--EWCI

	Fiscal Year 1973-74	
EAST WEST CENTER (Dept. of State)		
Salary and Wages	\$ 253,762	
Degree Students	146,972	
Other Direct Costs	234,120	
Payments to U.H.	100,000	
Payments to Univ. Press	20,000	
Space	29,190	
Conference Space Use	10,000	
Administrative Support	<u>180,000</u>	
EWC TOTAL	\$ 974,044	53%
University of Hawaii		
Salaries/Joint Appts.	20,002	
Other Sources	<u>145,560</u>	10%
TOTAL OTHER FUNDS	\$1,139,609	63%
AID csd 2878 (IA)	\$ 185,030	
AID csd 2977 (IB)	<u>483,926</u>	
AID TOTAL	\$ 668,956	37%
TOTAL FUNDS EWCI	<u>\$1,808,565</u>	

East-West Communication Institute
 Population IEC Information Services
 Inventory-Analysis Status of Reports on International Assistance
 As of September 1973

<u>Being Drafted</u>	<u>Being Reviewed by Agency</u>	<u>Being Revised</u>	<u>Being Reviewed by AID</u>	<u>In Production</u>	<u>Distributed</u>	<u>Update In Progress</u>
USAID WHO World Bank? Johns Hopkins* FPIA* UNICEF* Asia Fdn. *	DSCS*+ IPPF ILO* North Carolina+	UK-ODA* Col. Teachers College*+	Harvard*+ Cornell*+ U of Michigan*+ U of Chicago*+	EWCI+	<u>initial set:</u> PAHO World Education Pathfinder Fund UNFPA Pop. Council SIDA Rockefeller Fdn Church World Ser. PRB <u>supplement 1:</u> ECAFE ; UNESCO World Neighbors Pop Crisis Committee <u>supplement 2:</u> JOICFP+ Berkeley+ Chinese Center+ FAO Ford Foundation <u>lapsed:</u> Rockefeller Fdn Church World Ser.	SIDA PRB+ Pop. Coun Wld Ed

* drafted by non-EWCI staff
 + TIC reports

B. Buck 18 September 1973

East-West Communication Institute

Inventory-Analysis Country Studies: Status Report

(Sept. 1, 1973)

Country	Conducted By	Date	Visit				Report		
			AID Mission		Program		Approved		Printed
			Contacted	Approved	Contacted	Approved	Program	AID Wash.	
<u>Africa (6):</u>									
AREgypt	Adhikarya	July '73	X	X	X	X			
Ghana	Bakare	July '73	X	X	X	X			
Kenya	Bakare	August '73	X	X	X	X			
Morocco	Botros	Nov. '73							
Nigeria	Bakare	May '73	X	X	X	X			
Tunisia	Botros	Nov. '73			X				
<u>Asia & Oceania (13):</u>									
Afghanistan (?)	Adhikarya & Radel	Dec. '73			X				
Indonesia	Adhikarya	March '73	X	X	X	X			
Iran	Adhikarya	July '73	X	X	X	X			
Korea	Adhikarya	June '73	X	X	X	X			
Malaysia	Adhikarya	Jan. '73	NA	NA	X	X	X	X	(pretest version)
Nepal (?)	Adhikarya & Radel	Dec. '73			X				

APPENDIX 5

East-West Communication Institute

**Inventory-Analysis of International Support for Population/
Family Planning IEC (AID Contract csd-2878)**

Contractual Obligations and Progress to Date
(September 1973)

Contractual Obligations		Products	
Original Version	Extension	As of Sept. '73	Projected by July '74
1) Visits to headquarters of agencies to obtain information on IEC support	--	One or more visits by staff or consultants to 32 relevant agencies to gather information	Visits to 1 or 2 additional agencies
2) System to obtain information from donor agencies on regular basis	--	Arrangements range from one where agency files special quarterly report with us to several that provide almost no information except on the basis of personal visits	Gradual improvements
3) Maintain files on IEC support	--	Files on some 50 organizations have section for new information since report written or last updated; documents of substantive use are placed in the document collection (see 9 below)	Few if any new files need be established, but additional materials are being received at ever growing rate
4) 10 reports on donor agency programs in 1st year; updates in 2nd and again in 3rd year	--	28 prepared or in process (12 of these in new series on Organizations Providing Training Information, & Consulting Services); 4 updated in process	2 or 3 additional reports; 2-4 additional updates

Contractual Obligations		Products	
Original Version	Extension	As of Sept. '73	Projected by July '74
5) 20 country and regional reports	[additional 6 agreed on with AID, but <u>not</u> written into extension]	3 regional and 13 country reports prepared or in process	10 or 11 additional country reports
6) Quarterly newsletter on IEC support field; also referred to in I-B grant	--	13 issues of quarterly and then bimonthly <u>IEC Newsletter</u> with broader IEC coverage (4 to 16 pages each); partially supported by I-B grant	4 additional issues prepared and distributed (12 pages each)
7) --	2 editions of a directory of IEC assistance	2 prepared and distributed	info for 3rd edition gathered
8) IEC campaign materials collected and filed	--	About 900 items translated, catalogued, and stored	About 1150 in collection
9) IEC documents collected and filed	--	About 2,700 documents catalogued; 116 relevant journals & newsletter being received	About 3,600 documents catalogued; about 130 newsletter being received
10) --	Clearinghouse service for IEC documents	About 4,000 copies requested and distributed, primarily by mail (several hundred copies distributed in microfiche)	About 2,700 additional copies distributed (increased demand for microfiche copies)
11) --	Listing of newly available material in newsletter	Issues 2-12 of <u>IEC Newsletter</u> have lists in bibliographic form; #13/14 and thereafter accompanied by <u>annotated list</u>	4 additional annotated lists

Contractual Obligations		Products	
Original Version	Extension	As of Sept. '73	Projected by July '74
12) --	Cumulative lists of available materials in late 1972 and annually thereafter	2 issued (Sept. '72 and Sept. '73)	Annotated bibliographies on selected IEC topics under consideration
13) --	"Guides, handbooks, and other materials" focusing on the area of IEC support	Chapter on IEC assistance prepared for Johnson/Wilder/Bogue book; directory of clearinghouses in population with special reference to IEC	3-6 topical reports on types of assistance and areas of need; summary of worldwide IEC activities
14) Annual reports and plans of work	--	2 annual plans; 3 plans of work (1 incorporated in request for extension)	1 additional annual report

D. Radel: 18/Sept./73

APPENDIX 6

Case Studies in Process

1. Communication Effectiveness of Korean Mothers' Classes
2. Getting Research Results Into Action Programs--Taiwan
3. Organizational Communication in Two Philippine Family Planning Organizations
4. Traditional Midwives for Family Planning Communication in Indonesia and Malaysia
5. Comparative Study of the Development and Utilization of Family Planning Themes, Slogans, and Non-verbal Symbols and Designs
6. Decision Strategies for the Content and Utilization of Family Planning Radio Programs in Taiwan, Pakistan, and Hawaii

Case Studies Under Consideration

1. Analysis of El Salvador's PATER Communication Campaign
2. The Use of Traditional Media to Promote Family Planning
3. The Effectiveness of Communication Training and Strategies of Family Planning Field Workers
4. Case Studies of the Impact of Communication Upon Individual Family Planning Decision Making
5. Analysis of the Communication Strategies Utilized in Commercial Marketing Schemes for Contraceptives
6. Family Planning I.E.C. and the Village in the Peoples Republic of China
7. Problems with External Consultation in Family Planning Programs
8. Communication Strategies of the Ernakulum Vasectomy Campaigns