

THE POPULATION COUNCIL

TUNISIA FAMILY PLANNING PROGRAM  
USAID/Population Council Cooperative Agreement  
No. AID/DPE-3005-A-00-1049-00

(936 - 3005)

ANNUAL REPORT  
30 September 1981 - 30 November 1982

Submitted by:

Margaret McEvoy, Dr. P.H., Project Manager

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## I. INTRODUCTION

This report covers the first 14 months of the Cooperative Agreement between USAID and the Population Council for support of the Tunisian National Family Planning Program. The initial agreement for the period 30 September 1981 to 29 September 1982 received a no-cost extension through 30 November 1982.

The report appears in the format devised for trip reports and serves as an annual update on various program areas. A summary of objectives for each area is followed by a summary of status, and by an analysis of the feasibility of the objectives and proposed future action. The sections of the report can be inserted into the respective subject headings of the binders held by the following AID staff members:

- Mr. Dallas Voran, the AID/W Office of Population project officer (preceded by Messrs. Richard Metcalf and Thomas Harriman)
- Ms. Elizabeth Maguire, Deputy Director, Research Division, AID/W Office of Population
- Mr. Richard Metcalf, Project Officer, Near East Technical Bureau
- Ms. Dale Gibb, Chief, Health/Nutrition/Population, USAID/Tunis.
- Ms. Johnni Pittenger, Chief, Contracts Branch, AID/W Office of Population.

Extensive documentation on various sectors of the program have been provided throughout the year in trip reports by Council

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staff and consultants. Annex A provides a schedule of trips undertaken. Annex B lists ONPFP documents submitted to AID. Annex C includes Council workplans for the periods January - March and April - September 1982.

## Travel to Tunisia

### A. Travel by Council Staff:

Margaret McEvoy, Dr. P.H., Project Manager

- 2 - 23 October 1981\*

- 15 - 26 March 1982

- 13 - 26 June 1982

- 17 - 31 July 1982

George F. Brown, M.D., Director, International Programs

- 10 - 18 November 1981\*

- 18 - 20 January 1982

- 13 - 18 June 1982

Jeanne Betsock Stillman, M.S. P.H., Project Coordinator

- 10 November - 5 December 1981\*\*

- 12 February - 7 March 1982

- 1 - 21 May 1982

- 10 - 31 July 1982

- 15 - 21 August 1982

- 14 - 20 November 1982

**B. Travel by Consultants:**

**Maria-Elena Casanova, Consultant, Audio-Visual Production**

- 2 - 23 October 1981\*\*
- 21 March - 9 April 1982
- 11 November - 4 December 1982

**Jose-Maria Blanch, Ph.D., Consultant, IE&C**

- 8 June - 3 July 1982
- 2 - 19 November 1982

**Robert J. Lapham, Ph.D., Consultant, Research and Evaluation**

- 14 - 23 June 1982
- 17 - 23 October 1982

\* Funded under Technical Services Contract No. 664-0295-C-00-2001-00

\*\* Consultants funded under Technical Services Contract No. 664-0295-C-00-2001-00

ONPFP documents that have been submitted to AID:

1. Implementation Plans for 1982. (Submitted for technical review and approval to Ms. Maguire.)
2. Semi-Annual Report: "Programme de Cooperation entre l'Office National du Planning Familial et de la Population et le Population Council -- Etat d'Avancement des Activites." Period: October 1981 - March 1982.
3. National Summary of Family Planning Statistics for 1981 and objectives for 1982: "Evolution des Activites de Planification Familial au cours de 1981 et Principaux Objectifs pour l'Annee 1982, April 1982."
4. Semi-Annual Report: "Programme de Cooperation entre l'Office National du Planning Familial et de la Population et le Population Council -- Rapport d'Activite Semestriel," April 1, 1982 - September 30, 1982.

The two semi-annual reports contain numerous annexes. Numerous other documents also have been appended to trip reports of Council Staff and Consultants.

## II. POLICY AND ADMINISTRATION

### A. Office National du Planning Familial et de la Population (ONPFP)

The accord between the Population Council and Government of Tunisia, acting through the Office National du Planning Familial et de la Population (ONPFP) was signed by the two parties on 18 November 1981, consisting of a Project Agreement of 12 pages, a Work Plan of 19 pages (Annex 1) and a Project Agreement Standard Provisions Annex of 10 pages (Annex 2). Subsequently the following amendments have been signed:

Agreement No. IA82.16A (Supplement to Agreement No. IA81.52A) obligating additional funds in the amount of \$U.S. 1,181,790 to continue the work to be performed under Agreement IA81.52A (the designation for the initial Accord.)

Agreement No. IA81.52A, Amendment No. 1, authorizing a no-cost extension through November 30, 1982 and amended requirements for progress reports.

During the first 14 months of technical cooperation, excellent work relationships have developed and have contributed to progress across the various program sectors. Council staff and consultants have observed considerable improvements in morale and unification of purpose among the personnel of the ONPFP.

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In the face of major managerial problems within the ONPFP, Council staff and consultants have been given a remarkable degree of access to personnel of the organization. In the areas of Information, Education and Communications, Research and Evaluation, and the Rural Program in particular, substantial technical assistance has been given. Council consultant Jose-Marie Blanch has helped reshape the organization and administration of the Communications Division, and has been influential in selecting its new director. Maria-Elena Casanova has worked with the Communications Division to develop a new series of photo-illustrated brochures for illiterate and marginally literate people. Robert Lapham is advising on technical issues in evaluation and has also assisted the Population Division to review its overall workload and to streamline its activities. Council staff have assisted in the launching of the rural and periurban programs.

Below are described some of the major policy, programmatic, and managerial developments affecting the work under the contract:

### 1. Policy

The ONPFP has continued to receive good financial support from the Tunisian Government; its budget for 1982 was augmented at a time when many others were reduced. Demographic concerns linked to socio-economic issues remain the basis of this support. Prior to adoption of the Sixth Development Plan for 1982-1986 by the Government, and based on the analysis of recent census data, projections of the crude birth rate and growth rate

for the period were revised upward from earlier versions. The new estimates for 1986 give the crude birth rate at 31.3/1,000 (previously 30.3/1,000) and the natural growth rate at 2.47 (up from 2.4). Thus vital rates have changed less than previously thought. This is borne out by stagnation in service statistics for the family planning program.

## 2. Program

The major programmatic developments of the year occurred under the Council-ONPFP agreement, and are discussed under the sector reports. Some unanticipated changes occurred in the ONPFP's funding from other organizations: I.F.R.P. assistance was terminated; the UNFPA budget for 1982 was greatly reduced during the year and initiation of new programs deferred; and the 2nd-phase contract between the ONPFP and INTRAH that was to support training of paramedical and outreach personnel was not signed during the year. (See also II.C., Relations with other Organizations).

Provisional service statistics for the first half of 1982 show a leveling off, and in some cases a reduction, for the comparable period in 1981. This will be better assessed when 100 percent of clinics have reported. An atypical summer heat-wave during Ramadan and extensive flooding in the governorates in October are expected adversely to have influenced acceptance rates for the second half of 1982.

3. Management

The ONPFP is experiencing major managerial changes relating particularly to a new policy of decentralization and to personnel changes. Under-implementation of the first year's program is in large part attributable to this.

a. Decentralization

Decentralization of program planning, management, and training functions to the regional delegates and their staff has progressed. However, the decentralization is in its early stages, and many policy and administrative controls remain at the central level. A decision-making bottleneck exists in the office of the President Director General, to whom the regional delegates report. In conjunction with decentralization, central office staff in the communications, population, and medical divisions are being assigned groups of governorates for which they are responsible.

The philosophy of decentralization has also had impact on the national training center. Training of the regional staffs, with assistance from INTRAH, was intended to enable these staff better to carry out their functions. Whether this training was adequate to prepare them particularly to train others remains in serious doubt at the end of the year. Meanwhile, the resources of the national training center have dwindled considerably owing to loss of staff and reduction of facilities.

b. Personnel

Considerable staff turnover has occurred, especially at headquarters. The personnel changes are in part deliberate decisions by the President Director General, who assumed her post in 1980 and now feels ready to revise staffing. However, the magnitude of the shifts has meant that leadership has been lacking in some of the divisions. A rural coordinator, supervisor, and secretary for the new Rural Unit were appointed early in the year. Chiefs of the Medical and Communications Divisions, a key evaluator, statistician and the head of the training office left in 1982 and replacements were delayed or not made. By the end of the year the medical and communications posts had been filled, and the training center had an acting part-time head. The Population Division continued to function without a director; the post of director of family planning services, who left in 1981, has not been filled. The two main professionals in the training center, a nurse-midwife and a group dynamics specialist, left the center and have not been replaced.

At the regional level, about a quarter of delegates had less than 6 months' experience at the beginning of the project year, or were appointed during the year. Most delegates participated in 5 weeks' training in Tunis spread through the project year.

Because of problems with the union contract, the P.D.G. has not been able to hire male educators for the governorates.

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Resolution of the personnel problem is not easy. There is a lack of qualified persons on board to assume leadership roles in the training and population divisions; the prospects of finding people from other agencies are difficult. There is still a reluctance on the part of Mme. Chater to bring people in from the outside, either because it might cause internal problems, or because their job security in other ministries does not make a switch desirable.

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## II. POLICY AND ADMINISTRATION

### B. Agency for International Development (AID)

The Council has received excellent support from the technical and contracts offices of the Office of Population, and from USAID/Tunis. The involvement of Ms. Elizabeth Maguire has been particularly beneficial to the project because of her long-standing work with the Tunisian program. Her attendance at the intermediaries' meeting in June 1982 was very helpful in promoting joint deliberation by the various AID-funded organizations concerning needs of the program.

Ms. Dale Gibb and her staff have been extremely helpful to Council staff and consultants in informing them of interim developments in the program and in assisting with administrative arrangements when necessary. Ms. Gibb has also facilitated contact with programs such as the Univ. Research Corporation Central Tunisia basic health project.

## II. POLICY AND ADMINISTRATION

### C. Relations with other Organizations

As the principal resource for assistance to the Tunisian program, the Council has sought to maintain close ties with other AID-funded groups and with the UNFPA. Through informal sharing of information and/or exchange of reports, useful contacts have been maintained throughout the year with the I.F.R.P., JHPIEGO, Association for Voluntary Sterilization, INTRAH, Westinghouse Health Systems, and University Research Corporation. JHPIEGO, AVS, and INTRAH representatives attended the "intermediaries" meeting held in Tunis in June for the purpose of joint program and budget planning for FY 1983. The main programmatic difficulty in relation to other organizations has been that phase II of the INTRAH contract, which was to be in force during 1982, had not yet been signed by the end of the year. It was difficult to establish a working relationship with INTRAH, although offers were made to brief their training consultants on the ONPFP program. By the end of the year, however, relations were improving.

Council staff briefed UNFPA representatives charged with evaluating UNFPA activities in Tunisia. Good working relationships were also maintained with the program officer responsible for Tunisia.

### III. SECTOR REPORTS

#### A. Expansion of Services

##### 1. Rural Areas

##### a. Target Zones

#### Objectives

The principal objectives for the program in target zones were to:

1. Establish intensive program with coordinated I E and C, services, and follow-up, in 14 delegations of 8 central and southern governorates.

a. Recruit 40 motivators ("rural animatrices") (5 per Governorate) to provide I E and C and contraceptive services in communities and homes; 60% of households in the target area to be visited at least three times during the first year.

b. Conduct baseline socio-demographic survey.

c. Add eight mobile teams (using mobile clinics provided by the ONPFP) to provide services.

d. Coordinate efforts with other agencies that provide outreach services.

2. Train existing social workers and itinerant health workers (activity of the Training Division).

#### Status

Status at the end of the year is as follows:

- The intensive program was launched in 23 delegations in 9 governorates (numbers differ because of political subdivision), under the leadership of the Rural Coordinator and Rural Supervisor.

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- Forty rural animatrices were recruited, who attended a six-week period of didactic training and field work that ended in January. After further training, they surveyed their communities and participated in a baseline survey. Therefore, they did not begin their outreach work until May. A one-week in-service training course was given in August. During the year almost 1/3 of those recruited left the program for various reasons.

- A baseline survey was undertaken, interviewing 150 women and a smaller number of men in each delegation. Delays in verifying and coding the baseline survey meant that data had not yet been used in program planning in target zones at the end of the year. Preliminary data from the female questionnaire became available in November, but coding of the male and household questionnaires had not yet been finished.

- Selection and ordering of the mobile clinics was long delayed; although they were initially expected for February 1981, by the end of November they had not yet arrived. Most recently the manufacturer had to rebuild the chassis.

- With considerable variation by region, efforts have been taken to coordinate activities in the target delegations with other agencies. Omdas (party representatives) political delegates, public health personnel, and others have been involved. Initially systematic meetings to introduce the program by governorate were planned. This has not occurred.

- For the most part, special training for F.P. follow-up by the social workers and health personnel (infirmiers itinerants and infirmiers hygienists) has not occurred. Some have been trained by regional delegates, but not specifically in relation to providing newly coordinated activities for the rural program. The sub-agreement with INTRAH, which was to be in place by January 1982, remained unsigned.

#### Analysis and Prospects for the Future

This program has been the focus of the Rural Unit, and compared with other program sectors, got rapidly underway. However, it is not yet running according to the programmed activities so it is not possible to test the validity of its initial design. On the positive side, the program has stimulated active participation on the part of the central office and the regional personnel, and has fostered improved planning and managerial decision-making. Field visits by the rural unit and population division personnel have contributed to the greater enthusiasm and spirit of cooperation that now exist.

In terms of outreach coverage and expansion of service points, the program lags for several reasons:

- some delay in recruitment of animatrices; also, about 1/3 have left during the year of whom only some have been replaced;
- unforeseen delays in conducting the baseline studies;
- problems encountered by the Rural Coordination Unit in organizing the outreach work of the animatrices in the nine governorates, including the problem of local transport;

- delay in delivery of the mobile clinics;
- lack of coordination among the various units at the central office in planning and coordinating the activities for the rural program (e.g., incorrect information about delivery dates for the clinics; slow treatment and analysis of the rural study);
- lack of rigorous plans and policies for involving non-ONPFP personnel in outreach and services;

The chief problem of the rural program is inaccessibility to many target areas. Animatrices still cannot reach many dispersed settlements. Certain improvements in administration of the overall regional program, such as redesign of itineraries of all mobile teams to reduce waste and extend services, might free resources that could be used for improving outreach. However, the advent of the mobile clinics alone will not be a panacea. Although mobilettes have been agreed on for several of the animatrices, these have not yet been provided.

During Year 2 of the program, we intend to monitor this problem closely and see if changes occur once the mobile clinics are in place. When the evaluation (record and reporting) system is fully in use, it will help highlight problem areas. It should be possible at the end of the second year to determine whether the program should continue for the third year or whether other solutions

for outreach should be considered. During Year 2 training of the workers in health, welfare, agriculture, and the ONFT, should be stressed as well as interministerial administration and supervision. In the latter regard we intend to develop a closer relationship with INTRAH to the extent that they will be involved in providing technical assistance to this training. If INTRAH's funds are inadequate to support the requisite training, by the end of Year 2 funds designated to support the animatrices could be used for this purpose.

Participants at the next "intermediaries" meeting should carefully examine the status of the program in the target areas. Data should be presented at that time on performance of the animatrices and experience of the mobile clinics.

The Rural Coordinator (a demographer) and the Supervisor (a social worker) have had to work in a variety of areas in which they were previously inexperienced: training, development of management forms, development of management systems, preparation of questionnaires, as well as program coordination with a large number of administrative units. By trial and effort they have gained considerable experience during the year.

### III. SECTOR REPORTS

#### A. Expansion of Services

##### 1. Rural Areas

##### b. General Strategy

#### Objectives

Principal objectives of the General Strategy for Year 1 were:

- (1) Increasing male participation through recruitment and training of a male educator in each governorate;
- (2) Improving mobile unit cost-effectiveness;
- (3) Increasing I E and C outreach and services;
- (4) Increasing effectiveness of the regional animatrices (two per CREPF) in each governorate.

#### Status

Status at the end of the year is as follows:

- Despite considerable effort by Council staff to promote hiring and training of additional male educators, this had not been done by year-end because of labor problems regarding recruitment. The six or seven who exist have not yet received in-service training.
- A study of mobile units was carried out, but results were not released by the end of the period. No organizational restructuring has yet occurred. Preliminary review showed extremely high costs per acceptor, and inefficient use of resources.

- As described under 1. a. "Target areas", mobile teams, a national program for training and administrative support of related personnel has not yet been developed. The degree of involvement and training of non-UNPFP personnel is highly dependent on the interest and ability of local officials and the regional family planning delegate, and this varies considerably from governorate to governorate. Training has occurred in some governorates.

- A study has begun to assess the attributes, education, and experience of the regional animatrices.

Analysis and Prospects for the Future:

During Year 2, Council staff plan to emphasize technical assistance to the general strategy for the rural areas. Technical assistance has been requested for developing the training program and revising work methods of the regional animatrices. A decision must be reached on whether the male educators will be hired; training for existing male educators should be organized during Year 2 whether or not new ones are hired. As the training for these two groups is not in the INTRAH agreement, financial and technical assistance could be provided under the Council agreement.

Development of strategies for revising the work of mobile teams is a high priority; however, this will be difficult to accomplish because of political and personnel considerations.

As discussed under the sector report on "Target Zones", development of training and administrative policies to involve existing non-ONPFP personnel in health, welfare, etc., is a high priority. Council staff will attempt to collaborate with INTRAH personnel so that training fits program needs.

Slow decision-making processes and poor intra-organizational communications in the ONPFP will make implementation of objectives of the general strategy difficult to accomplish. The Rural Coordinator and Supervisor feel overburdened with managing the program in the target zones; they have not initiated contacts with delegates in the remaining 11 delegations, except as concerns the questionnaire for the CREPF animatrices. For at least the first 6 months of Year 2, it can be expected that the Unit will stress the target zones because of late delivery of the mobile clinics and the start-up problems that are sure to occur. Unless the new supervisor who has been mentioned is hired to share supervision of the CREPF and other animatrices, it is likely that supervision of work of the CREPF animatrices will lag.

### III. SECTOR REPORTS

#### A. Expansion of Services

##### 2. Peri-Urban Program

#### Objectives

Principal objectives for Year 1 were:

- (a) To identify the target population and their characteristics in the major cities;
- (b) To initiate new services and reach this population through new I E and C methods and materials; and
- (c) To use this experience as a basis for spreading the program to smaller cities.

#### Status

Status at the end of the year is as follows:

- A preliminary socio-demographic study based on secondary data took place in Tunis; a demographer from the Population Division organized baseline studies of population samples in Sfax and Sousse; preliminary results are found in Annex V of ONPFP semi-annual report for the period ending 30 September 1982 and attached to Stillman's November 1982 trip report). A similar study was planned for Tunis.
- Services were initiated in November 1981 in 25 peri-urban centers in Tunis, staffed by doctors paid by the Ministry of Health. Six doctors were paid by the ONPFP to serve principally as trainers of the MOH doctors.

- In Sfax, the program began in July 1982. Services were being reorganized to reach populations identified in the study. Doctors there were being paid by the ONPFP, not the Ministry of Health. Services had not yet been reorganized in Sousse, although sites for new services were identified.

- A new referral form for social work and UNFT outreach personnel was designed but proved unsatisfactory. New efforts were launched in Tunis to improve follow-up of women.

- The new informational materials were designed: a cassette on family planning methods for clinic patients, (developed but needs revision); a greeting card for new mothers which is distributed by registrars of Vital Statistics and explains immunization requirements and gives addresses of family planning clinics. The delegate in Tunis also began preparation of a "diarama" on family planning.

- Training of doctors and social workers was being organized at the governorate level, with input from central headquarters staff. No common curriculum or training materials were designed.

#### Analysis and Prospects for the Future

The peri-urban program got off to a fast start in the three major cities as soon as it was initiated in each. Decentralization places heavy reliance on the regional delegate, and depends on his or her capabilities. Because of this and because of the different nature of the cities, the program can be expected to vary considerably from place to place. Mechanisms are needed to help delegates share experiences with each other.

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The studies in Sousse and Sfax indicate that 25% and 15% respectively of acceptors of methods other than sterilization receive their services from the private sector. Both for this group and for women at large, it was found that follow-up after initiation of contraception is weak. A separate study is being done that may provide additional data (See III.A.3., Commercial Distribution of Contraceptives). The contraceptive prevalence survey that will be carried out with assistance from Westinghouse should provide additional data by the end of 1983.

Priorities for the 2nd year are to establish services in areas identified by the studies; improve liaison with the private sector; and improve education and follow-up of acceptors.

- An evaluation system needs to be devised, to permit both time trends and inter-urban comparisons.
- To prevent waste of resources and duplication of effort, training materials for social workers and other referral personnel, and tentative curricula, should be developed nationally with input from the regions.
- Additional testing and possible redesign of referral and follow-up methods, and evaluation of outreach personnel, needs to be undertaken.
- Policies regarding re-supply of contraceptives by outreach and health personnel need to be translated into directives, then used as a basis for training. Administrative arrangements need to be established for resupply. Council staff will pursue these matters with the P.D.G. and with INTRAH.

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- No specific plans to introduce the program to other cities have been made; this should be done early in Year 2.

### III. SECTOR REPORTS

#### A. Expansion of Services

##### 3. Commercial Distribution of Contraceptives

#### Objectives

Objectives for Year 1 were:

(a) To continue support previously provided by AID bilaterally for the packaging and detailing work of distributing pills commercially; and

(b) To coordinate review of past efforts and develop a new program strategy within the ONPIP.

The sector goal is to increase substantially the number of acceptors primarily of oral contraceptives. An important aim for Year 1 was to learn what was happening to contraceptives in the pipeline: were they in stock, or being sold?; if the latter, to whom?

#### Status

- Funding was continued for a medical director, a 1/2-time pharmacist, and a worker concerned with packaging the Noraday oral contraceptives and IUDs.

- Mrs. Chater attempted to involve the Tunisian Central Pharmacy in a study of pharmacies nationwide. This could not be worked out by year-end, although a procedure was set up whereby quarterly reports on pharmacy sales of pills were to be sent to the central pharmacy.

- It was decided that each regional delegate could (1) canvas pharmacies in his or her governorate; (2) resupply the pharmacies; (3) distribute client information on follow-up care. This would serve the dual purpose of gaining better knowledge of what contraceptives were being sold, and of improving follow-up. By the end of the year, this procedure had been put into effect in Sousse, Sfax, Jendouba, Gabes, and Tunis.

- A study was being undertaken at the end of the year to evaluate the new distribution system. No data were available but the system seemed promising.

- A flier on follow-up for pill clients was prepared by the communications division and distributed to regional delegates for the pharmacies.

- About 3 times the oral contraceptives were distributed to the private sector as to the public sector during the year, a continuation of recent trends.

#### Analysis and Prospects for the Future

For Year 2, support for the physician, pharmacist, and worker will continue until the nationwide strategy is further developed. After Year 2, funding for the packaging of contraceptives should cease; it continued for Year 2 at the urging of the ONPFP. Results of the above-mentioned study of resupply by regional delegates will be reviewed, and technical assistance provided as indicated. The ONPFP did not wish to have a Council consultant to work with the commercial program during Year 1 because of local political sensitivities.

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It is anticipated that in 1983 the minipill will be approved for distribution. Dr. George Brown has supported and discussed this with ONPFP medical division staff.

If an English-speaking pharmacist can be found, the Council will facilitate attendance by this person at the April 1983 conference to be held in Cairo by the Family of the Future program and Triton Corporation.

### III. SECTOR REPORTS

#### B. Information, Education and Communication

##### Objectives

Major new objectives for Year 1 included:

1. Improvement of the training and effective utilization of several categories of outreach workers (discussed under the rural and peri-urban sectors);

2. Development and dissemination of new simple audio-visual materials for illiterate and marginally literate people;

3. Coordination of I E and C activities with the rural and peri-urban programs.

Objectives relating to the on-going program included:

4. Continuing support for press articles, mass-media programs, and educational campaigns and seminars for special target groups;

5. Providing audio-visual equipment; and

6. Supporting documentation services and printing of periodicals and other informational material.

##### Status

- Consultant Jose-Maria Blanch carried out two consultancies to assist in the reorganization of the Communications Division. Recommendations were made for the functional reorganization of the division; this included reorienting job descriptions and administrative procedures. The P.D.G. sought his advice with regard to

identifying a new division head. Data collection instruments were designed to enable improved information about field activities in the governorates. (See J.M. Blanch's trip reports for details.)

- Consultant Maria-Elena Casanova provided technical assistance and training to Communications Division staff in the planning, production and testing of photo-illustrated booklets on the pill and IUD. She also developed initial design of a booklet on female sterilization. (See her trip reports.)

- Numerous films were reviewed by Council and OIHPFP staff. Several were ordered either for distribution to all regions for mass audiences or for limited training use. A decision was made not to purchase audio-visual equipment pending careful inventory.

- Financial support was provided for on-going activities in the broadcast and print media and educational campaigns.

#### Analysis and Prospects for the Future

From the start the P.D.G. and the Council were in agreement that major changes were needed in the I E and C area. The chief of the Communications Division (not a professional in the field) left in February but it took until September to replace him. This however was done with full collaboration and discussion between the P.D.G. and Council representatives. The person identified met the requirements of the job description, and concurs with the reorganization.

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The remaining staff need training in analyzing the "market" and preparing appropriate messages, (although two are competent in technical aspects of the print media and audio-visual production). Dr. Blanch's work is admired and trusted by the P.D.G. and progress is expected to be made during Year 2 in reorganization of the division.

Some personnel shifts and additions in the Communications Division are anticipated for Year 2. (See Blanch's trip reports.) If these occur and appropriate people are hired, the work of the division should improve. The P.D.G. places high priority on training for the new head of the communications and two of the technical people in the information section. Efforts will be made early in Year 2 by Council staff to arrange for appropriate training.

Much of the on-going work of the Communications Division has not been evaluated; staff do not have training in evaluation. It is hoped that the evaluation procedures established by consultant Casanova in conjunction with development of the photo-illustrated brochures, and Blanch's recommendation for establishment of an evaluation unit, will bear results during Year 2.

A follow-up consultancy by Blanch is anticipated for early spring. The objective will be to assist the division head to reprogram activities and to establish evaluation procedures. Additional consultants are likely to be needed for other aspects

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The new photo-illustrated brochures have gained strong acceptance by field staff in the target areas and reportedly by the women who have received them. The success of these materials has led to much greater enthusiasm on the part of the Communications Division staff members. Ms. Casanova has noted considerable increase in cooperation of the staff over the course of her three consultancies. A consultancy scheduled tentatively for spring 1983 by Casanova will deal with testing of the brochure on sterilization and development of new brochures on secondary methods and on family planning motivation.

The Communications Division is very weak in person-to-person communications. Until early 1982 this area was dealt with partly by two persons in that division and partly by staff of the national training center. With the decline of the training center, it is unclear who will fill the gap in the future. The Council will follow-up on this issue with the P.D.G. and with INTRAH as plans for training are developed.

Documentation will be a concern of the division in Year 2, as the new division head retains his role as chief of the bureau of documentation and reports. A priority that will be followed-up by Council staff is that of locating and disseminating relevant materials to regional delegates.

Council staff learned during Year 1 that the UNFPA in a cost-cutting move, had written Dr. Blanch into their proposal for

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continuation of education for the "organized sector" (labor, organized agriculture). Because of the absence of relevant staff members during Dr. Blanch's fall consultancy this has not been accomplished but will be pursued in Year 2.

### III. SECTOR REPORTS

#### C. Research and Evaluation

##### Objectives

The overall objective for Year 1 was to carry out research and evaluation, to give rapid feedback to management, determine whether program efforts are cost-effective, and whether they satisfy needs of different population groups. The following specific activities were to be undertaken:

1. Baseline socio-demographic profile of the target delegations in rural areas.
2. Study of needs of peri-urban populations, and socio-economic and demographic characteristics of recent migrant groups.
3. Studies of program operations, such as mobile teams.
4. Assessment of service statistics.
5. Other operational research studies.
6. Continuation of support for data processing and analysis of service statistics.

##### Status

- The baseline socio-demographic profile of target delegations in rural areas was carried out. A household questionnaire, female questionnaire, and male questionnaire were developed. By

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the end of Year 1 preliminary tables were available for the female questionnaire, but the household and male questionnaires were still being coded.

- Baseline surveys were carried out in Sousse and Sfax; a preliminary analysis was available by the end of the year. The study in Tunis had not yet been carried out, but analysis of secondary data had been conducted which identified the target population.

- A study of mobile teams was carried out during summer and fall of 1982; results were made available to the P.D.G. but not yet disseminated. No other studies of program operations were conducted during the year.

- Discussions were held by consultant Robert Lapham concerning assessment of service statistics. However, no changes were made during the year.

- Support was continued for data processing and analysis of service statistics.

- Council consultant Robert J. Lapham during two consultancies reviewed the activities of the Population Division and provided technical notes on estimating contraceptive prevalence and on his analysis of several on-going division studies.

- A mini-computer was installed as a contribution from I.F.R.P. which was immediately used for several of the above studies, in particular the rural study and services statistics.

Analysis and Prospects for the Future

Loss of key trained personnel during the past 2 years has hampered the Population Division in carrying out its research and evaluation responsibilities. Presently, the division functions without a chief, in part because there is no one senior enough to take the post. There is a sizeable backlog of incomplete studies.

Dr. Lapham's initial consultancy was to help assess potential for achievement of service targets outlined in the 6th Plan (1982-1986). It has been necessary instead for him to provide general technical assistance to division staff and to review their overall workload. The P.D.G. has requested him to assist the division to develop its workplan for Year 2 (1983) and has accepted his recommendation that a series of status reports be prepared and presented at a workshop on research and evaluation. The workshop, originally scheduled for December 1982, will be conducted by Lapham in March 1983 because division staff were not ready in December. Lapham made numerous recommendations with regard to ways of improving quality of analysis and simplifying workload.

Priorities for Year 2 are the following:

- Complete the analysis of baseline data for the rural target zones;
- Complete the studies for the peri-urban areas in Tunis, Sousse, and Sfax, and undertaken new studies in smaller cities.

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- Disseminate results of the study of mobile units. Council staff have recommended that the same format be used to conduct a prospective analysis of the functioning of the mobile clinics when they arrive.

- Institute improvements in the tabulation and analysis of service statistics, so as to provide timely feedback to the regions.

- Develop prevalence estimates for the national level to compare program achievements with targets in the 6th Plan, and at the regional and delegation levels for use as a management tool.

During 1983 the division will continue analysis of the contraceptive prevalence study being carried out with Westinghouse assistance. Another undertaking of the division will be an infant mortality study.

If requested by the ONPFP, the Council is prepared to fund a consultant to train Population Division staff in better use of the mini-computer. Alternately the ONPFP may request funding for this from Family Health International (formerly I.F.R.P.).

### III. SECTOR REPORTS

#### D. International Training

##### Objectives

Objectives for Year 1 were to fund:

1. Short-term training to the U.S. and third-world countries;
2. A limited number of trips to international conferences;
3. Selected visits to observe country programs.

##### Status

Short-term (4 week)

- Training in the management of family planning programs was provided in the United States for the following persons:

- M. Abdelaziz Rachid, Rural Supervisor, ONPFP (Columbia University)
- M. Nejib Bel Hadj Ali, Administrator, ONPFP (University of San Francisco)
- M. Taouflik Cherif, Chief, Medical Division, Gas and Electric Company (University of San Francisco)
- A visit to various family planning programs in Thailand was organized for Mr. Mongi Bchir, Adviser to the P.D.G., who was enroute to the I.U.S.S.P. meeting in Manila.
- Funds were disbursed locally by the ONPFP for travel to regional meetings.

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- A visit to various family planning programs in Thailand was organized for Mr. Mongi Bchir, Advisor to the P.D.G., who was enroute to the I.U.S.S.P. meeting in Manila.
- A one-day visit to the Population Council office in New York was arranged for Dr. Mohammed Khiri, of the medical division, ONPFP, on his return from a JH/PIEGO course in Baltimore.
- Funds were disbursed locally by the ONPFP for travel to regional meetings.

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Analysis and Prospects for the Future

Training carried out during Year 1 proved useful to the participants with the exception that Mr. Bel Hadj's position was somewhat unrelated to the training offered.

Year 2 priorities include training for 3 staff members of the Communications Division. Other international training needs may arise during the year.

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION, OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL ACTION WHO AND WHEN
<b>A. EXPANSION OF SERVICES</b> 1. Rural Areas a. Target zones 1) Establish a unit to coordinate rural strategy	1) Coordinator and Supervisor selected; secretary as yet not selected	1) -Who will coordinate activities in governorats that do not have target delegations? -Has secretary been hired?	1) -Discussion with Mme Chater Brown - January 1982  No action
2) Plan and implement a strategy concerning development of activities in target zones, in accordance with specific characteristics of each governorat	2) Process begun; visits made by Coordinator to Kasserine, Kairouan, Mahdia, Siliana; discussions held by Coordinator with delegates and secretaries of 7 regions who attended Management course, 16-28 November 1981	2) -Have detailed plans been made to launch the program in each governorat?  -Have data been collected on specific characteristics of each governorat?	2) -Review the general strategy and plans for launching the strategy in each governorat Stillman - rural February 1982
3) Supervise training programs to assure that the objectives of the program are met: -animatrices rurales (motivators) -educateurs assistants (male educators) -infirmiers hygienistes (environmental nurses) -infirmiers itinerants (traveling nurses - vaccinators) -social workers	3) Training program for animatrices rurales supervised and underway  Others to be designed	3) -Training Center in collaboration with National School of Social Service and participation of Rural Coordination Unit will conduct training of educateurs assistants after animatrices rurales begin their work  -Have training programs been planned for infirmiers hygienistes, infirmiers itinerants, and social workers in each governorat?  -What role do the Coordinator and Supervisor have in ensuring that training content will meet needs of the rural program?	3) -Review planning schedule, and content of training Stillman - Feb. 1982  -Review links between INTRAM plans and training needs for 1982 program Stillman and McEvoy - Feb. March 1982
4) Coordinate the planning and implementation of I E and C activities and family planning with activities of rural animatrices	4) No action to date	4) -What I E and C activities have been planned for each governorat? -What plans exist, or what problems exist, in planning for family planning service coverage by mobile team in each target delegation?	4) -Review I E and C planning (as part of training programs) Stillman - Feb. 1982  -Review status of I E and C brochure development and supervise and assist in photography of brochures Casanova - March 1982  -Review status of mobile team schedules and plans for assembly points Stillman - Feb. 1982  -Follow-up on family planning service delivery McEvoy - March 1982

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 INTERIM WORK PLAN  
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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL WHO AND WHEN
a. Target zones (continued)			
5) Design Service Statistic records, referral, and supervision forms	5) Draft forms prepared for: a) supervisory visits; b) daily notebook and c) monthly report for animatrices rurales; d) fiche de liaison for animatrices rurales; and e) étude de milieu	5) -Have the draft forms been reviewed by the Population Division?  -Have they been pre-coded and pre-tested in the field?  -Have draft analyses of data been made as part of the pretest?	5) Review draft forms, field testing and efficacy  Stillman - Feb. 1982 McEvoy - March 1982
6) Implementation plan	6) Draft prepared	6) Has plan been revised?	6) Review all strategy to date and implementation plans for next three-month period  McEvoy - March 1982

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL	
			ACTION	WHO AND WHEN
<b>A. EXPANSION OF SERVICES</b>  1. Rural Areas b. General strategy 1) To increase male participation, recruit, hire, and train male assistant educators	1) Decision taken to recruit in January 1982	1) Cable received from Mme. Chater 19 December that they will be trained after animatrices rurales begin to work. The National Training Center of ONPFP, and the National School for Social Service, in collaboration with the Rural Coordination Unit will carry out the training.  -Has their job description been prepared?  -Has the training program been prepared?	1) Information requested on who will train them given that INTRAM unable to do so  Follow up to training plans described in cable from Mme. Chater of 19 December 1981	McEvoy, cable 10-16 Dec. 1981  Stillman - February 1982
2) To improve mobile units: a) carry out study of cost effectiveness  b) Reorganize mobile teams based on findings of cost-effectiveness study  c) Integrate other health personnel into mobile teams to provide polyvalent services	2) a) -A preliminary study has been done in two regions. Mr. Charfeddine has mentioned Frederick Machette as possible consultant for future study  b) -Action premature  c) -This is being done ad hoc at the level of individual governorats; example, in Mahdia, a pediatrician accompanies a mobile team.	2) a) -Review study already done, consider possibility of consultant to assist in developing appropriate study  b) -Action to be based on findings of study  c) -To what extent is this being done in each governorat? -What are the results in terms of the perspective of potential and actual users? -Are the integrated services adequately publicized? -Determine other important research questions	2) a) Obtain and review study done -Arrange for appropriate consultant (Machette unavailable for 6 months)  b) Study results of "diagnostic" for relationship of assembly points with proposed study of clinics Follow-up c) Review existing data regarding integration of health personnel into mobile teams	Brown - January 1982 Brown - January - February 1982  Brown - January 1982  McEvoy - Jan. 1982 Stillman - February 1982
3) To increase person to person I E and C. and Services:  a) Train infirmiers itinerants	3)  a) -Planned under INTRAM contract that is being discussed	3)  a) For when is the training scheduled?  -Have the roles of these personnel been worked out at national and governorat levels with the Ministry of Health officials responsible?	a) Review plans  Follow-up	Stillman - February 1982  McEvoy - March 1982

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL	
			ACTION	WHO AND WHEN
<p>I. Areas</p> <p>A. General strategy Continued</p> <p>b) Train social workers from Ministry of Social Affairs for referral and resupply</p> <p>c) Set up supervisory system for the above personnel in their provision of family planning services</p> <p>d) Begin use of new I E and C materials being prepared, for example, cassettes and brochures on methods</p>	<p>b) Planned under INTRAH contract that is being discussed</p> <p>c) No action to date</p> <p>d) Premature; materials are still being developed - See I E and C Section B below</p>	<p>b) For when is the training scheduled?</p> <p>-Have the roles of these personnel been worked out at national and governorat levels with the Ministry of Social Affairs officials responsible?</p> <p>c) Has a supervisory system been established?</p> <p>-What will it be, and what does it entail?</p> <p>d)-When will the cassettes be ready? -Have they been pretested? -When will the brochures be ready? -Will there be need to train personnel in-service, after initial training described above, to use these materials?</p>	<p>b) Review plans</p> <p>Follow-up</p> <p>c) Review supervisory system</p> <p>d) Review status of testing of cassettes and brochures</p>	<p>Stillman - Feb. 1982</p> <p>McEvoy - March 1982</p> <p>McEvoy - March 1982</p> <p>Casanova - March 1982</p>
<p>4) Increase effectiveness of existing regional embassies, by:</p> <p>a) Reviewing their activities</p> <p>b) Designing system to measure their effectiveness</p> <p>c) Introducing new training or new administrative arrangements based on result of study</p>	<p>4)</p> <p>a) No action known to date</p> <p>b) No action known to date</p> <p>c) No action known to date</p>	<p>4)</p> <p>a)-What kind of studies should be set up? -Who will set these up, and when?</p> <p>b) To be done after studies undertaken and analyzed</p> <p>c) To be done after studies undertaken and analyzed</p>	<p>4)</p> <p>a) Learn who is responsible and review existing plans or ideas</p> <p>Program the studies</p>	<p>Stillman - Feb. 1982</p> <p>McEvoy - March 1982</p>

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL ACTION WHO AND WHEN
<b>A. EXPANSION OF SERVICES</b> <b>2. Peri-urban Areas</b> 1) Plan and implement a strategy concerning expansion of services in 25 peri-urban clinics in smaller cities	1) a) M.D.'s providing services in Tunis area; no other activities to date	1) -Who is charged with coordination of peri-urban activities? -When will physicians be hired for cities other than Tunis? -Do training needs exist? -Which clinics have been selected? - Which cities? -How does this relate to target hours of service?	1) -Review plans for peri-urban strategy and coordination, including status of physician recruitment and training needs; -Review status of clinic selection -Overview <span style="float: right;">Stillman - Feb. 1982</span> -Follow-up and programming as needed <span style="float: right;">McEvoy - March 1982</span>
2) Establish liaison with Ministry of Social Affairs to provide I E and C activities and referrals to clinics a) Provide training for social workers b) Design referral form for social workers c) Evaluate outreach activities on trimestrial basis against services delivered at clinics	2) a) No action to date b) Referral form drafted c) Evaluation not yet appropriate	2) a) -What steps have been taken to involve the Ministry of Social Affairs? -Have social workers been designated for training? -What are the plans for training? -Have curricula been developed? -How does training fit into INTRAH contract? -Are the I E and C materials being developed, incorporated into the training plans? b) -Has the form been pre-tested? Is it being used? -How will results be analyzed? -How will data be used for management purposes? c) -Has an evaluation system been designed?	2) a) Review status of involvement of social workers and training plans <span style="float: right;">Stillman - Feb. 1982</span> b) Review pre-testing and use of referral form <span style="float: right;">McEvoy - March 1982</span> c) Review plans <span style="float: right;">McEvoy - March 1982</span>
3) Coordinate general I E and C activities of I E and C division with service activities in peri-urban areas	3) Detailed information unavailable	3) -How are I E and C activities being coordinated with service activities?	3) -Review coordination plans <span style="float: right;">McEvoy - March 1982</span>
4) Conduct mini-surveys on prevalence and on choice of provider (clinics versus pharmacy)	4) Mini-surveys under consideration, but not yet developed	4) -When will the mini-surveys be carried out? -How are these connected with the commercial retail sales survey that has been discussed?	4) -Review status of mini-surveys <span style="float: right;">Brown - Jan. 1982</span> -Follow-up <span style="float: right;">McEvoy - March 1982</span>
5) Conduct annual review and establish new targets	5) Not applicable	5) Not applicable	5) -Review relation of target number of service hours to implementation plans <span style="float: right;">McEvoy - March 1982</span>

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL ACTION WHO AND WHEN	
<b>A. EXPANSION OF SERVICES</b> 3. Commercial Distribution of Contraceptives 1) Continue support for repackaging and detailing work of commercial distribution of contraceptives	1) Financial support for repackaging and detailing work in budget	1) Activity to continue	1) Continued financial support	Budgeted
2) Develop new commercial retail sales program strategy	2) Matter being considered by P.D.G. and ONPFP medical staff	2) Legal issues regarding commercial retail sales must be studied	2) Discussions regarding CRS strategy and possible involvement of Futures Group initiated -Follow-up on discussions, and study of legal issues	Brown - Nov. 1982 Brown - Jan. 1982 Others?
3) Design operations and marketing research projects to study markets and to test new commercial delivery system	3) No operations or marketing research projects designed to date	3) -How do studies foreseen above fit with the mini-surveys of consumer preference for clinics or pharmacies discussed under the peri-urban program strategy?  -Nature and timing of studies pending	3) Council will assist with research design as needed  -Follow-up -Consultants	Correspondence as needed  Brown - April 1982 To be determined

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**B. INFORMATION, EDUCATION AND COMMUNICATION**

The I E and C activities described below overlap somewhat with training activities described elsewhere under A. above. They are also presented in the document entitled "Programme des Activités I E and C 1982" prepared by the Division of I E and C in December 1982. This document lists I E and C activities and their proposed schedule of initiation and completion by month. It is hereafter called the "timing".

The need for coordination of I E and C activities with the Rural Coordination Unit, with the Peri-Urban Program, and with the Training Center, is discussed in the Accord, and emphasized below under each area wherever important.

For the I E and C component of the Program the points below relate only to broad themes, and not to specific details. They follow the listing of major I E and C activities found in the Work Plan, Annex I to the Accord.

OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL WHO AND WHEN
1) Educational activities in rural areas Educational campaigns and seminars for special target groups	1) Tentative schedule proposed in the "timing", under the headings "Activites de formation"; "Activites de Sensibilisation"; and "Activites d'education."  None carried out to date	1) Roles are yet to be worked out between I E and C Division, Rural Coordination Unit, Regional Delegates, Training Center, and INTRAH, regarding timing of activities, and technical, material, and financial support.  -To what extent has this been done? -Are curricula available for the various training groups? -Seminars? "Information days", etc." -When will documents needed to carry out training be available? -Who will actually conduct the training or information sessions for each group? -Is the current programming realistic, or should it be adjusted? -Is the I E and C Consultancy under consideration directly linked to this area of activity?	1) -Review the status of the proposed activities and their coordination. -Discussion proposed I E and C Consultancy terms of reference  -Follow-up  -Discussions of coordination with INTRAH <p style="text-align: right;">Stillman - Feb. 1982  McEvoy - March 1982  McEvoy - New York Feb. 1982</p>
2) Continuation of support for press articles and information programs for journalists and rural promotional materials;	2) Not specifically mentioned in the "timing"	2) -Who is doing this? -How high a priority is it?	2) Review status  <p style="text-align: right;">McEvoy - March 1982</p>
3) Mass-media programs including radio and television	3) Activities proposed without schedule, in the "timing". Discussions held concerning locating consultant to assist in adding family planning information to the Dr. Hakim radio program	3) What further discussions must be held before a decision is made regarding a consultant to assist with this? -How high a priority is it? -What is being done currently? -Have radio messages in use now been evaluated for their impact?	3) Discuss with Mme Chater and I E and C Division  Follow-up - consultant as needed  <p style="text-align: right;">Stillman - Feb. 1982  Stillman/McEvoy - March/April 1982</p>

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL	
			ACTION	WHO AND WHEN
<b>B. INFORMATION, EDUCATION AND COMMUNICATION (Continued)</b>				
4) a) Production of audio-visual material, emphasizing informational brochures for illiterate and semi-literate populations  b) Production of flip-charts, pocket calendars, training guides for field workers	4) a) Informational brochures on contraceptive methods for illiterate and semi-literate populations  -Draft brochures being tested and results analyzed  b) Other items Action to date unknown in detail  Plans for developing materials, with schedule, appear in the "timing" document	4) a) -Informational brochures -Is the schedule set forth for testing and producing the PIACT-type brochures being followed? -Have the results of testing been analyzed? -Is the production schedule on time? (See "timing")  b) Other items -What is the status of production of other materials? -Are all materials being pretested before final production? -Who is responsible for producing the A.V. materials described in the timing?	4) a) Informational brochures Drawings; supervise and assist photography  b) Other items Review status	Casanova - Dec.'81/Jan.'82 Mexico  Casanova - March 1982 Tunisia  McEvoy - Mar. 1982  Casanova - Mar. 1982
5) Audio-visual equipment, documentation, and printing of periodicals and other informational material	5) No action to date with regard to equipment purchase, as GRPFP has just placed a sizeable equipment order through USAID/Tunis. Status of other items unknown.	5) -Who is responsible for selecting, reviewing, and testing materials?  -Has a needs assessment for new material been undertaken?	5) Discussion with I E and C staff, and training staff  Follow-up as needed	Stillman - Feb. 1982  McEvoy and Casanova March 1982

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL	
			ACTION	WHO AND WHEN
<p><b>C. OPERATIONAL RESEARCH AND EVALUATION</b></p> <p>Objectives are to carry out the following studies:</p>				
1) Socioeconomic profile, KAP, objectives for each delegation targeted for expanded rural outreach program	1) Socioeconomic profile--currently underway	1) -Have all the socioeconomic profiles been completed? -How will they be used?	1) -Review the socioeconomic profiles -Follow-up as needed	Brown - Jan. 1982 McEvoy - Mar. 1982
2) Study of family planning and MCH needs in peri-urban populations, especially of Tunis, Sousse, and Sfax; special emphasis on recent migrant groups	2) Study of peri-urban populations - No information about action	2) -When is the study of peri-urban populations scheduled? -Has the methodology been developed?	2) -Review status of peri-urban studies -Follow-up	Brown - Jan. 1982 McEvoy - Mar. 1982
3) Studies of program operations, including cost-effectiveness and acceptability of each program element, including mobile units, contributions of different categories of personnel, sterilization services, information and education program, and training.	3) Logistic study of Mahdia and Kasserine mobile team was carried out but is considered unsatisfactory as a methodology	3) To be developed	3) -One potential consultant, (Frederick Hachette), unavailable for at least 6 months; -Locate and interview other potential consultants for assistance with cost-effectiveness studies	Brown - Jan. 1982 Tunis and New York
4) Assessment of service statistics for management needs;  Evaluation of "Diagnostic" information system	4) New forms being prepared for target zones program in rural areas (see discussion under A above).	4) -Have the newly developed forms been pre-tested? -What are the results? -What needs exist for new management data?	4) -Review existing forms	Stillman/McEvoy Jan. - March 1982
5) Other operational research studies as needed	5) No action	5) No immediate action foreseen	5) No immediate action foreseen	
6) Data processing and analysis of service statistics (continued support for system)	6) Continuing operation	6) Continuing operation	6) No immediate action foreseen	

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL WHO AND WHEN
<p><b>B. INTERNATIONAL TRAINING</b></p> <p>1) Short-term training in management, evaluation, communications, marketing, et cetera</p>	<p>1) None</p>	<p>1) Identify training needs</p>	<p>1) -Identify appropriate training programs, and recommend them to ONPFP</p> <p>-Identify persons who would benefit from training;</p> <p>-Facilitate admission as possible</p> <p>-Respond to ONPFP initiatives</p> <p>McEvoy/Stillman Throughout year</p>
<p>2) Visits to rural outreach and community-based distribution programs in other countries</p>	<p>2) Visit by Mr. Bchir to Thailand</p>	<p>2) -Identify persons who would gain appropriate experience and;</p> <p>-Identify appropriate travel</p>	<p>2) -Identify appropriate training programs, and recommend them to ONPFP</p> <p>-Identify persons who would benefit from training;</p> <p>-Facilitate admission as possible</p> <p>-Respond to ONPFP initiatives</p> <p>McEvoy/Stillman Throughout year</p>
<p>3) Limited number of trips to conferences</p>	<p>3) None</p>	<p>3) -Propose appropriate travel</p>	<p>3) -Identify appropriate programs, and recommend them to ONPFP</p> <p>-Identify persons who would benefit</p> <p>-Facilitate admission as possible</p> <p>-Respond to ONPFP initiatives</p> <p>McEvoy/Stillman Throughout year</p>

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (DECEMBER 1981)	FUTURE ACTION OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL WHO AND WHEN
<p>E. REPORTS OF THE CPMF</p> <p>1) Quarterly Progress Reports, Narrative</p>	<p>1) Draft report format devised</p>	<p>1) -Finalize report format -Prepare first and subsequent quarterly narrative reports</p>	<p>1) -Review draft quarterly progress report      Brown - Jan. 1982 -Review quarterly reports as submitted      McEvoy/Stillman</p>
<p>2) Annual Report</p>	<p>2) No action needed to date</p>	<p>2) No action needed until September 1982</p>	<p>2) No immediate action</p>
<p>3) Technical Reports</p>	<p>3) No action to date</p>	<p>3) Submit to Population Council as they become available</p>	<p>3) Review as reports received      McEvoy</p>
<p>4) Quarterly Financial Reports</p>	<p>4) Report format devised and agreed upon</p>	<p>4) Submit first quarterly report end January 1982</p>	<p>4) -Review and disburse additional funds based on stipulations in accord      McEvoy -Feb. 1982 Administrative action      Stillman - Mar. 1982</p>

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OBJECTIVES AND ACTIVITIES	ACTION TO DATE (APRIL 1982)	FUTURE ACTION, OR QUESTIONS TO RESOLVE	ACTION BY THE POPULATION COUNCIL ACTION WHO AND WHEN
<p>A. EXPANSION OF SERVICES</p> <p>1. Rural Areas</p> <p>a. Target zones</p> <p>1) Establish a unit to coordinate rural strategy</p>	<p>1) Unit established</p>	<p>1)-Who will coordinate activities in governorats that do not have target delegations?</p>	<p>1)-Discussion with Mme Chater  McEvoy - June</p>
<p>2) Plan and implement a concerning development of activities in target zones, in accordance with specific characteristics of each governorat</p>	<p>2) Activities underway.</p>	<p>2)-Has implementation plan been defined, by Governorat?  -Have transportation and work plans been developed for each animatrice?</p>	<p>2)-Review implementation plans including regional work-plans, supervisory, and transportation arrangements.  -Review whether survey data are being used for programming, and assist in this activity</p> <p>Stillman - May and July  Stillman - July</p>
<p>3) Supervise training programs to assure that the objectives of the program are met:</p> <ul style="list-style-type: none"> <li>-Animatrices rurales (motivators)</li> <li>-educateurs assistants (male educators)</li> <li>-infirmiers hygienistes (environmental nurses)</li> <li>-infirmiers itinerants (travelling nurses - vaccinators)</li> <li>-social workers</li> </ul>	<p>3) a. Animatrices trained.</p> <p>b. Educators not yet trained.</p> <p>c-e. Contract with INTRAH drafted.</p>	<p>3)a. Did in-service training in April meet needs of animatrices?</p> <p>b. Have educators been recruited? Has a trainer been designated? When will training take place?</p> <p>c-e. Training programs to be planned. Who will do this?</p> <p>-What role do the Coordinator and Supervisor have in ensuring that training content will meet needs of the rural program?</p>	<p>3)a. Review outcomes  Stillman - May and July</p> <p>b. Assist in developing curriculum.  Stillman - May</p> <p>c. Review links between INTRAH plans and training needs for 1982 programs.  Stillman - May McEvoy - June Stillman - July</p>

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<p>TARGET ZONES continued:</p> <p>4) Coordinate the planning and implementation of I E and C activities and family planning with activities of rural animatrices</p>	<p>4)-General regional IE&amp;C plans developed but how coordination with work of animatrices will take place is not yet featured in the plans</p> <p>-Brochures on pill and IUD have been photographed.</p>	<p>4)What plans exist, or what problems exist, in planning for family planning service. coverage by mobile team in each target delegation ?</p> <p>- What is status of printing and distribution of the brochures</p>	<p>4) Review status of mobile team schedules and plans for assembly points <span style="float: right;">Stillman - May and July</span></p> <p>-Follow-up on status <span style="float: right;">Stillman - May</span></p> <p>-General review of IEC activities <span style="float: right;">Blanch - June</span></p>
<p>5) Design Service Statistic records, referral, and supervision forms</p>	<p>5) Draft forms prepared for:</p> <p>a) supervisory visits; b) daily notebook and c) monthly report for animatrices rurales; d) fiche de liaison for animatrices rurales; and e) études de milieu</p>	<p>5)-Have the draft forms been reviewed the Population Division?</p> <p>-What is the status of each of these forms?</p>	<p>5) Review draft forms field testing and efficacy <span style="float: right;">Stillman - May and July</span></p>
<p>6) Implementation plan</p>	<p>6) Plans prepared</p>	<p>6)-Are the plans being followed and updated as needed? -Have regional comprehensive plans been developed?</p>	<p>6) Review use of implementation plans. <span style="float: right;">Stillman - May</span></p>

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<p>A. EXPANSION OF SERVICES</p> <p>1. Rural Areas</p> <p>b. General strategy</p> <p>1) To increase male participation, recruit, hire, and train male assistant educators</p>	<p>1)-Recruitment delayed until decision can be reached regarding attributions.</p> <p>-Discussions taking place with other ministries regarding possible secondment of staff for this role</p> <p>-Job description drafted during Stillman's February trip</p>	<p>1)-Have role and attributions been determined? When will recruitment take place?</p> <p>-Review status</p> <p>-Has a trainer been designated?</p>	<p>1) Follow-up on recruitment and development of training curriculum</p> <p>Stillman - May</p> <p>- Review status</p> <p>McEvoy - June</p> <p>-Review and follow-up on training and supervision</p> <p>Stillman - July</p>
<p>2) To improve mobile units</p> <p>a) carry out study of cost effectiveness</p> <p>b) Reorganize mobile team based on findings of cost-effectiveness study</p> <p>c) Integrate other health personnel into mobile teams to provide polyvalent services</p>	<p>2)a)-New form drafted for prospective study and reviewed by Stillman and McEvoy</p> <p>b) Action premature, but some reorganization underway in target delegations</p> <p>c) Action underway in some governorats;</p>	<p>2) a)Has form been reviewed by M. Azouz and his colleagues? Is a consultant on cost-effectiveness desired by ONPFP?</p> <p>b)Action to be based on findings of study</p> <p>c)To what extent is this being done in each governorat ?</p> <p>-How are the integrated services publicized?</p> <p>-Determine other important research questions.</p> <p>-Determine other important research questions.</p>	<p>2)a)Review status</p> <p>Stillman - May</p> <p>- Discussed potential consultants</p> <p>Brown- June</p> <p>b)Study changes made in target delegations</p> <p>Stillman - May July</p> <p>c)Review existing data regarding integration of health personnel into mobile teams</p> <p>Stillman - May July</p>
<p>3) To increase person to person I E and C, and Services:</p> <p>a) Train infirmiers itinerants</p>	<p>3)</p> <p>a)Planned under INTRAH contract that is being discussed</p>	<p>a) For when is the training scheduled?</p> <p>- Have the roles of these personnel been worked out at national and governorat levels with the Ministry of Health officials responsible?</p>	<p>a) Review plans</p> <p>Stillman-May and July</p>

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<p>1. Rural Areas</p> <p>b. General Strategy continued</p> <p>3) b) Train social workers from Ministry of Social Affairs for referral and resupply</p> <p>c) Set up supervisory system for the above personnel in their provision of family planning services</p> <p>d)-Begin use of new I E &amp; C- materials being prepared for example, cassettes and brochures on methods</p>	<p>b) Planned under INTRAH contract that is being discussed</p> <p>c) Referral form (fiche de liaison) being tested in peri-urban areas that may also be used in rural areas. Otherwise, no action to date</p> <p>d) Cassettes ready for testing -Two brochures prepared see I E &amp; C section below</p>	<p>b) For when is the training scheduled?</p> <p>- Have the roles of these personnel been worked out at national and governorat levels with the Ministry of Social Affairs officials responsible?</p> <p>c)- Has a supervisory system been established?</p> <p>- What will it be, and what does it entail?</p> <p>- What will be the role of the Rural supervisor in Target governorats? Who will organize supervision in other rural areas?</p> <p>d)- Have the cassettes been tested?</p> <p>-What use is planned for them? In PMI's?</p> <p>-Is equipment available regionally</p> <p>-Have brochures been printed?</p> <p>-Will there be need to train personnel in-service, after initial training described above, to use these materials?</p>	<p>b) Review plans Stillman -May and July</p> <p>-Discussion with INTRAH McEvoy - June at meeting of AID inter-mediaires</p> <p>c)Review plans Stillman- May</p> <p>-Follow-up McEvoy - June</p> <p>d)Review status of testing of cassettes Stillman. - May July</p> <p>-Review use of brochures Stillman-May</p>
<p>4. Increase effectiveness of existing regional animatrices, by:</p> <p>a) Reviewing their activities</p> <p>b) Designing system to measure their effectiveness</p>	<p>a) No systematic study planned as yet; Noone responsible for overall review.</p> <p>b) Discussion has taken place on using same referral forms as for rural animatrices, and coding these to study effect-</p>	<p>a)-What kind of studies should be set up? -Who will set these up, and when?</p> <p>b) Have the forms been coded? In this manner</p>	<p>a) Review plans McEvoy - June</p> <p>b) Program the studies McEvoy - June</p>

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<p>A. EXPANSION OF SERVICES 2. Peri-urban Areas 1) Plan and implement a strategy concerning expansion of services in 25 peri-urban clinics in smaller cities</p>	<p>1) M.D.'s providing services in 25 centers in Tunis area; Min. of Health paying for medical and para-medical personnel. Study done of Tunis area; Study of Sousse and Sfax planned for May 1982.</p> <p>-No peri-urban services exist yet in Sousse and Sfax</p>	<p>1) Delegates for each region will operate and organize services; who will be in charge of overall programming, policy and evaluation.</p> <p>-Have studies of Sousse and Sfax been accomplished; what implication do the results have for programming?</p> <p>-Have services begun in Sousse and Sfax?</p> <p>-Has a need assessment been made for training staff?</p> <p>-How do services provided relate to # of target hours of service in project workplan?</p>	<p>1) Discuss progress in Tunisia with regional delegate, and overall policy with Mme. Chater <span style="float: right;">McEvoy-June</span></p> <p>-establish coordinating mechanism <span style="float: right;">McEvoy-June</span></p> <p>-Follow-up on studies <span style="float: right;">McEvoy-June</span></p> <p>-Follow-up on planning <span style="float: right;">McEvoy-June</span></p> <p>-Follow-up; discussions with delegates and with INTRAH <span style="float: right;">McEvoy-June</span></p> <p>-Reprogramming <span style="float: right;">McEvoy-June July</span></p>
<p>2) Establish liaison with Ministry of Social Affairs to provide I E &amp; C activities and referrals to clinics</p> <p>a) Provide training for social workers</p> <p>b) Design referral form for social workers</p> <p>c) Evaluate outreach activities</p>	<p>a)-No action to date</p> <p>b)Referral form being tested</p> <p>c)Evaluation not yet appropriate</p>	<p>a)-What formal steps have been taken to involve Ministry of Social Affairs?</p> <p>-Have social workers been designated for training?</p> <p>-What are the plans for training?</p> <p>-Have curricula been developed?</p> <p>-Is use of cassettes and brochures on methods incorporated into training plan. What other related I E &amp; C activities are planned.</p> <p>b)-What are the results of the pretest?</p> <p>-Will backs of forms be used to record which contraceptives are given out, and when?</p> <p>c)-Has an evaluation system been designed?</p>	<p>a)Review status of involvement of social workers and training plans <span style="float: right;">McEvoy-June</span></p> <p>b)Follow-up <span style="float: right;">McEvoy-June</span></p> <p>c)Review plans and provide technical assistance <span style="float: right;">McEvoy-June Evaluation consultant</span></p>

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2. Peri-urban continued 3) Coordinate general I E and C activities of I E & C division with service activities in peri-urban areas	3) Detailed information unavailable	3)-How are I E and C activities being coordinated with service activities	3)-Review plans for coordination McEvoy, June Blanch-
4) Conduct mini-surveys on prevalence and on choice of provider (clinics versus pharmacy)	4) No action to date	4)-Mini-surveys premature; to be undertaken after services well underway	4)-Technical assistance and review will be undertaken when appropriate; No immediate action.
5) Conduct annual review and establish new targets	5) Not applicable	5) Part of programming for project fiscal year beginning Oct. 1982	5) Assist with programming and setting new targets McEvoy-June July

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<p>A. EXPANSION OF SERVICES</p> <p>3. Commercial Distribution of Contraceptives</p> <p>1) 2. Continue support for re-packaging and detailing work of commercial distribution of contraceptives</p>	<p>1) Financial support for re-packaging and detailing work in budget</p>	<p>1) Activity to continue until new strategy can be developed. (See below).</p>	<p>1) Continued financial support Budgeted</p>
<p>2) Developed new commercial retail sales program strategy</p>	<p>2) Several research efforts have been undertaken. Partime pharmacist plans to reviewing sales and distribution in the 557 pharmacies nation wide through delegates</p>	<p>2)</p> <p>-What are results of the review? A distribution system should be planned based on findings.</p>	<p>2)</p> <p>-Discussions regarding CRS strategy Brown-June.</p> <p>-Discuss possible visit to Egypt Family of Future Project by ONPFP Stillman-May</p>
<p>3) Design operations and marketing research projects to study markets and to test new commercial delivery system</p>	<p>3) No operations or marketing research projects designed to date</p>	<p>3)-How do studies foreseen above fit with the mini-surveys of consumer preference for clinics or pharmacies discussed under the peri-urban program strategy</p> <p>- Nature and timing of studies pending policy decisions.</p>	<p>3) Council will assist with research design as needed Correspondence as needed</p> <p>-Follow-up Brown-June</p> <p>-Consultant To be determined.</p>

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<p>3. INFORMATION, EDUCATION AND COMMUNICATION</p> <p>1) Educational activities in rural areas: Educational campaigns and seminars for special target groups</p>	<p>1) This is an ongoing activity, and plans are made regionally. Funding by UNFPA for selected activities has been approved</p>	<p>1) Have these activities been evaluated? What are the roles of the Rural Coordinator and Supervisor in these activities?</p> <p>-What training materials are used?</p> <p>-Have films used been evaluated?</p> <p>-Is the current programming realistic?</p>	<p>1) Discuss I E &amp; C plans with Rural Coordinator      Stillman- May</p> <p>-Review role and capacity of I E &amp; C Division in these activities      Blanch - June</p>
<p>2) Continuation of support for press articles and information programs for journalists and rural promotional materials.</p>	<p>2) Not specifically mentioned in the "timing"</p>	<p>2)-Who is doing this?</p> <p>-How high a priority is it?</p>	<p>-Review status      Blanch - June</p>
<p>3) Mass-media programs including radio and television</p>	<p>3) Activities proposed without schedule, in the "timing". Discussions held concerning locating consultant to assist in adding family planning information to the Dr. Hakim radio program</p> <p>-I E &amp; C Division planned to review videocassette in Dr. Hakim program.</p>	<p>3) What further discussions must be held before a decision is made regarding a consultant to assist with this?</p> <p>-How high a priority is it?</p> <p>-What is being done currently?</p> <p>-Have radio messages in use now been evaluated for their impact?</p>	<p>3) Review status      Blanch - June</p> <p>-Follow-up      Stillman -May, July</p> <p>-Consultant possible      to be determined</p>
<p>4) a) Production of audio-visual material, emphasizing informational brochures for illiterate and semi-literate populations</p> <p>b) Cassettes</p> <p>c) Other</p>	<p>4) a) Two brochures (IUD and 28 day pill) photographed and pretested during March-April consultancy of Ms. Maria-Elena Casanova.</p> <p>b) Cassettes on IUD, pill and tubal ligation prepared by Division</p> <p>c) Action to date not known in detail</p>	<p>4) a) Have brochures been printed?</p> <p>-How and where will they be distributed?</p> <p>-When should Casanova return to do Sterilization brochure?</p> <p>b) Have they been pretested? Produced in quantity?</p> <p>-Where will they be used?</p> <p>-Cassette players available in sufficient quantity?</p> <p>-Must personnel be trained to use these materials?</p> <p>c) What other activities have been undertaken?</p>	<p>4) Follow-up      Stillman - May</p> <p>-Follow-up      McEvoy- June</p> <p>-Follow-up      Stillman-May Blanch -June</p> <p>c) Review Status      Blanch-June</p>

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<p>B. INFORMATION, EDUCATION AND COMMUNICATION Continued:</p> <p>5) Audio-visual equipment, documentation, and printing of periodicals and other informational material</p>	<p>5) No action to date with regard to equipment purchase, as ONPFP has just placed a sizeable equipment order through USAID/Tunis. Of other items unknown.</p> <p>-List of films in Arabic and French given by Mr. Yahia to Council staff with request that we preview, then purchase. Council staff have previewed 14 films.</p>	<p>5)-Has a need assessment for new material been undertaken?</p> <p>-Arrange for purchase of films selected, and continue to preview others.</p>	<p>5)-Review status                      Blanch-June</p> <p>- Order IPPF films directly from London, place other order as appropriate                      Stillman/McEvoy continuing activity</p>

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<p>C. OPERATIONAL RESEARCH AND EVALUATION</p> <p>Objectives are to carry out the following studies:</p> <p>1) Socioeconomic profile, KAP, objectives for each delegation targeted for expanded rural outreach program.</p>	<p>1) Baseline data collected for targeted delegations in April 1982 by animatrices.</p>	<p>1) What is status of analysis of data?</p> <p>- Will target objectives be set for each target delegation?</p> <p>- For other delegations nationwide?</p>	<p>1) Review Status</p> <p>Stillman - May 1982</p> <p>Brown/ McEvoy - June 1982</p>
<p>2) Study of family planning and MOH needs in peri-urban populations; especially of Tunis, Sousse, and Sfax; special emphasis on recent migrant groups.</p>	<p>2) -Tunis study completed; Report written</p> <p>-Studies scheduled for Sousse and Sfax.</p>	<p>2)-How are results being used in program development?</p> <p>-When will these studies be undertaken?</p>	<p>2) Review status of studies and program use of results.</p> <p>McEvoy - June 1982</p>
<p>3) Studies of program operations, including cost-effectiveness and acceptability of each program element, including mobile units, contributions of different categories of personnel, sterilization services, information and education program, and training.</p>	<p>3)Form developed to study mobile teams; propective study planned.</p> <p>-No other studies as yet planned.</p>	<p>3) When will mobile team study begin? Will it be nationwide? What is scope of study?</p> <p>-What other studies will be undertaken?</p>	<p>3) Follow-up</p> <p>Stillman - May</p> <p>McEvoy -June</p> <p>Follow-up</p> <p>McEvoy/ Brown -June</p>
<p>4) Assessment of service statistics for management needs;</p>	<p>4)New form "fiche statistique" being pretested for 3 months</p>	<p>4)-What are results of pre-testing</p> <p>- Evaluation of present system of service statistics</p> <p>-What needs exist for new management data systems?</p>	<p>4) Review and evaluation of service statistics</p> <p>Consultant to be named</p> <p>Identify consultant</p> <p>Discuss scope of consultancy with Mme. Chater</p> <p>Stillman -May</p> <p>Follow-up</p> <p>Brown -June-</p>
<p>5) Other operational research studies as needed</p>	<p>5) No action</p>	<p>5)No immediate action foreseen</p>	<p>5) No immediate action foreseen</p>
<p>6) Data processing and analysis</p>	<p>6) Continuing operation</p>	<p>6) Continuing operation</p>	<p>6) No immediate action</p>

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<p>D. INTERNATIONAL TRAINING</p> <p>1) Short-term training in management, evaluation, communication, marketing, et cetera</p>	<p>1) Three candidates identified for U.S. based short term courses:</p> <p>A. Rachid - Columbia U. June</p> <p>M. Bel Hadj-Ali- Santa Cruz July-August</p> <p>T. Cherif -Santa Cruz July-August</p>	<p>1) Continue to identify training needs</p>	<p>1)-Identify appropriate training programs, and recommend them to ONPFP</p> <p>-Identify persons who would benefit from training;</p> <p>-Facilitate admission as possible</p> <p>-Respond to ONPFP initiatives</p> <p>McEvoy/ Stillman Throughout year</p>
<p>2) Visits to rural outreach and community-based distribution programs in other countries</p>	<p>2) Visit by Mr. Schir to Thailand (Mechai program, etc.)</p>	<p>2) Identify persons who would gain appropriate experience and;</p> <p>-Identify appropriate travel</p>	<p>2)-Identify appropriate training programs, and recommend them to ONPFP</p> <p>-Identify persons who would benefit from training;</p> <p>-Facilitate admission as possible</p> <p>-Respond to ONPFP initiatives</p> <p>Discuss Family of the Future Program, Egypt as possible site for program pharmacist and other personnel</p> <p>McEvoy/ Stillman Throughout year</p> <p>Stillman-May</p>
<p>3) Limited number of trips to conferences</p>	<p>3) None</p>	<p>3)-Propose appropriate travel</p>	<p>3)-Identify appropriate programs and recommend them to ONPFP</p> <p>-Identify persons who would benefit</p> <p>-Facilitate admission as possible</p> <p>Respond to ONPFP initiatives</p> <p>McEvoy/ Stillman Throughout year</p>

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<p>E. REPORTS OF THE ONFPF</p> <p>1) Quarterly Progress Reports, narrative</p>	<p>1) Report format devised</p>	<p>1)-Prepare reports routinely -Have first and second reports been prepared?</p>	<p>1) Review reports as submitted -Follow-up  McEvoy/Stillman  Stillman-May</p>
<p>2) Annual Report</p>	<p>2) No action needed to date</p>	<p>2) No action needed until September 1982</p>	<p>2) No immediate action</p>
<p>3) Technical Reports</p>	<p>3) Reports revised as follows "Quelques caractéristiques des Delegations du Programme Rural." "Le Planning Familial dans le Gouvernorat de Tunis"</p>	<p>3) Routine submission to Population Council as they become available</p>	<p>3)-Review as reports received  McEvoy</p>
<p>4) Quarterly Financial Reports</p>	<p>4) First quarterly report submitted March 1982 Report format revised during visit by Dr. McEvoy March 1982</p>	<p>4) Submit routinely</p>	<p>4) Review and disburse additional funds based on stipulations in accord  McEvoy/Stillman as reports received</p>