

932332
AT 870-376
49393

PRELIMINARY ASSESSMENT OF THE MASS MEDIA COMPONENT OF THE
POPULATION WELFARE DIVISION'S COMMUNICATION PROGRAM

Prepared for:

GOVERNMENT OF PAKISTAN
MINISTRY OF PLANNING AND DEVELOPMENT
POPULATION WELFARE DIVISION

and

USAID, ISLAMABAD

Prepared by: Daniel Lissance
Manoff International Inc.
(under contract to JHU/PCS)

Dates of In-Country Work:
February 17-27, 1986

Population Communication Services
Population Information Program
The Johns Hopkins University
624 North Broadway
Baltimore, Maryland 21205
USA

TABLE OF CONTENTS

	<u>PAGE</u>
Executive Summary	i
List of Abbreviations	iii
Introduction	1
Background	2
Assessment of Current Mass Media Activities	3
The 1982-83 EPI Campaign	11
Review of Communications Resources	12
Next Steps for Future Consultancies	14

APPENDICES

Appendix A - List of Contacts

Appendix B - TOR of USAID Short-Term Communication Consultant

EXECUTIVE SUMMARY

The Government of Pakistan and the United States Agency for International Development/Islamabad (USAID/Islamabad), requested that the Johns Hopkins University/Population Communication Services (JHU/PCS) provide a communication consultant to review and develop recommendations for the communication program of the Population Welfare Division (PWD) of the Ministry of Planning and Development. The consultant, Mr. Daniel Lissance of Manoff International Inc. (MMI), visited Pakistan from February 17 to 27, 1986 to conduct a preliminary assessment of the mass media component of the program.

Major observations from the trip include:

1. The mass media program appears to be overburdened by an excessive number of objectives. The result is that none of the six objectives are given the prominence they deserve.
2. Some of the objectives, such as, female education or literacy, are not likely to be attained through the use of mass media, no matter how skillfully created. Mass media can create awareness of programs addressing female education, but cannot substitute for the actual programs.
3. Issues related to FP such as status of women, female literacy and delayed marriage, are controversial socio-religious issues which may provoke resistance even to those sectors predisposed to the need for family planning (FP). It may be advisable that the interpersonal communication component of the PWD program concentrate on these subjects, more than on mass media.
4. There may be potential danger to the government's desire to promote a two-child norm if the messages exhort couples to have only two children. A wiser course would be to promote the concept of a small family, using a visual of two children without stressing that having only two children is the sole means of attaining FP benefits.
5. Current messages exhorting listeners or viewers to "cooperate with the Family Welfare Program," are rather vague and may leave the audience

confused about what "cooperate" means. The best strategy for future message development might be to refer the audience to a particular source to receive further family planning information or services.

More specifically, a review of current radio and TV messages brought out the following problems:

1. Jingles cover too many points. A basic principle in effective message design dictates that a message deal with only one major point.
2. The use of jingles, no matter how "catchy", may tend to trivialize the importance of the subject matter. Even given the enormous popularity of jingles in Pakistan, most messages dealing with serious problems (traffic safety, immunization, ORT, etc.) do not use jingles.
3. The use of celebrities tends to undermine the credibility of the message unless the celebrity is a well-known proponent of what is being promoted.
4. Vague phrases such as "early marriage" or "spacing births" are likely to be interpreted differently. More specificity is needed.
5. Appeal to "national progress" has been shown to be irrelevant to the majority of the population, especially in the rural areas, as proven in many other campaigns. Such messages are best used in campaigns addressed to government officials or influentials.
6. The budget for the current campaign should be re-allocated to give more funds to radio rather than TV; only about eight percent of rural households have access to TV.

The next TA visit to Pakistan should focus on developing the protocols and scopes of work for advertising market research firms and identifying minimum requirements to enable firms to execute the scope of work.

Beyond the preliminary review of the mass media component, future visits should also address the following: 1) measures to strengthen interpersonal communications; 2) effective use of A/V vans; and 3) development of monitoring and feedback systems to ensure successful implementation activities.

LIST OF ABBREVIATIONS

BRB	-	Business Research Bureau
DRB	-	Domestic Research Bureau
EPI	-	Expanded Programme of Immunizations
FWC	-	Family Welfare Clinic
GOP	-	Government of Pakistan
KAP	-	Knowledge, Attitude, Practice
NDFC	-	National Development Finance Corporation
NIH	-	National Institute of Health
NOC	-	No Objection Certificate
ORT	-	Oral Rehydration Therapy
PWD	-	Population Welfare Division
SMC	-	Social Marketing of Contraceptives
TOR	-	Terms of Reference
USAID	-	United States Agency for International Development

INTRODUCTION

Objective of consultancy

The Ministry of Planning and Development, Government of Pakistan, has requested USAID to furnish the services of a communication consultant to evaluate the communication program being conducted by the Population Welfare Division (PWD), and to develop recommendations that will aid the program in achieving its stated objectives.

In response to this request, Manoff International Inc., under a subcontract with JHU/PCS, provided a consultant, Mr. Daniel Lissance, to conduct a preliminary assessment of the mass media component of the program, during the period February 17-27, 1986.

Terms of reference

The PWD communication program is unusual in terms of both breadth (scope of objectives) and depth (levels of operation); the terms of reference for the Manoff International consultancy are equally broad and deep (see Appendix A), and their fulfillment will require several follow-up visits.

This initial visit concentrated on a review and assessment of only the mass media component of the communication program. Much of the effort was devoted to gaining an understanding of the various organizations involved and their inter-relationships; the past history of family planning communication efforts; the social and religious climate in which these efforts have taken place and are continuing to take place; the adequacy of both internal and external communication resources; relating current activities to the disciplines and practices of effective social marketing communication programs operating in other, but similar, country environments; and defining areas requiring additional study that would lead to a comprehensive set of recommendations.

In addition to studying the PWD mass media communication component, this consultancy also reviewed the mass media element of the Expanded Programme of Immunizations (EPI) program conducted by the National Institute of Health (NIH) in 1983 to determine what lessons learned from this highly successful effort might be applicable to the family welfare program.

Activities undertaken

In order to assess the PWD program, the consultant interviewed numerous individuals involved with the program both in government and in the private sector, and examined relevant documents and communication materials. The consultant also reviewed the materials produced for the 1983 EPI campaign, and held discussions with individuals involved in that effort. Finally, meetings were held with a number of potential private sector resource organizations (advertising agencies and market research firms) whose services might be required in the future. Interviews and visits took place in both Islamabad and Karachi.

BACKGROUND

Communication program objectives

Given the sensitive nature of the social/religious climate in Pakistan, past efforts to promote the adoption of family planning through the mass media were adjudged to have been unproductive, and in some instances, counter-productive. Accordingly, in 1985, the GOP decided to link family planning with other low-fertility determinants such as literacy, female education, later marriages, elevating the status of women, and maternal and child health, under the general umbrella of "family welfare." The overall objective of the communication program is to promote the small family norm, recently changed to the more specific two-child norm. The government has determined that the communication program will promote six inter-related strategies:

- maternal/child health
- female literacy/education in general/adult literacy
- responsible parenthood
- status of women
- female age at marriage
- small family (2 children) norm

Use of private sector organizations

PWD has contracted with two advertising agencies (SASA and Orient) for the production and dissemination of the message materials. In addition, PWD employs the National Development Finance Corporation (NDFC) as a consulting

agency to assist in the selection of private sector resource organizations and to perform other campaign management functions.

Funding

Funding for the mass media component is substantial and appears to be more than adequate. For fiscal year 1986, the mass media budget is Rs. 19 million (approx. \$1.25 million), or about one third of the total communication budget of Rs. 56.4 million. The budget also provides an additional Rs. 1 million for sub-contracts. Current funding for the program is provided by the GOP; USAID has been requested to fund the mass media component for the two years remaining in the current five-year plan.

Social/religious climate

The prevailing social/religious climate represents the single most important constraint to the implementation of an effective mass media communication program. Those charged with the management of the program are acutely aware of an "invisible line," the crossing of which would result in undesirable and counter-productive back-lash from the conservative elements in the society. Determining the location or position of this invisible line is, of course, an extremely difficult and delicate task for program administrators. Despite this constraint, however, the government has taken a series of progressive steps designed to desensitize the issue of family planning, and thus to "push" the invisible line further along toward the ultimate objective of achieving its contraceptive prevalence targets. These steps include the decision to launch a high visibility mass media campaign, the employment of professional advertising agencies to implement the campaign, and, perhaps most important, granting permission to the Social Marketing of Contraceptives (SMC) project to promote its branded contraceptives in the mass media.

ASSESSMENT OF CURRENT MASS MEDIA ACTIVITIES

Basis for assessment

The assessment which follows is based on an evaluation of the extent to which the mass media campaign conforms to, or falls short of, the principles of sound message development and dissemination employed in the social marketing of

concepts and ideas. It should be noted that the term "social marketing" is used to describe a systems approach to the promotion of a desired behavioral change, whether or not that behavioral change involves the distribution of a physical product. (Most social marketing programs have as their objectives the promotion of societally desirable concepts such as breastfeeding, improvement of child or maternal nutrition, etc. - all aiming toward a modification of existing behavior, but not necessarily involving the marketing and distribution of a product.) The systems approach used in social marketing consists of a series of a dozen or more sequential activities which have their origin in community-based analysis of the problems and needs of the target audience or audiences, and in the identification of the "resistance points" which militate against the adoption of the desired behavior change. The message strategy evolved from this enhanced understanding of the target audience is designed to respond to these needs and to resolve these resistance points. Only in this way can communication programs hope to achieve their objectives.

The social marketing process of developing and implementing communication campaigns can be divided into three broad sets of activities: strategy development, strategy implementation, and strategy evaluation.

Strategy development starts with the above-mentioned investigation of the target audience's needs, problems, motivations, and resistance points, through the use of qualitative research methodologies such as focus group discussions, in-depth probing interviews, and projective techniques. In the process, discrete target audiences are identified, and a communication strategy is developed for each segment of the target audience that addresses the specific needs of that audience segment.

In the strategy implementation phase, prototype messages are devised for each target audience segment. These messages are carefully pretested among samples of the audience segment for which they were designed, using multi-dimensional, qualitative research techniques. As weaknesses and flaws in the messages are detected, they are appropriately revised and re-tested.

Also during this stage, a media plan is prepared which will specify the audience reach, frequency, coverage, duration, media mix and budgetary allocation for each target audience segment.

The strategy evaluation phase begins after campaign launch. Periodic, small-scale research studies are conducted among limited samples of the target audiences to determine whether the campaign appears to be achieving its objectives, and to enable program managers to take indicated corrective action while the campaign is still in progress. Larger-scale tracking studies are employed to more broadly measure campaign accomplishments over longer periods of time.

This very brief overview of social marketing methodology forms the perspective for the following assessment of the PWD mass media communication component.

Communication objectives

The mass media program appears to be overburdened by an excessive number of objectives. The result is that none of the six objectives is given the prominence and salience that it deserves. Moreover, while the determinants of reduced fertility are certainly inter-related in the scientific or demographic sense, they are not necessarily inter-related in the minds of the target audience; certainly not in the minds of the uneducated, illiterate majority of the population. There is no reason to assume (at least in the absence of any research to the contrary) that the target audience understands the relationship between a small family and female education or literacy, or of delayed marriage, for that matter.

A second problem is that some of the objectives, such as female education or literacy, are not likely to be attained through the use of mass media messages, no matter how ingeniously and skillfully devised. The importance of these broad social issues to the national development requires the implementation of comprehensive vertical programs; mass media messages can create awareness of these programs, or help motivate participation in the programs, but cannot substitute for the programs themselves.

Another issue that requires attention is the realization that not only family planning, but also the status of women in society, female education and delayed marriage are controversial socio-religious issues, which may provoke resistance even on the part of some who may be positively predisposed to the need for family planning. It is difficult enough to attempt to change the existing attitu-

des toward family planning without undertaking these additional formidable challenges to the existing social order. The point here is not that these issues should not be addressed; they must be in order to bring about national development objectives, and they are, in truth, inter-related. The question is simply one of whether all these issues should form part of a single mass media effort, and whether they are, in fact, amenable to modification by a mass media campaign alone. Perhaps the inter-personal communication component of the PWD's program should concentrate on these subjects.

If the government should continue to feel that it is their mandate that all six objectives be dealt with as part of the population welfare campaign, it should not insist that all six be contained in a single message. Each objective is of such great importance that it should have a number of messages single-mindedly devoted to it.

A comment is also required with respect to the government's desire to promote the two-child norm. Granted that population growth can only be stabilized by reducing the present fertility rate from an estimated six children to 2.3, the fact of the matter is that for many agrarian societies, including probably Pakistan, the two-child norm is not an appropriate one except for up-scale, urban families. Promotion of the two-child norm has not been successful in other countries for a variety of reasons. From a communication standpoint there is the potential danger that, among the uneducated majority of the population (who tend to be quite literal minded), a family planning message that exhorts a couple to have only two children could easily be rejected by those who already have three or more children, as being inapplicable to them. The wiser course of action might be to continue explicit promotion of the small family; to use two children in the visual representation of a small family, but not to stress two children as the sole means of achieving the benefits of family planning.

A final strategic consideration deals with what action the PWD would like recipients of the message to take. Assuming the present messages were able to motivate some members of the target audience to become interested in adopting family planning, what steps should they take next? Earlier messages in the campaign said "cooperate with the Family Welfare program." While this exhortation is rather vague, and might leave many viewers or listeners puzzled about how to cooperate, it nevertheless did convey the idea that they should do something.

The current messages contain no action component at all. Since explicit directions cannot be given, perhaps the best strategy for future message development might be to refer viewers and listeners to a source (Family Welfare Clinics or similar) where they could receive further information on how to achieve the benefits of a small family, or otherwise to encourage information-seeking behavior.

Strategic communication planning

The current mass media communication program is not proceeding according to the plan developed by PWD itself. Pages 19 and 20 of the Revised PC-I, Communication Plan 1984-88, contain a plan for communication research, pre-testing and evaluation. None of its components, however, has been implemented, nor are about to be implemented, although budgetary allocation for these activities has been provided.

The messages which are currently on the air were developed by the advertising agencies for presentation to PWD at the time the agency selection panel met; the only information available to the agencies was the briefing document and the listing of the six strategies. None of the messages was pretested with samples of the target audiences.

It is strongly recommended that the research program outlined in the PC-I document be implemented as soon as possible.

Execution of TV and Radio messages

In the absence of any pretest results or other research data, the following comments represent the consultant's judgment, augmented by Manoff International's experience with other family planning communication materials in societies approximately comparable to Pakistan.

The current campaign consists of two jingles, originally developed for radio use. The TV version uses the radio jingles, illustrated by appropriate visuals. One spot is 60 seconds, the other 74 seconds in length.

The following problems are apparent:

1. The jingles cover too many points (at least five points in each version). A number of the points are covered by just a single phrase. A basic principle of effective message design dictates that a message deal with only a single major point.
2. The use of a jingle, no matter how "catchy" or appealing, tends to trivialize the importance of the subject matter, and demands for it to be taken no more seriously than a message for another soft drink or a shampoo. Even given the enormous popularity of jingles in Pakistan, most messages dealing with serious problems (traffic safety, immunization, ORT, etc.) do not use jingles.
3. The use of celebrities tends to undermine the credibility of the message, unless the celebrity is a well-known user or proponent of what is being communicated. The personal lives of the two artists who play the husband and wife in the spots are well known to the TV audience; the young man is recently married; the young actress is widowed; they are obviously not the parents of the two children portrayed in the spots.
4. The multiplicity of messages in the spots portrays a lack of understanding of target audience segmentation: educating girls and marrying them off at a more mature age are obviously messages directed at parents of school-age and older female children; spacing of births and maternal/child health messages are primarily meant for young couples, etc.
5. Vague phrases such as "early marriage" or "spacing of birth" are likely to be interpreted differently by different segments of the audience. What is the recommended age for marriage? What is the recommended interval between births?
6. The visuals that illustrate the jingle and that are meant to depict family happiness in a rural setting are excessively pretty, and have an unreal, fantasy-land quality to them. It is difficult to see how the rural target audience could identify with the people, settings and situations portrayed in the spots.

7. The appeal to "national progress" has been shown to be irrelevant to the majority of the population, particularly in rural areas, in many other campaigns. Such appeals are best left to messages specifically designed for government officials and other influentials. Only research can reveal which appeals are truly relevant and motivating to the target audiences.

Execution of print advertisements

On the whole, the print advertisements appear to be more successful than the film spots. Each ad is devoted to a single message, the headlines tend to be thought-provoking, the illustrations more realistic, at times almost poignant. A tag-line unifies the many ads into a single theme, and thus the print campaign manages to achieve, to some extent at least, the difficult task of combining the six strategies into a whole.

Media planning and execution

A written media plan should be prepared by the advertising agency which specifies, for each target audience, the media strategy to be utilized, and provides detail regarding reach and frequency objectives, coverage, media mix, national and regional media to be employed and budgetary allocation by medium. The plan should also contain a justification or rationale for each of the proposed media.

In the absence of a formal media plan, it is difficult to assess the rationale, for example, for the extremely heavy use of TV. The current monthly spending rate is Rs. 1.7 million; of this, 67 percent is allocated to TV. According to figures obtained from the Audience Research Cell of Radio Pakistan, only eight percent of rural households own a TV set at the present time; while rural TV viewing is undoubtedly greater than the low ownership figure would indicate (due to deliberate understatement of ownership, viewing at a neighbor's house or community TV sets), the relatively low percentage of rural electrification in many areas of the country clearly positions TV as a far less important medium for reaching rural audiences than radio. Radio reaches over 70 percent of rural inhabitants; about 2/3 are regular or frequent listeners. By the same token, the airing of only two radio messages per day seems quite inadequate.

It is therefore recommended that the budget be revised to allocate more funds to radio, and less to TV. This could be accomplished in several ways, for example: by reducing TV scheduling from one spot a day to one spot every other day, or by shortening the length of the TV spots to 30 seconds. The funds thus freed should be used to increase the frequency of radio messages from the current level of two per day to a sufficient number to cover most time segments of the broadcast schedule since, unlike TV viewing, radio listening tends to be less concentrated and more scattered throughout the day.

It should be noted that reducing the weight given to TV will not substantially lessen the impact of the campaign against the urban, educated segment of the population, or against the opinion leaders and policy makers, since the schedule of daily press advertisements reaches essentially the same audience.

With respect to the press campaign, it is recommended that PWD request the Ministry of Information to waive the requirement that the scheduling of the PWD ads be executed by the Project Identification Document. The nature of the campaign requires that the advertising agency have the freedom to select which ads run in which newspapers and magazines, when, and with what frequency. In this respect, the campaign and its objectives differ greatly from the standard government press ads which concern legal notices, tender offers, recruitment, etc.

Campaign management

In many countries, Pakistan included, government departments tend to have difficulties in achieving congenial working relationships with advertising agencies. This is often a function of the inexperience of government departments in dealing with private sector firms; the slow, cumbersome bureaucratic apparatus for obtaining approvals, communicating decisions and making payments, etc. As a result, many talented agencies are reluctant to bid for government assignments, and this deprives governments of being able to take full advantage of the considerable pool of talent, creativity and skills which exists in the private sector.

The recent sequence of events involving the two agencies working on the PWD campaign has created some problems within the advertising industry; these problems are now in the process of being resolved by the Pakistan Advertising Association. This situation may serve to strengthen the resolve of some capable

agencies not to compete for government business in the future, despite the sizable billings involved.

The NDFC, which was to have served as PWD's consultant on the population welfare mass media campaign, has not been involved in the current phase of advertising activity. It is strongly recommended that the arrangement with NDFC be formalized as soon as possible, and that the NDFC assumes a role vis-à-vis the PWD in this campaign similar to that which it fulfills in relation to the SMC project.

Campaign evaluation measurement

The PC-1 document specifies that the communication efforts will be evaluated in terms of the sixth 5-Year Population Welfare Plan objectives. It should be noted that it will not be possible to evaluate the effectiveness of the mass media component of the communication program in terms of service statistics, contraceptive prevalence, number of acceptors, or any of the quantified target objectives of the plan. Since communication in the mass media cannot be explicit, and must therefore achieve its objectives by highly indirect means, it will be necessary to establish specific communication objectives which can then be used as the basis for evaluating the extent to which these objectives have been achieved. An example of a proper objective might be "to encourage X percent of the target audience segment to seek further information about family planning methods from the FWC," etc.

THE 1982-83 EPI CAMPAIGN

The 1982-83 immunization campaign is an effective example of what can be achieved through a process which is commonly referred to as "social mobilization"; similar spectacular results have been gained in other countries, notably Colombia, El Salvador and, most recently, in Turkey. While the mass media have played an important role in all three programs, the results achieved were in large measure attained through total national support and commitment to the cause, from the head of state down to the local field worker.

In the instance of the Pakistan EPI program, the role of the mass media was to create substantial awareness of the need for immunization in a very short

period of time. This was initially accomplished through a series of TV spots employing "scare tactics" (showing sequences of extremely sick children, some at the point of death), supplemented with extensive use of radio and other media. But of equal significance to the success of the program was the widespread outreach effort and the support of the village leaders, teachers, and, significantly, religious leaders (exhortations to bring the children to the immunization centers were, in many instances, broadcast on the mosque loudspeakers, and religious leaders lectured about the need for immunization in their sermons).

Regrettably, these powerful sources of motivation are not available to the family planning program. Under existing conditions, the mass media messages, although certainly capable of being more explicit in terms of dealing with target audience needs, must continue to maintain a "low profile." Endorsement and support by religious and secular officials may eventually be secured as the subject matter of family planning becomes progressively desensitized, but they are not available at the present time.

It must also be realized that the subject of preserving child health and prevention of child death is not, in any way, a controversial one. The "resistance points," if any, would tend to be of far lesser significance and much more easily overcome than is the case with family planning.

REVIEW OF COMMUNICATIONS RESOURCES

Advertising agencies

The advertising industry in Pakistan is very well developed, with some 50 agencies in Karachi alone, and an estimated 2,000 advertisers. All agencies are 100 percent Pakistani-owned. Most of the major agencies belong to the Pakistan Advertising Association, a trade group which promulgates and enforces rules of ethical conduct, including conditions under which speculative presentations can be made, and account switching procedures. When a client decides to re-assign an account to another agency, the previous agency must furnish the new agency and the media with a "no objection certificate" (NOC), which states that the client has settled all outstanding bills owed to the previous agency. Without the NOC, the media cannot accept advertising orders from the new firm (this procedure was not followed in the case of the PWD re-assignment, and has resulted in a dispute which is currently being arbitrated by the PAA).

During the course of his brief stay in Karachi, the consultant visited seven major agencies:

- SASA and Orient (the two agencies working on the PWD assignment)
- Interflow (working on the Social Marketing of Contraceptives assignment)
- Manhattan (worked on the 1983 EPI campaign)
- D.J. Keymer (working on the ORT demand creation campaign)
- MNJ Advertising
- R-Lintas

The latter two agencies were visited due to their size, prominence and reputation.

These are all full-service agencies, for the most part completely self-sufficient (with in-house production facilities for filming, photography, etc.).

The quality of their creative work, as expected, varies from superior to mediocre or worse. Likewise, the quality of their strategic thinking, the thoroughness with which they analyze their clients' problems, and the ingenuity with which they formulate recommendations, also show a wide range. Research orientation is generally lacking, with the notable exception of the Lintas agency.

In any future agency competition, it is strongly recommended that the agencies be selected primarily on their demonstrated ability to analyze problems in a systematic manner and on their strategic thinking, rather than on their ability to prepare attractive speculative creative materials.

Marketing research firms

There appear to be only two research firms, both in Karachi, with the capability, experience and staffing necessary to carry out relatively demanding research studies such as those required for the PWD communication program. The two firms, both of which were visited, are SMAR and Domestic Research Bureau (DRB). A third research firm, Business Research Bureau (BRB), located in Islamabad, was not seen due to conflicting reports about their capabilities and reliability.

The SMAR firm has been selected to carry out the Knowledge, Attitudes and Practice (KAP) research study for the forthcoming ORT demand creation campaign of the National Institute of Health (NIH). They appear well-qualified in terms of experience and staffing, and the head of the firm, Mr. Hassan, is a capable and knowledgeable research executive. They have had some experience with qualitative research, and have added a psychologist to their staff to handle future qualitative research assignments.

Domestic Research Bureau is the largest research firm in Karachi. It is a subsidiary of Lever Brothers Pakistan, and handles all of Lever's demanding research assignments. Approximately 80 percent of its turnover comes from Lever or Lever's agency Lintas, the rest from non-Lever sources. They are excellently staffed and equipped, have special facilities for conducting focus group discussions (including one-way mirror and concealed microphones), and do a great deal of advertising pretesting and other qualitative research. DRB has been selected to carry out the research program for the SMC project.

NEXT STEPS FOR FUTURE CONSULTANCIES

This initial visit, as mentioned, concentrated primarily on assessing the current status of the mass media component of the communication program.

Future consultancies will address other aspects of the TOR, including:

- measures to strengthen inter-personal communication
- effective utilization of the A/V vans
- development of monitoring feedback system to ensure successful implementation of activities

In addition, a work-plan to recast current activities according to the principles of social marketing will be prepared, which will also make provision for training in social marketing techniques and disciplines to be given to designated counterpart personnel.

LIST OF CONTACTS

ISLAMABAD

USAID

Jimmie M. Stone, Deputy Director
Raymond S. Martin, Chief, Health Population & Nutrition Office
Dr. William H. Jansen, Deputy Chief, HPN

Ministry of Planning and Development

Dr. Mahbubul Haq, Minister

Population Welfare Division

M. A. Kareem Iqbal, Secretary
A. Rashid Khan, Director, Communications
Abdul Hakim, Deputy Director, Communications
Khan Ahmad Goraya, Director-General, Program and Acting
Joint Secretary, Planning
Dr. Zahiruddin Khan, Director-General (Acting), Technical

National Finance Development Corporation

Agha Akhtar Ali, Senior Vice President

SASA Advertising

Mohammad Hammad, Senior Advertising Executive (Islamabad)

Orient Advertising Limited

Rahat Malik, Regional Manager (Islamabad)

Pakistan Broadcasting Corporation

Saleem Gilani, Director of Programs

List of Contacts
Page Two

Pakistan Television

Fazal Kamal, Director of Programs

National Institute of Population Studies

Dr. M.S. Jilani, Chief Executive

National Institute of Health

Major General M.I. Burney, Executive Director
Colonel Mohammad Akram, EPI Project Manager

Radio Pakistan Research Cell

Marghoob Ahmed, Audience Research Manager
Saiful Islam Rizvi, Audience Research Officer

KARACHI

Manhattan International Limited

Bashir A. Khan, Chairman

Interflow Communications Limited

Imran Hassan, Manager Client Service
Faisal Sher Jan, Executive Director

MNJ Communication Limited

Raees A. Khan, General Manager

SASA Advertising

Shabzada Ahmad Shah, Managing Director
Zahir Shahzada, Executive Director

Domestic Research Bureau

M.A. Baqai, Manager

List of Contacts
Page Three

Population Services International

Frank Samaraweera, SMC Resident Advisor

SMAR International Limited

Mahmud-ul-Hassan, Chief Executive

Orient Advertisers Limited

S.H. Hashmi, Managing Director
S.W. Ali Azam, Client Services Manager

R. Lintas Limited

C.A. Rauf, Chairman

D.J. Keymer & Co. Limited

Wajid A. Mirza, Managing Director
Faheem W. Mirza, Director

TOR OF USAID SHORT-TERM COMMUNICATION CONSULTANT

1. To review short and long term objectives of Communication Plan and to examine if these fit in overall programme goals and objectives.
2. To evaluate and suggest strategies for effective communication to promote small family norm projecting the concept of two-child family in the local context.
3. To examine the media campaigns presently utilized by the Population Welfare Division and suggest improvements to attain desired impact.
4. To suggest measures for strengthening inter-personal communication to popularize small family norm, keeping in view the limitation of inadequate field staff and weak institutional base.
5. To advise on most cost effective utilization of the A/V vans.
6. To assess cost effectiveness of the media mix and suggest ways and means to attain greater impact with economy.
7. To develop monitoring feedback system to ensure successful implementation of various activities and recast strategies at appropriate intervals.
8. To suggest areas of research and methodologies to assess impact of various campaigns and improve their contents and presentation in the light of findings.
9. To prepare a considered plan of action which projects specific issues to be addressed, keeping target audiences in view.
10. To define steps necessary for successfully implementing such a work plan.
11. To determine what other Foreign Assistance including technical assistance may be required.
12. To prepare a written report incorporating all findings and recommendations and submit the report to Population Welfare Division.