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FAMILY PLANNING COMMUNICATION
TECHNICAL ASSISTANCE MISSION TO DEVELOP IEC COMPONENT
OF USAID FAMILY HEALTH SERVICES PROJECT
SOMALIA

Prepared by: Guy M. Roppa, IEC Consultant

Dates of In-country Work:
February 25-March 21, 1984

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Executive Summary

Guy Roppa, consultant for the Population Communication Services project of Johns Hopkins University (JHU/PCS), travelled to Somalia to participate on a ten-member team to develop a Project Paper (PP) for the Family Health (FH) Services Project, proposed by the Agency for International Development. Ms. Margaret Neuse, Population Officer, USAID/Mogadishu, was team coordinator.

Mr. Roppa's scope of work was to develop the Information, Education, and Communication (IEC) component of the Project Paper. Specifically, he was directed to:

1. Review plans for programming IEC activities and identify gaps, areas of interagency collaboration and sequencing of activities for implementation;
2. Work with local counterparts to prepare a three-year IEC implementation plan; and
3. Develop a plan for USAID Mission support for these activities, including a scope of work for long-term and short-term IEC advisors.

The scope of work was completed successfully. A five-year IEC implementation plan was developed. However, a number of difficulties emerged during the development of the Project Paper:

1. There was little time to collect precise data on present Somalia IEC activities and resources, which could be used in formulating realistic plans.
2. No Somali organization had been identified as the responsible coordinating unit for the IEC activities of the Family Health Project. Each of the separate 14 Somali departments and autonomous agencies to be involved in the FH project was responsible for its own IEC activities. Some of the groups contacted were either unaware of the project or did not understand the scope involved.
3. A number of Somali organizations expressed strong concern over the proposed contraceptive distribution component of the project and questioned the definition and scope of the term family health. The PP Team eventually modified the strong family planning approach of the project by emphasizing family health without references to family planning and contraceptive distribution in the Project Paper.

Mr. Roppa made the following recommendations:

1. A working session should be held before the Project Paper is finalized to allow Somali organizations to express their views on the project and to ensure that the project is based on the acceptance and capabilities of those who would implement it.
2. An IEC Coordination Unit should be created as soon as possible, under the guidance of an IEC technical advisor. The IEC Unit, to be located at the Somalia Family Health Care Association (SFHCA), would be comprised of a professional team to coordinate the planning, implementation, monitoring and evaluation of the entire family health IEC program.

3. A short-term IEC planning consultant is needed to spend three months in Somalia to help build the IEC Coordination Unit and to assist the unit to undertake three baseline surveys: field circumstances, manpower needs, and material resources.
4. Two other consultants are needed for three months each, to be assigned to the project in later years, in order to carry out IEC production and an external IEC evaluation.
5. A long-term (three-year) IEC Advisor should be hired by AID who will be responsible for advising all participating institutions on their respective IEC strategies and programs, and for the first year will have executive responsibility for the functioning of the IEC Coordination Unit.
6. Further in-depth survey and programming work should be conducted in the preliminary stages of the project.
7. The main lines of the IEC program should be implemented to allow for a comprehensive, structured approach to family health IEC in Somalia, where Islamic values, nomadic independence and individualism, and traditional culture are paramount in determining social attitudes and behavior.

Population Communication Services

USAID Family Health Services Project, Somalia

IEC Component

REPORT ON A PROJECT PREPARATION VISIT

by

Guy M. Roppa

IEC Consultant

March 1984

1. Introduction

The purpose of my visit to Somalia was to contribute to the preparation of a project paper for the Family Health Services Project proposed in that country by the USAID.

Under the PCS's terms of reference, I was to: (i) review plans for programming IEC activities, identify gaps, areas of inter-agency collaboration and sequency of implementation; (ii) work with local counterparts in preparing an implementation plan for a 3-year period; (iii) develop a plan for USAID Mission support of such activities.

I reached Mogadishu by air on Saturday, 25th February 1984, and left in the early hours of Thursday, 22nd March.

By the time of my departure, the project paper for the IEC component had been completed, handed over to the AID Mission and discussed with them, and all objectives of my visit could be regarded as successfully achieved.

It should be noted that eventually plans were made for a 5-year Project, and that IEC became the Project's main component.

This report outlines some of the problems and achievements of my assignment, for future reference. The draft IEC project paper which I submitted to USAID, Mogadishu for incorporation in the overall FH Project document, is attached as an Annex to this report.

2. Project Planning

While in Mogadishu, I was a member of a 10-strong project planning team assembled by the AID Mission. The team included the Mission's Population Officer, Ms. Margaret Neuse, who acted as coordinator, a Design Officer from AID's Regional Office, Nairobi, an Economist from AID, Washington, an FP Services expert from AID, Nairobi, a Financial Analyst (from FHIP), a Demographer (from Westinghouse), two Census specialists (from BUCEN), a Somali Social Analyst with AID, Mogadishu, and myself (IEC, PCS).

In the event, the team could not work to the set schedule, as some of its members were delayed (the financial analyst, due to preceede the team, not having even arrived by the time I departed), some left before the whole paper was assembled and discussed (including myself), and one (the FP service expert) arrived late, fell sick and was due to leave earlier than planned.

Despite these difficulties, the coordinator and designer were confide that they could put together the project paper by the end of March, for review and authorization by the AID Mission.

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Team work was valuable, but it considerably slowed down the actual fact-finding and paper-writing work. Team meetings at the AID, $4\frac{1}{2}$ miles from the town centre, were held almost daily at the beginning then every other day on average, and on one occasion lasted six hours. Eventually it was agreed that, rather than discussing every chapter submitted by team members, they should go ahead full steam to complete their drafts in time.

Personally, I was unfamiliar with the format of the AID project paper and felt that too much time was spent on working out the Logical Framework and was uneasy over having to give inputs before assessing capabilities activities, and implementation needs. However, I did draft the paper in exactly the format required (except for the 'technical analysis', that the 'designer' agreed to draw from the introductions to outputs (i) to (vii)). On the whole, I found the programming process set by AID to be an interesting experience.

Throughout my assignment I was concerned with collecting precise data and using them in formulating realistic plans, rather than jotting down mere ideas that I knew would not work. This proved rather difficult in the short time available, under pressure to proceed with completion of descriptions, commodity lists, cost estimates, etc., for the sake of getting the project paper ready, no matter how tentative those figures and assumptions might prove to be.

I felt that project formulation should have been preceded by an adequate IEC survey. The AID Mission thought that such survey had been provided through the Project Identification Document. But all the PID said about IEC was, in the objectives, that "contraceptive, infertility and education sites", and "information about appropriate approaches to educating different population groups" had to be increased; and in the indicators, that "radio, posters and billboards" had to be used.

I tried to gather as many data as I could, but this was short of a full, reliable survey of all variables involved. I therefore recommended that further fact-finding and assessment should be undertaken in the preparatory phase of the Project (see 4. below).

In compiling the tentative Procurement Schedule, I used the Nelson C. White AV Catalogue PCS sent to me, and I left it with the AID Mission for reference at their request.

The time allotted for the four-fold task of surveying the FH/IEC scene, assembling the necessary information, establishing capabilities and commitments, and formulating the project in all its details and inter-component relationships, was indeed very short.

Of the three and a half weeks available to me, the first was virtually taken up in introductions, the second mostly in working out with the team a coordinated project framework, and only one and a half week was left for constructing the project itself, complete with purposes, inputs and outputs, description of activities, implementation, monitoring and evaluation plans, cost estimates, implementation and procurement schedules, scopes of work for TA advisers and trainees.

Fixing appointments with senior officials of so many departments did not prove easy; meetings were not always held as scheduled; and delays in obtaining the necessary country travel permit resulted in cancellation of my proposed field observation trip to a south-west region.

3. National Counterparts

I felt rather uncomfortable in not being able to plan the project, as I am accustomed to, in close cooperation with a national counterpart organisation and its officers.

No single Somali organisation had been earmarked as being responsible for planning and implementing the IEC component of the FH Project. While other components had a clearly identified counterpart agency (for example, FP services, obviously connected with the FP department of the Ministry of Health), the IEC programme was to be fragmented among all institutions participating in the Project.

The institutions were five, if three Ministries (Health, Education, and Information/National Guidance) were each taken as a whole, in addition to the SWDO (Women's organisation) and SFHCA (FH Care Association). In effect, they amounted to 14, once the separate departments and autonomous agencies involved were identified in each Ministry.

Consequently, I had to make contact with all 14 units, some of which were hearing about the FH Project for the first time. It is to be noted that the Ministry of Information and National Guidance had not been considered, before my arrival, as a possible participating institution. I made the first contact with them (through people with whom I had worked in the 60s and were now in high position), and managed to secure the involvement of essential IEC services such as the National Broadcasting Service, Press and Publications Service, Film and Audiovisual Agency, Printing Agency, and News Agency.

Even some of the senior officials already identified showed that they did not fully understand the scope of the Project. The Director of the Women's Education Department, also a member of the Women's Democratic Organisation's and the FH Care Association's executives, did not agree with the proposed contraceptive distribution part, and told me that first of all, her organisations had to agree with what they meant by Family Health.

The Director of the Curriculum Development Centre, MOE, was so alarmed by the introductory paper on the project circulated by AID in early March, that he wanted to go straight to the President of the Republic, "to stop the project". He was dissuaded from doing so, with the understanding that the preliminary project ideas would be fully discussed with all concerned and modified if necessary.

I conveyed to the AID team any feedback information from my meetings with Somali counterparts, and raised the fundamental point that FP promotion had to take into account the traditional beliefs of the Somali people, and respect their deeply-seated Islamic faith (which I had studied and written about during my 4½ years' experience in Somalia in the 1960s). I was supported by the Somali social analyst working with AID and member of the project team.

Eventually, the team agreed to tone down their too direct initial FP approach, modify the Project objectives and change its terminology, by emphasizing FH and deleting any reference to FP and contraceptive distribution from the framework. The main thrust of the Project was shifted even more on IEC.

I tried to work as closely as possible with the planners of individual Somali institutions, but could not go very far because of the short time available both on my side and theirs. Subsequently, I suggested that a joint meeting of all main departmental representatives should be held, to discuss an outline IEC project paper prepared by me, to establish a broad agreement of principles and basic strategies, and to assess the institutions' IEC capabilities, extent of commitment and material requirements.

The MOH undertook to convene such meeting, but in the event the people concerned could not be brought together, and the meeting was first postponed, then cancelled.

Before leaving, I impressed upon the AID (which had welcomed the proposed meeting), that a working session of that nature should be held at some stage before the Project paper was finalized, to enable the Somali institutions to express their views on the whole project draft, and to ensure that this was realistically based on the acceptance and capability of those who would have to implement it.

4. IEC Development

Early in my mission, I tried to establish where the responsibility was to lie for the implementation of the IEC programme. It was the initial AID's view that each institution participating in the FH Project would implement its own IEC activities, and receive some form of support from project funds. I stressed that IEC activities could not be undertaken piecemeal, but had to be conceived as part of a well structured programme aimed at achieving, through different channels and at different levels, the behaviour-changing objectives of the FH Project.

A professional team had to be set up, capable of coordinating the planning, implementation, monitoring and evaluation of the entire IEC programme. I agreed that no new administrative layer should be created, and that the IEC Coordination Unit be located in one of the existing institutions. As the AID wished to strengthen the newly formed, non-governmental SFHCA, we agreed that the IEC unit should grow within that Association. I discovered that the SFHCA had already appointed a Programme Officer and an Information Officer, although neither, and especially the latter, had any relevant experience.

The two officers themselves doubted that they could take on any all-project responsibilities, busy as they were developing the SFHCA's initial activities, a set of promotion/orientation workshops. Eventually I found a solution acceptable all-round, whereby the two officers would become part of the IEC Coordination Unit, working for both the SFHCA and the whole Project, under an IEC Coordinator as head of the Unit. The Coordinator would have exclusive all-Project functions, and be the counterpart to the long-term IEC Adviser to be appointed by the Project. The IEC unit would have close links with coordinating units and/or officers dealing with other project components.

It was essential that the IEC Coordination Unit be established as soon as possible, under TA advisory guidance. Hence my recommendation that a short-term IEC Planning Consultant should spend three months in Somalia later this year to help build up the unit, and assist it in undertaking three baseline surveys - of field circumstances, manpower needs, and material resources (see Annex : IEC Project draft). I also recommended that two other Consultants be assigned to the Project in later years, each for three months, one for IEC production development, the other for an external IEC evaluation. The AID Mission would like the PCS to provide all three Consultants, while they see the long-term (three-year) IEC Adviser coming under

5. Contacts made

In the course of my visit I contacted a large number of people, in Government departments and other organisations. Many of them are included in the "Who's Who in Somalia: Population/Family Planning", compiled by the AID Mission; the highest ranking among them being the vice-Minister of Education, Mrs. Fadumo Ahmed Alin.

I also identified, and worked with, lower technical officers in various departments and organisations, such as programme, research, training and field officers in the SWDO, SFHCA, WED (MOE), and Health Education Unit (MOH).

I was also able to open up to the FH Project the Ministry of Information and National Guidance, which had hitherto been ignored. My contacts there was based on the fact that from 1962 to early 1967 I had been the Unesco Mass Communication Adviser to the Somali Government, and had contributed to the development of the Ministry of Information and its services.

The Ministry's high officials, many of whom had held junior positions in the 60s, gave me a warm welcome and claimed that they remembered and valued my work. I was introduced to the new Minister of Information and National Guidance, Col. Mohamed Omar Jess, and had both working and social meetings with the Director General, Abdi Haji Gobdon; Director of Planning and Training, Hassan Goribar (who will be responsible for coordinating the Ministry's input to the FH Project); Director of P.R., Yusuf Abdullahi; Director of SONNA (National News Agency), Said Mohamud Haji; Director of Broadcasting Service, Mohamed Arab Falah-Falah; Director of Press and Publications, Ahmed Omar Al-Azari; Director of TV, Ahmed Ali Asker; Head of Information, President's Office, Yassin Haji Ismail; General Manager of Somali Film Agency, Ibrahim Awed Mohamed; Technical Director, Somali Printing Agency, Abdurahman Mohamed Elmi; and others.

I also met the Dean of the School of Journalism, Somali National University, Prof. Mohamud Ismail, and at his invitation, gave a lecture to his students on "Communication Strategies for National Development".

In my meeting with the Information Minister I presented him with a copy of my study, "Communication for Modernization in a Nomadic Society: Conditions and Prospects in Somalia", and was given copies of the latest Ministry publications.

Representatives of UNICEF and DANIDA provided me with useful information about their agencies' plans in FH-related fields.

6. Conclusions and Recommendations

I greatly enjoyed my assignment to Somalia, and feel that it has achieved its purpose of formulating a comprehensive IEC programme in support of the FH Services Project.

At the same time, I recommend that further, in-depth survey and programming work should be undertaken in the preliminary stages of the Project. To this purpose, an IEC Planning Consultant should be assigned to Somalia by the PCS, in agreement with the USAID Mission, possibly for three months, to help establish the proposed IEC Coordination Unit of the FP Project, and orientate its initial operation.

I also strongly recommend that the main lines of the IEC programme described in the attached Project Draft should be implemented, in order to allow for a comprehensive structured approach to FH information, education and communication in Somalia. Such an approach is essential in a country where Islamic values, nomadic independence and individualism, and traditional culture are paramount in determining social attitudes and behaviour.

Finally, I suggest that any future IEC project planning assignments be structured in such a way that adequate time is allowed for fact-finding and assessment, as preliminary to strategy and programme formulation.

7. Acknowledgements

I am grateful to the Government of the Somali Democratic Republic, the USAID, and the PCS, JHU for giving me this opportunity to revisit Somalia and contribute to the formulation of such a valuable project.

I am particularly indebted to the Minister of Information and National Guidance, Col. Mohamed Omar Jess, the Vice-Minister of Education, Mrs. Fadumo Ahmed Alin, the acting President of the Somali Women's Democratic Organisation, Dr. Raqiya Haji Duale, the Director of the Women's Education Department, Mrs. Hawa Aden, and other leading officials, for their guidance and friendly cooperation.

My appreciation is also due to Mr. Louis Cohen, Chief of AID Mission, Mogadishu, and the Population Officer, Ms. Margaret Neuse, for their assistance in the course of my visit; to Bill Jeffers and the other members of the AID Project Team, with whom I greatly enjoyed working; and to Cynthia Green, PCS project director, for her technical guidance and administrative support.

LOGICAL FRAMEWORK FOR SUMMARIZING PROJECT DESIGN

Project: FAMILY HEALTH SERVICES

Component: I. E. C.

Date of Summary: 10 March 84

NARRATIVE SUMMARY	OBJECTIVELY VERIFIABLE INDICATORS	MEANS OF VERIFICATION	IMPORTANT ASSUMPTIONS
<p><u>IEC Goal</u></p> <p>To support FH programmes and services with IEC approaches conducive to positive changes in FH behaviour to improve the quality of life in Somalia.</p>	<ul style="list-style-type: none"> - Integration of IEC strategies in FH programmes; - Increased adoption by Somali couples of FH practice. 	<ul style="list-style-type: none"> - Project evaluation - Comparison of results, FH Survey 1 and FH Survey 2. 	<ul style="list-style-type: none"> - Greater communication flow on FH issues will facilitate changes in FH behaviour and positively affect the quality of life; - GSDR will continue to facilitate FH communication flow; - FH services will be available.
<p><u>IEC Purpose</u></p> <p>(a) General purpose: To increase the operational capability and overall effectiveness of the institutions involved in FH programmes, through improved communication among themselves, with other organisations, and with the general public.</p> <p>(b) Specific purposes:</p> <p>(i) To increase IEC programmes about FH concepts, norms and services, leading gradually to their wider acceptance;</p> <p>(ii) To improve FH service performance, through more effective programme presentation and action by service personnel;</p> <p>(iii) To strengthen the coordination structure of FH services, and to facilitate their promotion within the overall development programme.</p>	<ul style="list-style-type: none"> - Increased IEC programmes suitable for specific audiences and circumstances; - Greater effectiveness of service personnel in motivating couples to adopt and continue FH practice; - Increased administrative and management effectiveness of FH institutions in providing IEC and service as part of overall development. 	<ul style="list-style-type: none"> - Comparison of preliminary IEC survey with IEC evaluation; - Assessment of IEC performance of service personnel through Project evaluation; - Assessment of FH coordination and management through Project evaluation. 	<ul style="list-style-type: none"> - Planned educational communication will improve the operation of the FH service institutions, and make their objective messages and services better known and more acceptable to people; - GSDR will provide funds and personnel support to the FH institutions; - There will be coordination of the concerned institutions; - The institutions will maintain their interest; - Suitable Somali staff will be made available for training.
<p><u>IEC Outputs</u></p> <ol style="list-style-type: none"> 1. Baseline data made available on IEC programme aspects; 2. Increased level of knowledge about FH among urban and selected rural populations; 3. Increased acceptance of FH concepts, norms and services; 4. Improved FH service performance by service workers trained in IEC attitudes and skills; 5. Greater initiative in FH promotion and service activities by motivated community groups; 6. Higher efficiency of FH services through coordinating structure; 7. Broader policy generated for FH programmes through adequate promotion. 	<ul style="list-style-type: none"> - Completion of one Preliminary IEC Survey providing data on IEC opportunities, to guide programme design; - 'X' percentage of couples aware of FH significance, methods and availability of services; - 'X' percentage of couples practising FH methods; - Number of trainers, service personnel and members of public trained in IEC attitudes and skills; - Percentage increase of FH promotion and service activities undertaken with community involvement by SWDO and other organisations; - One coordinating structure operating within the SFECA; - Government actions supporting FH programmes at all administrative levels; 	<ul style="list-style-type: none"> - Survey report; - Implementation unit reports, and FH survey data; - Service data and FH survey results; - Workshop/training courses records; - Records of SWDO and other organisations on local involvement events; - FH agencies supervision and monitoring reports; - Project evaluation; - Annual Work Programmes; - Government documents and FH institutions records. 	<ul style="list-style-type: none"> - Knowledge about FH concepts and methods will facilitate their acceptance; - Service personnel and volunteers trained in IEC attitudes and skills, and present services in a more acceptable manner, thus facilitating adoption; - Involvement of local groups in planning implementation and control of FH-related activities will make them more meaningful in overall community development terms, and more effective in inducing continued FH practice; - Internal and inter-agency communication will greatly improve coordination and management; - IEC will have considerable impact on policy-making and programme formulation at all government levels.

I.E.C. LOG - continued

IEC Inputs	Expenditure Level:	(all US\$)		
		USAID	GSDR	TOT.
1. Technical Assistance :		USA	- Local Csts	
Long-term (1 Advisor)	1. Tech. Asst.	378,000	—	.. .
Short-term (3 Advisors)				
2. Participant Training:				
Medium-term, USA (6 participants)	2. Part. Trng.	342,000	—	.. .
Short-term, 3rd Country (6)				
3. Commodities:				
Audiovisual equipment	3. Commodities	348,000	—	.. .
IEC Supplies				
AV Vehicles				
4. Other :				
Surveys/ Pilot activities	4. Other	—	920,000	.. .
IEC materials production				
Local activities support				
IEC personnel support				
AV vehicles running costs (incl. pers.)				
5. Contingency	5.	60,000		.. .
		<u>928,000</u>	<u>920,000</u>	.. .

Assumptions :
GSDR will continue to support the FH Project, and provide the committed counterpart resources.
The participating institutions will continue their cooperation, and will provide any of their services, in particular material production and dissemination services, at the lowest possible cost.
IPPF will continue its financial support to the SFHCA.
The SFHCA will develop quickly and adequately perform its coordinating function.
Trainable personnel will be provided by the participating institutions.
Suitable equipment and supplies will be available for supply, and will be delivered in time.
The Institutions will produce material as scheduled, and provide adequate storage and maintenance for hardware and software.

1.62 INFORMATION EDUCATION AND COMMUNICATION (IEC)

a. IEC Goal

To support FH programmes and services with IEC approaches conducive to positive changes in FH behaviour improving the Somali people's quality of life.

b. IEC Purpose

(i) General purpose:

To increase the operational capability and overall effectiveness of the institutions involved in FH programmes, through improved communication among themselves, with other organisations, and with the general public.

(ii) Specific purposes:

- A. To increase IEC programmes about FH concepts, norms and services, leading gradually to their wider acceptance;
- B. To improve FH service performance, through more effective programme presentation and action by service personnel;
- C. To strengthen the coordination structure of FH services, and to facilitate their promotion within the overall development programme.

c. IEC Inputs

(i) USAID contribution: ~~Dot.~~ US\$ 890,000 + 920,000 for local cost

A. Technical Assistance -- US\$ 378,000

One long-term IEC Advisor (30 pm)

Three short-term IEC Consultants (3x 3pm = 9 pm)

B. Participant Training -- \$ 104,000

Six medium-term training scholarships (6p x 6pm = 36 pm)

Six short-term scholarships for Regional study tours (6p x 3pm = 18p)

C. Commodities -- \$ 348,000

See procurement schedule

D. Others -- \$ 920,000 (All local costs)

Local cost support will be provided for :

IEC Survey and Pilot activities; Local involvement activities and support of local initiatives; Production of IEC materials;

Support to operation of AV mobile units; Personnel salary support.

E. Contingencies -- \$ 60,000

(ii) GSDR contributions :

to be estimated.

(Note : The Commodities figure (C.) would increase, and the Local Costs (D. Other) decrease, if more of the supplies for IEC local material production were provided from the USA. This to be estimated later

d. Summary of IEC Outputs

- (i) Baseline data made available on IEC programme aspects;
- (ii) Increased level of knowledge about FH among urban and selected rural populations;
- (iii) Increased acceptance of FH concepts, norms and services;
- (iv) Improved FH service performance by service workers trained in IEC attitudes and skills;
- (v) Greater initiative in FH promotion and service activities by motivated community groups;
- (vi) Higher efficiency of FH services through coordinated structure;
- (vii) Broader policy generated for FH programmes through adequate promotion.

e. IEC Activities

Activities proposed under the IEC Component are considered under each of the above-stated Outputs (to be taken as specific IEC Objectives). Some of the activities will however serve more than one Output, in which case a cross-reference will be made under the other Outputs concerned.

- (i) Baseline data made available on IEC programme aspects.

A data baseline is essential for programme development and its subsequent evaluation by objectives. Information will be collected and analysed on IEC aspects of FH, and in particular on traditional beliefs and customs, communication modes and cultural events, as well as local perceptions of problems and needs, and responses to FH and other developmental messages and approaches.

The following activities are envisaged :

- A. A Preliminary IEC Survey — designed by the Project's IEC Unit, in coordination with the participating institutions, and conducted through the field channels provided by the institutions. The design will cover specific aspects of the IEC programme components, as derived from the IEC specific objectives, including FH knowledge, attitudes and acceptance, community organisation and initiative, as related to cultural beliefs, communication and health behaviour, and perception of local problems. The investigation will have no formal questionnaire, and will be undertaken mainly by field workers adequately orientated.
- B. Gathering of all relevant IEC Information — the IEC Unit should locate any other study, survey report or other document containing information which may be relevant to its purposes. Such documents would include the results of the FH Survey originated within the Project, and would be found in GSDR departments, other social development agencies, university and international agencies operating in Somalia. Existing data from the FH Survey and other reports should be fitted into the IEC Survey design, and used to supplement its findings and avoid duplication.
- C. Analysis and Use of IEC Survey and other data — The analysis would be directed towards identification of opportunities for IEC activities, and would consequently assist in the design and implementation of such activities. The data and their analysis would form the basis for a continuing survey and evaluation system, to be included in the yearly work programme and aimed at broadening and sharpening the knowledge of planners and workers of the whole FH Project in the IEC aspects of their activities. This continuing IEC survey would contribute to and benefit from the Project's Operational Research activities.

D. Developing a Documentation Centre — containing all information relevant to the Project (as under A-C above), and providing for its regular update, analysis, distribution to appropriate persons and institutions, and utilisation in programme and material design. The Centre will also house copies of all IEC materials produced by the Project, and prototype materials from other sources. Arrangements will be developed for a regular exchange of FH and IEC information, experience and materials with other relevant organisations.

(ii) Increased level of knowledge about FH among urban and selected rural populations.

Knowledge about FH norms and availability of services is scanty in rural areas as well as among newly urbanised people. Very little is also known about the concepts of population dynamics, i.e. the relationship between family health and size and socio-economic development factors and opportunities.

Increasing the level of knowledge is indispensable to make people aware that they have real options in planning their family life and wellbeing, through size, health, educational and occupational skills and opportunities. The basis will thus be set for a gradual adoption and continuation of FH practices (as under (iii) below).

Given the great physical mobility and communicational interaction of the Somalis, informed knowledge about FH should spread fast throughout the country, become the subject of a national dialogue, and consequently have a powerful impact on shaping FH policies and programmes.

Proposed activities:

A. Organise meetings, give talks, hold seminars, stage demonstrations on FH, MCH, Nutrition, Home Economics — at established sites such as MCH centres, Village Councils, Schools, and other locations as necessary, with the cooperation of the institutions operating in the area: SWDO, MCH, Family Life Education, and others, in coordination with the local representatives of the MLGRD, MING, Village Committees, Trade Unions, Cooperatives, Youth organisations, schoolteachers, elders, religious and other leaders.

B. Design, pretesting and production of information and education programme and materials — taking into account religious and traditional values, beliefs and customs, and aiming at removal of misconceptions and negative feelings, while reinforcing positive responses.

This design is to be derived from surveys and evaluation (see (i) above), and as part of the overall IEC Strategy outlined in (iii) below. Materials will include: Radio, Audiovisual, Models and other crafted materials, produced by the MING, MOE, etc., according to their technical capability and audience outreach. Special materials will be designed and produced for specific groups and purposes (women's education, men, in- and out-of-school youths, nomads, urban dwellers, MCH and other workers, schoolteachers, opinion leaders and decision-makers).

Stimulus and support will be provided for production of materials at a local level, for closer relation to community circumstances and for involvement of local persons and groups.

- C. Dissemination and Utilisation of IEC programmes and materials —
- The target audience and the circumstances in which programmes and materials will be utilised, will determine their type and treatment of design and their utilisation technique. As to type, maximum diversification will be sought in order to cover different communication opportunities and to maintain the interest of the audience. Printed material will include posters, leaflets and flipcharts. There will also be simple, hand-made graphic materials, such as murals, display boards, small mobile exhibitions, and blackboards, flannelgraph models and demonstration techniques should be widely utilised. Despite its limited reach because of low full literacy, and the fact that due to their strong oral tradition the Somalis are still not given to much reading, the national press should be used, with articles, news items and photos on FH issues, to inform and motivate the better educated and more regular readers.
- Radio is evidently the most far-reaching and appealing mass medium, but its programmes on FH and other development themes will have to be given more imaginative treatment, and consist of dramas, features, interviews all interspersed with music.
- Television, only recently introduced in Somalia and still with very limited local production capability, and reach only in the Mogadishu area, will not be an effective medium. Nonetheless, its reports should give coverage to FH issues. In later years, the use might be considered of a video-cassette unit for purposes of local communities involvement. Films, though expensive, should be used in the Project. A good stock of 16 mm educational films should be procured on appropriate themes from other countries, mostly African. At least three colour, 16mm films should be produced locally (by the National Film Agency), based on family stories in different parts of the country (suburbs, nomadic area agricultural settlements). The films will be shown by the six mobile AV units operated by the Film Agency as part of the MING programme. Sets of colour slides are to be produced on different ^{FH} aspects, and kerosene projectors will be made available to the field units of the participating institutions.
- Essential to IEC effectiveness will be the appropriate mix of programmes and their integration with FH service activities and IEC approaches of other development agencies. This will involve the use of cultural media and the holding of IEC activities in conjunction with local events (see (iii) and (v) below).

(iii) Increased acceptance of FH concepts, norms and services.

In order to gradually reinforce awareness of FH among the people and turn it into acceptance and eventually continuing adoption of practice, the IEC programme will have to develop adequate strategies aiming ultimately at a merging of traditional and modern values and habits. Such strategies, and the programmes derived from them, will have to take into account the ecological, economic and social factors that determine the life of the Somali people. These must include the self-perception of the individuals, especially nomads, as highly independent, appreciative of spiritual and mystical values, resistant and resourceful in hardship with reliance on mobility and precautionary high human reproduction levels and animal hoarding, as well as adaptability to changing conditions.

The traditional style of verbal communication is to be a key pointer in devising modern communication approaches, affected as it is by the nomad's great interest in information about people and events and in news exchange, his extensive use of imagination, colourful exaggeration and wit, his oratorical ability and love of poetry and story-telling.

News travel fast through the rural areas, carried by travellers who promote information exchange in gatherings under shady trees, around camp fires and water wells, at trade settlements and tea shops. Reports brought by community couriers are discussed in group assemblies, where many local decisions are made. Communication is usually attentively screened by nomads in search for the source's motives. And despite today's changing social patterns, nomadic attitudes and culture are still strong even in settled and urban settings.

In this context, a developmental, and specifically an FH IEC strategy programme must draw freely on traditional culture and communication modes in order to achieve its objectives of life-improving change. Its basic approach should be the transference of planned innovative messages from mass and group media to interpersonal channels, at the same time amplifying the people's messages through the mass media, thus giving them a national audience and an opportunity to participate in the shaping of policies and programmes.

At all times, IEC programmes will have to be closely related to FH service availability, in order to reinforce such services (in themselves a most effective IEC medium), and not to give rise to unsatisfiable expectations and demands.

The following categories of activities are to be considered:

- A. Surveys, analyses and assessments of local social circumstances, needs and responses — falling into three main groups: the Preliminary IEC Survey (as outlined in (i) A); other formal investigations that may be required on specific aspects of the IEC programme; and an on-going taking of the local pulse by Project workers, under a programme operational system designed as part of this Project (see B. below).
- B. Planning of a comprehensive IEC Strategy and Programme — The broad strategy to be based on analysis of survey and other available data, and inter-institutional consultation. The planning of a detailed Annual Work Programme will follow, through a number of planning workshops at regional and one at central level, with the participation of FH institutions' managers, field workers, and selected opinion leaders. The Work Programme will spell out responsibilities for carrying out of activities, human and material resources (and budget) required. It will include an Operational System, providing for implementation, supervision, monitoring and evaluation, with mechanisms for management, personnel development, and inter-institutional coordination.

- C. FH in formal and community education -- Activities under this heading will include those planned by the Curriculum Development Centre, MoE (for integration of FH in the school curricula), and by the Population Education Department, MoE (for development of materials illustrating population problems and solutions. The role of the school in the development of family and community knowledge and attitudes will thus be taken care of. The IEC programme will also include the community education activities of the Women's Education Department, MoE (for family life education), and those of the FH/FP Department, MoH, through the MCH Orientation Centres and the support of the Ministry's Health Education Unit. The way in which these activities will converge at the community level, mainly through the SWDO motivational programme, will be considered as part of local involvement actions (see (v) below).
- D. IEC support to FH service delivery activities -- Intensive IEC programmes will be undertaken both prior and during service activities at their sites, in order to gather the people, motivate them to accept service, and educate them on implications and follow-up. Film and cultural shows will be arranged whenever possible, talks and demonstrations will be arranged, simple literature distributed. Another aspect of this intensive service-related IEC action will be operational coordination with other development agencies, national and international; UNICEF may be singled out among the latter, for its substantial support to MCH, MoE and SWDO field programmes. (Inter-agency cooperation will be further examined under (v) below).
- E. Development of innovative approaches, experimental techniques and materials -- The continuing assessment of experience at all operational levels described in A. above, should enable the Project planners to devise innovative IEC approaches capable of overcoming specific communication and service acceptance problems, and of maintaining the interest of the audiences. New materials will be designed, new involvement techniques tried at the community level, and special pilot projects of IEC-FH-Other development sectors may be undertaken. The results of such innovations will be evaluated and possibly adopted on a wider scale as part of the programming process (B. above).

- F. Support to design, production and dissemination of IEC approaches and materials — This will be provided under the FH Project to the participating Institutions that undertake educational and motivational activities (as described in C. above and (ii) B. & C.). In particular, the following will be considered:
1. Transport: 4WD vehicles to increase the mobility of FH Institutions' teams and give them film projection, other IEC field activity and supervision capability. Tentatively, vehicles would be allocated to SWDO (3), WED (2), CDC (1), SFHCA (1), MCH-H/Ed. (1) (in addition to vehicles supplied for FH service purposes).
 2. Audio-visual equipment : 16mm film projectors ⁽¹⁰⁾ with public address ~~system~~ capability, screens and accessories; power generators ⁽¹⁰⁾; current stabilizers ⁽¹⁰⁾; public address systems ⁽¹⁰⁾; slide projectors, ~~four~~ ⁽¹⁰⁾ electrical, ~~two~~ ⁽¹⁰⁾ kerosene operated; tape recorders, professional ⁽¹⁰⁾ and cassette recorders ⁽²⁰⁾; still cameras (one professional, ~~others~~ ⁽²⁰⁾ automatic); flip-charts ⁽²⁰⁾; and others.
 3. Printing equipment : one offset press to be placed in the Somali Printing Agency for FH Project's exclusive use.
 4. Reprographic equipment : three (for SFHCA, SWDO and MCH-H/Ed.).
 5. Office, studio, and library equipment, furniture and fittings (including typewriters and airconditioners).
 6. Audio-visual and printed materials and supplies: stock of FH-related films, slides; unprocessed films; sound tapes and cassettes; flipchart pads, paper, drawing materials; demonstration and teaching aids (flannelgraphs, etc.); books, periodicals and printed instructional material; others.
 7. Provision for production by Somali agencies of films, radio programmes, printed material, other audiovisual and crafted materials (as described in (ii) B. & C.).
 8. Fuel and maintenance for vehicles; provision for maintenance and servicing of audiovisual equipment.
 9. Provision of TA specialists for the development of particular aspects of the IEC programme; hiring of temporary professional and technical Somali personnel for surveys, workshops and other events, and for secretarial, administrative, catering and transport services as required.
 10. Salary support and field incentives for selected staff of the participating Institutions.
 11. Training opportunities , in Somalia and abroad, for Institution's personnel involved in the FH/IEC programme, in particular managers, planners, supervisors, technicians and key field workers.

- G. Assessment of needs — The precise allocation of the support to FH Institutions outlined in F. above, will depend on an assessment of their activities and specific requirements as mapped in the coordinated IEC Work Programme (see B. above). The assistance committed to the Institutions by other aid agencies (such as UNICEF, etc.) will also be taken into account in order to avoid duplication and imbalances.
- H. IEC Material Resources Survey — It will provide an inventory of the exact availability, condition, use and performance of IEC equipment ~~existing~~ at all levels of the FH Institutions' operation. Maintenance, repair and spares requirements should emerge from the survey, which is also to assess the existence, use, general suitability and effectiveness, demand and estimated consumption of printed, audiovisual and exhibition/demonstration materials. The Material Resources Survey should be undertaken under the coordination of the IEC Coordinating Unit to be established in the SFHCA. Together with the proposed IEC Preliminary Survey (see (i) A. & B.) and the IEC Manpower Survey (see (iv)A.), the IEC Material Resources Survey will set the basis for the structured development of the FH/IEC programme and its operational system (see (vi) below).
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- I. Subject to the assessment of precise needs and detailed programming, the levels of IEC materials production have provisionally been estimated as follows:
- 100,000 depliants, on five different FH themes;
 - 30,000 posters/flip-chart sheets, on five themes;
 - 10,000 pamphlets/booklets;
 - 5 sets of 30 slides, in 20 copies each (tot. 3,000 slides);
 - 3 motivational films, 16mm, 20-min., colour, in 10 copies each;
 - 1 weekly radio feature programme, 20-min., broadcast twice a week, every Project week (250 programmes);
 - 1 weekly radio drama, 20-min., broadcast twice a week, in series of 20 episodes each year, for 4 Project years (tot. 80 progr
- / Other printed, audio-visual and crafted materials, to be identified and quantified later.
-

- (iv) Improved FH Service performance by service workers trained in IEC attitudes and skills.

The FH Project will not count on having many IEC professionals; they will be limited to central planners and producers in the participating institutions. In any case, the IEC activities in the field will be fittingly in the hands of FH and community workers capable of reaching the deepest grassroots. Service delivery must be recognised as a central Communication Medium in any development programme, as it is the way in which service is performed that has the most profound impact on people, and ultimately determines their continued acceptance. Beside acquiring skills in service delivery, TBAs and other health workers must learn some IEC skills as well. In particular, they must be capable of approaching their service tasks with the right attitude, and of presenting (in communication terms) their services in the most appealing, convincing and personalised manner possible. Familiarity with appropriate IEC techniques will be helpful as a backup to the worker's human relation attitudes.

In addition to this IEC orientation/training function covering FH Project staff and volunteers, the IEC programme will also be responsible for giving orientation and training in FH principles, practices and promotion to professionals and workers of other development sectors, community opinion leaders, and for the wider education and motivation of sections of the public.

Main activities :

- A. Manpower Survey of IEC and Service workers available for FH Project activities in the participating institutions -- The Survey will aim at assessing numbers, responsibilities, qualifications, potential development and training needs of existing personnel. It will be conducted by the IEC Coordinating Unit of the Project in collaboration with the participating institutions; it should lead to the formulation of an IEC Training Plan; and it may result in possible revisions of the staffing pattern and operational methodology of the institutions within the proposed Coordinating Structure (see (vi) below).
- B. IEC Training Plan -- to be formulated on the basis of data and assessments deriving from the IEC Manpower Survey (see A. above). The Plan would provide for :
 1. In-service training of IEC staff;
 2. IEC Orientation Workshop for FH institution managers;
 3. IEC Workshops for FH Service field team leaders;
 4. IEC Inputs to FH Service Training Programmes at central, regional and local levels.
- C. FH Education/Motivation Programme -- planned to provide the following:
 1. FH Workshops for managers and workers of other development organisations (including schoolteachers);
 2. FH Workshops for Community leaders;
 3. FH Orientation sessions for selected public groups;
 4. FH/IEC inputs to non-FH Training Courses (and *ESDR orientation sessions for staff*).
- D. Implementation, evaluation and follow-up of IEC Training Plan and FH Education Programme (A. & B. above) -- All stages of these activities will require the highest possible cooperation of the organisations involved, the backing of specialised departments of the MoE, MING & MoH, and the design, production and utilisation of appropriate Training Materials.
- E. Specialised IEC Training through TA scholarships -- needs and sources will be identified, programmes designed, possibly to include medium-term courses in the USA and short-term study tours in the African/Asian Regions.

- (v) Greater initiative in FH promotion and service activities by motivated community groups..

The only way of achieving behavioural changes through developmental messages and activities is through the involvement of people in expressing such messages in their own style, and in contributing their own ingenuity to the planning and implementation of such activities. This is particularly true of people as imaginative, critical, independent and resourceful as the Somalis.

Popular participation (like Service in (iv) above) must indeed be seen as a crucial Communication Medium, without which all other conventional media would have little effect.

The IEC programme will foster a process of community involvement in FH services through the channels of traditional and progressive Somali democracy. Local groups and their elders, religious leaders, mobilization agents and development workers will be approached, motivated and orientated. Their initiatives in FH and related activities will be supported, within the framework of overall community development.

Proposed activities will include:

- A. Meetings, debates and orientation sessions on FH themes with local leadership, government officers, teachers, and representatives of women, youth, labour, cooperative and other organisations (see (iv) C. & D. above). These meetings and the activities that follow will be undertaken through and in cooperation with the organisations operating at the local level, in particular the SWDO (see E. below).
- B. Meetings and orientation sessions on FH aspects with selected public groups, both female and male, with use of appropriate IEC materials and techniques, and the backing of regular radio programmes geared to local situations.
- C. Workshops with local leaders and groups to plan FH-related schemes, including improvements in environmental health (water and sanitation works), mother and child care (centres and services), nutrition (kitchen gardens and diversified cooking), occupation (handicraft and artisan works, leisure/educational facilities especially for children (nursery gardens, play and sports grounds). The implementation of such schemes will receive material support from the IEC programme (in terms of education and production materials, tools and implements and supplies), through the organisation that will assume the sponsorship, mainly the SWDO (see E. below).
- D. Organisation of activities aimed at promoting FH, including cultural events (poetry, songs, drama, folk-dancing), sports and other social events, with competitions and prize-giving. Participation, with exhibitions, films shows, music, talks and other IEC techniques, in traditional local markets, fairs, festivals and celebrations.

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E. Cooperation with and support to Organisations, in particular the SWDO, in their activities related to the community involvement actions described in A. to D. above. One of the main channels for the FH Project IEC programme will be the SWDO's Social Orientation Centres. The MCH Centres and the FLE teams of the WED (now planning to extend their health nutrition/home economics orientation from set centres to open community sites) will also be channels for FH/IEC support. The gradual training of Community Health Workers and TBAs operating in the expanding PHCs network will provide additional human resources to the FH/IEC programme. (see (iv) B. & D.).

Support given by the Project to the SWDO and other organisations in their community involvement activities, will include provision of equipment and materials - in particular transport facilities, slide projectors and other AV equipment and materials - and funds for operational costs, as described in (iii) F. above. In addition, there will be

1. Material and financial resources for cultural/promotional activities (as in A. B. & D. above), local production of simple IEC materials, and implementation of local initiative schemes (as in C. above);
2. Assistance in IEC planning, training, monitoring and evaluation.

F. The relationship of FH with other developmental aspects will be established wherever possible through coordination of FH/IEC plans and activities with IEC units of other development organisations. This should include joint field promotion activities with workers of other sectors; to this purpose, close working cooperation will be sought with the MLGRD, the implementation channel for all developmental programmes at local levels. Overall coordination with other agencies will be developed under the IEC Programme Operational System, to be established as part of the Project's Coordinating Structure (see (vi) below).

(vi) Higher efficiency of FH services through coordinating structure.

The very fact that the FH Project will have to operate through at least seven participating Institutions, at community, district, regional and central level, and with the cooperation of several other national organisations and donor agencies, clearly calls for an efficient coordinating structure.

Within the structure established for the Project as a whole, the IEC programme will have an essential dual role. On the one hand, it will provide for a comprehensive approach to the ~~task~~ multifarious task of facilitating people's awareness and acceptance of FH ideas and practices, in all social circumstances and through all possible channels. On the other hand, the IEC programme will have to facilitate the communication flow between the participating institutions, and with other organisations, at all administrative and operational level. IEC programme coordination will thus be interlocked with coordination of service delivery and other components, through a management coordination structure that has to be both flexible, to allow maximum freedom of operation to the participating institutions, and efficient to ensure comprehensive planning, monitoring and evaluation of activities and rational utilisation of resources.

Action for the development of IEC programme coordination will include

- A. Establishment of an FH IEC Coordination Unit — It will be set up within the FFHCA, and consist of an IEC Coordinator (as the counterpart to the long-term IEC Advisor provided under TA), the SFHCA IEC Officer and the SHFCA Programme Officer. The two officers, already in post, will continue to discharge their respective responsibilities under the programme of the SFHCA as one of the FH Project Institutions. It is expected, however, that in view of its recent creation as the only exclusively FH organisation, and its predominantly IEC objectives the SFHCA will be able to concentrate much of its efforts on the task of coordinating the IEC work of the other institutions. The Association will thus make a vital contribution to the development of FH services in Somalia.
- B. Activities of the IEC Coordination Unit — The Unit will :
 1. Design and coordinate the implementation of three surveys aimed at providing basic data for the planning of the IEC Programme:
 - (a) IEC Preliminary Survey (through analysis of existing data and field investigation of IEC factors relevant to FH), (see (i) A &
 - (b) IEC Material Resources Survey (see (iii) H.);
 - (c) IEC Manpower Survey (see (iv) A.).
 2. Utilise the results of the above surveys to coordinate the planning of the following working instruments:
 - (a) Long-term IEC Strategy, and Annual IEC Work Programme/Budget, showing the responsibilities and contributions of each participating Institution (see (iii) B.);
 - (b) Assessment of material needs of each Institution, as the key for allocating the resources provided under the Project (see (iii) C)
 - (c) IEC Training Plan, for upgrading the IEC skills of the Institutions' staff (see (iv) B.).

3. Initiate the coordinated design of the following mechanisms as part of a comprehensive IEC Operational System:
- (a) Monitoring (through supervisory visits and implementing units' reports);
 - (b) Evaluation (through continuing assessment, periodical evaluation, analysis and presentation of findings);
 - (c) Coordination (through definition of Institutional and personal functions, responsibilities and relationships, within the FH Project and consultative and cooperative arrangements with other organisations);
 - (d) Management and Programme Development Information (through processing of all information and experience derived from IEC operations and other sources - gathered in a Documentation Centre (i) D.), leading to policy decisions and programme revisions.
- (e) IEC Programme Operational Manual, with technical and administrative notes.
4. Perform continuing Planning, Monitoring and Coordination functions, to ensure the implementation of the coordinated IEC Operational System through its components (as in (3) above), as part of overall FH Project management.
- To this purpose, the IEC Coordination Unit will advise and service :
- (a) The Management Coordination Committee - composed of directors of the participating Institutions, and coordinating the FH Project at the highest level;
 - (b) The IEC ~~Consultative~~ Technical Group - consisting of senior IEC professionals of the participating Institutions and coopted experts from other organisations as deemed necessary; the Group will meet periodically to ensure regular technical coordination and to examine and develop any IEC programme aspect;
 - (c) The Coordination Units of the Population Data, FH Services, Operational Research components of the Project;
 - (d) Any IEC and Service implementation unit and, with the agreement of the Management Committee, any other organisation, as required to identify and solve FH IEC problems..

C. Project Support to IEC Coordinating Unit -- The stages involved in the setting up, initial orientation, in-service training of the IEC Unit, and in developing its activities, are examined in section 2. Implementation. The support provided to the Unit will include payment of salary for the Unit Coordinator, provision of a 4WD vehicle (and running costs), a 16mm film projector (with generator and stabilizer), one tape and one cassette recorders, reprographic equipment, office and library equipment, stock of films and other supplies, as well as training opportunities for all members of the Unit (see also (iii) F.)..

- (vii) Broader policy generated for FH programmes through adequate promotion.

The establishment of the SFHCA and of a Presidential Council for Maternal and Child Welfare have marked at the end of 1983 the growing interest of the GSDR in the development of FH programmes in the country. Such progress should be sustained, and the adoption encouraged of policies and programmes setting FH in the broader context of relationship between population and national development. While Population Policy development comes under a specific component of the FH Project, the IEC programme can effectively promote such policies by facilitating a national dialogue on FH issues. In particular, it can help to bring the official and other opinion leaders at regional and district levels into the policy development process, thus adding weight to the efforts being made by the FH Institutions at the central level.

To this purpose, the following IEC activities are proposed:

- A. Workshops, discussion groups, orientation sessions for government officials, social mobilization officers, and group leaders at all administrative levels;
- B. Diffusion of ideas generated in such sessions, through the mass media radio in particular;
- C. Publication of bulletins, pamphlets and other printed material on FH issues;
- D. Encouragement, and wherever possible support (in terms of orientation, transport facilities, minor equipment and supplies, and field incentives) to specialised Somali organisations (such as University departments and social/education groups), to undertake research studies and experimental projects in field related to FH;
- E. Supply of books and other publications on FH to academic, education social and other institutions for use by their audiences..

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(f) IEC Participants

The IEC Programme activities will take place at two main levels: central (Mogadishu) and local (regional, district and village).

The activities themselves can be broadly grouped into five major categories : planning/management/evaluation/training; production/dissemination of materials; education/motivation of decision makers and opinion leaders; information/education of couples and general public; community involvement.

The Institutions directly participating in the IEC Programme are five, if three Ministries (Health, Education, and Information/ National Guidance) are taken as a whole, in addition to the SWDO and SFHCA. In effect they can be counted as 14, once the separate departments involved are identified in each Ministry, as follows.

Ministry of Health: FH/FP department, MCH division, and Health Education Unit. Ministry of Education: WED, CDC, and Pop/Ed. Dept. Ministry of Information: Broadcasting Dept., Press and Publications Dept., SONNA , Planning/Training Dept., Film Agency, and Printing Agency.

A division of responsibilities for activity group implementation at the two broad geographical/administrative levels can be summarised as follows:

A. Planning/management/evaluation/training

Central level:

All Institutions, both in coordination and in their respective sectors

Specific inputs:

SFHCA - overall planning, monitoring, coordination of programmes and training;

CDC, Pop/Ed - school curricula and educational materials design;

WED - research/planning of women's education; educators' training;

MCH, FH/FP, H/Ed - IEC/Service coordination; field workers' training materials design;

SWDO - coordination of country-wide women's social mobilisation activities; training of field activists;

Plng/Trng (MING) - Coordination of MING inputs; planning of info. approaches; Info. training;

Local levels:

MCH, FH/FP, SWDO, WED - organisation, supervision and reporting of activities;

SWDO, SFHCA, MCH, FH/FP, WED - orientation and training of local staff and volunteers;

B. Production/dissemination of IEC materials

Central level:

Radio, Press, Printing Press, Film Agency - production and dissemination

MCH, FH/FP, H/Ed, WED, SWDO - distribution;

Local levels - MCH, FH/FP, WED, SWDO - utilisation in field activities;

.

C. Education/motivation of decision-makers and opinion leaders

Central level:

All Institutions

Specific inputs:

SWDO, SFHCA - meetings, workshops, campaigns;

Radio, Press, SONNA - Info. programmes;

Local levels :

SWDO, SFHCA, MCH - meetings, workshops;

Film Agency - film shows by mobile units

D. Information/education of couples and general public

Central level:

All institutions

Specific inputs:

SWDO, SFHCA, MCH, FH/FP, H/Ed, Radio, Press, SONNA: dissemination
of info. and materials; organisation of campaigns;

Local levels:

SWDO, MCH, FH/FP, WED : meetings, workshops, orientation sessions;

SONNA, Radio : reporting of activities;

Film Agency : film shows by mobile units;

E. Community involvement

Local levels:

SWDO, WED, MCH : promoting involvement and supporting initiatives;
coordinating inputs of other organisations.

(g) IEC Beneficiaries

A. Institutions.

All Institutions participating in the Project will develop their IEC capabilities, in the field of planning, design, management, production, monitoring and evaluation. They will obtain IEC equipment and supplies, and transport facilities. Their staff at all levels will benefit from training in IEC attitudes and skills. A major beneficiary will be the SFHCA, as the IEC coordinating point for the whole Project. The SWDO should also apply the new IEC experience to its nation-wide social mobilisation of women.

B. Other organisations and groups.

They will acquire new knowledge in FH issues as well as a better understanding of IEC approaches. By incorporating FH concepts into their policies and programmes, they should be able to broaden their scope.

C. Decision-makers and opinion leaders.

They should broaden their particular scopes, and increase their status and influence over both administrative levels and the public.

D. Couples.

They would gain a better understanding of how FH can help to improve their family life, and make responsible choices in terms of FH practice.

E. Other sectors of the population, of all ages, sex and geographical location.

They should become aware of the implications and advantages of FH for their ~~ix~~ particular circumstances, join in a national dialogue on such issues, and take advantage, for themselves and their families, groups and communities, of the FH services promoted through IEC and of the ~~social~~

2.0 IEC Implementation

(i) Management

All participating institutions will be responsible for the implementation of the respective IEC activities planned under the FH Project (as outlined in the description of activities - (e), (i) to (vii) - and in the identification of participants' contributions - (f), A to C).

Central responsibility for the coordinated management of the whole IEC Programme will rest with the IEC Coordination Unit, placed in the SFHCA. The Unit will consist of the SFHCA Programme Officer and IEC Officer, and will be headed by the IEC Coordinator as the counterpart of the long-term IEC Advisor. It will exercise its management coordination function by developing and applying adequate instruments for the regular planning of annual IEC Work Programme/Budgets, research, documentation, monitoring and evaluation, as part of an IEC Operational System (see (e), (vi) A to C).

The IEC Coordination Unit will be the IEC Programme executing body of the overall Project Management Committee, composed of directors of all participating institutions (with other coordinating/executing points established for the other Project components).

The Unit will also act as the permanent secretariat of the IEC Technical Group, consisting of heads of IEC units of all participating institutions and other senior IEC professionals. The Group will meet periodically to review the IEC programme and formulate strategies and specific inputs.

(ii) Technical Assistance

The long-term IEC Advisor will have a multiple role, performing different functions at different programme levels. He/she will advise the management of all participating institutions on their respective IEC strategies and programmes, train IEC trainers, and supervise IEC unit heads in all institutions.

At the central level (Project/IEC management), the Advisor will coordinate all management functions (research, planning, monitoring, evaluation), and will, for the first year, have executive responsibilities for the functioning of the IEC Coordination Unit, on which he/she will report to the Project Management Committee.

The IEC Advisor will also be responsible to the funding agency (USAID) for the implementation of the IEC component and the administration of the resources provided by the Project. He/she will identify needs for short-term IEC Consultants, and coordinate their work.

(iii) Organisation and Planning

The coordinated IEC Programme will be developed in stages. The first stage will consist in establishing the IEC Coordination Unit and Technical Group. The Unit will be organised by the IEC Advisor, or in case of delays in his/her arrival, by a short-term IEC Planning Consultant.

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The Advisor/Consultant will develop, in mid-1984, basic functions, responsibilities and relationships for the members of both the Unit and the Technical Group. He/she will orientate the Unit members in their work, and begin their in-service training by assigning to them their initial tasks, i.e. design and organisation of the IEC Preliminary Survey, Manpower Survey, and Material Resources Survey (see (e), (i) (iii) & (iv)). The Advisor/Consultant will assist the Unit and the Institutions in the conduct of the surveys and the utilisation of findings.

In the second stage, the Advisor/Consultant, with the full involvement of the Coordination Unit and Technical Group, will formulate the long-term IEC Strategy and its provisional 1985 Work Programme/Budget. This should consist of Sub-programmes broadly corresponding to the stated IEC Objectives (Outputs), the last sub-programme embodying the IEC Operational System (internal and external coordination, planning, monitoring, evaluation, and management of human and material resources).

Following the formulation of the Strategy, the IEC Coordination Unit will organise a number of Planning Workshops at regional level, where senior workers of the participating institutions, other government and development officers, and selected community leaders will adapt the general IEC strategy to the needs and situation in their area. They should come up with regional/district plans of action which will form the basis for the overall IEC Work Programme.

The 1985 Work Programme/Budget will be finalised once the data provided by the three basic Surveys and the regional/district plans of action, will become available. This should be towards the end of 1984 or early 1985, when the long-term IEC Advisor will presumably in post. The third IEC Programme stage, its first-year's implementation would then begin.

Design, pretesting and production of new IEC materials will be undertaken in two main stages: first, basic printed and AV materials (towards the end of the 1st Project year); second, more elaborate and diversified materials following input of short-term IEC Production Consultant (at the end of the 2nd Project year).

v) Monitoring and Evaluation

The Annual Work Programme /Budget will be based on the IEC Objectives (Outputs), each determining a Sub-programme, for which a set of Activities will be developed. For each activity, the WP/B will indicate priority, time, place, institution and unit/person responsible for implementation, resources needed and allocated (including those of cooperating organisations).

A Monitoring System will be established through various mechanisms - supervision visits and reports, reports from implementing units, and meetings with representatives of communities, social organisations and other agencies operating in the areas where FH/IEC activities are held. A simple reporting format will be devised, easily handled by local units and consolidated at central level, in order to record the level of implementation of the planned activities.

The Evaluation System will be partly based on the monitoring reports. These will contain information about the success or difficulties of each activity. Evaluation will be seen as a continuing process, with simple assessments coming from the field units, and suggestions on how to solve problems and develop new ways. A simple evaluation format will be closely related to programming and monitoring formats, and its data compiled and analysed yearly by the IEC Coordination Unit.

The main evaluation criteria will be qualitative ones, the principal indicators being interest, attendance and participation of target audiences in IEC activities. There will be no attempt, in the first few years, to measure attitude and behavioural change either by sophisticated evaluation techniques or in terms of adoption of FH methods, although the latter may be taken as a not altogether valid quantitative indicator of IEC effectiveness.

Evaluation will be, as far as possible, participatory. Meetings, workshops, film shows and other orientation, training, planning and communication events will be used to gauge the people's views on the IEC programme and the FH Project as a whole. The information thus obtained will be processed through the IEC Documentation Centre, analysed and incorporated in the evaluation reports.

A mid-term IEC evaluation will be conducted with the assistance of a short-term IEC Evaluation Consultant, in cooperation with appropriate Somali institutions.

(v) Training

Following the initial orientation and in-service training provided to the IEC Coordination Unit by the IEC Advisor/Consultant, a wide-ranging IEC Training Plan will be formulated. It will be based on the needs assessed through the IEC Manpower Survey (see (e), (iv) A to C).

The main thrust of the Plan will be on training of trainers, in particular the senior members of IEC units of the participating institutions. IEC inputs will be provided to training courses for FH service workers and social education/mobilisation workers, always with emphasis on training the personnel that in turn will train others at the local level.

A broad orientation/education programme will also be developed, aimed at imparting basic FH and IEC training to managers and leaders of other development organisations, communities and selected groups. The Training Plan will include provisions for evaluation and follow-up.

An Experimental Field Workshop, organised at the end of the Project's second year, will provide operational training to a number of FH IEC/Service workers, acting as a team with other development workers, in a selected rural area. The Workshop will be a combined research/planning/implementation/evaluation and training pilot project in integrated IEC approaches, which should subsequently find wider application.

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The Adviser, in collaboration with the IEC Coordinating Unit, the IEC Technical Group and the Project Management Committee, will also identify candidates for overseas training. This would consist partly of medium-term scholarships in the USA and partly of short-term study tours in countries of the Asian/African Regions.

(vi) Procurement of Commodities and Services

The procurement of IEC commodities and services, totalling an estimated \$348,000, is detailed in the Procurement Schedule.

It is possible that some additional supplies may be needed, to cover IEC material production items. As it is, most production costs have been included in the Local Costs budget. It is expected, for example, that the USAID will pay the full cost of three 16mm motivational films, to be produced by the Somali Film Agency. The Agency would purchase all materials and pay for all services involved in making and processing the films, and be reimbursed by the Project.

However, an arrangement could be arrived at whereby the USAID would supply the raw film stock to the Agency, in which case the corresponding sum would be transferred from Local Costs to Commodities.

(vii) Disbursement of funds

All funds for local costs will be disbursed by the USAID through its established procedure. It is essential that funds be made available timely, and often at rather short notice, in view of the fact that some funds will be needed for field activities organised at the initiative of local units and communities.

It would help if sums estimated as likely expenditure under the Annual Work Programme / Budget, could be deposited quarterly in advance in an FH/IEC imprest account.

Arrangements should be made with the appropriate GSDR departments to ensure the regular and timely disbursement of the counterpart funds committed to the Project.

viii) GSDR logistical support

All participating institutions will provide all available space and facilities necessary for the implementation of the IEC Programme.

The SFHCA will provide office accommodation for the IEC Adviser and IEC Coordinator, space for the ~~xxxxxx~~ Documentation Centre, and secretarial assistance. A telephone, possibly with two lines, should be installed at the SFHCA (no telephone exists there at present).

15.0 IEC IMPLEMENTATION SCHEDULE

Project MONTH	Description of ACTIVITY	INSTITUTION Responsible
0	Signing of Project Agreement	USAID/GSDR
2	Preliminary arrangements for establishment of IEC Coordination Unit (IEC-CU) and IEC Technical Group (IEC-TG)	SFHCA/All In:
3	Short-term IEC Planning Consultant (IEC-PC) (or preferably long-term Advisor) arrives; Final selection & appointment of IEC Coordinator (IEC-CO); Establishment of IEC-CU & IEC-TG	USAID SFHCA / IEC-I SFHCA IEC-PC
4	Development of functions/responsibilities/relationships for IEC-CU & IEC-TG Assignment of initial tasks to IEC-CU: 1. IEC Preliminary Survey; 2. Manpower Survey; 3. Material Resources Survey; 4. Organisation of Documentation Centre; Work on the three surveys & the Doc. centre;	IEC-PC / IEC-C IEC-PC IEC-PC IEC-PC
5	Completion of Manpower & Material Resources surveys; Preliminary IEC survey: existing data gathered & analysed; field interviewers trained; Work starts on IEC Operational System (planning, implementation, supervision, monitoring, evaluation, management)	IEC-CU/ IEC-P IEC-CU/ IEC-P IEC-CU/ IEC-P IEC-PC
6	Completion of: 1. Material Resources Plan (from MR survey); 2. IEC Training Plan (from Manpower survey); IEC field survey under way; data coming in, analysis put to hand; Guidelines given on formulation of long-term IEC Strategy (from Preliminary survey findings), & on design of Regional Planning Workshops; Short-term IEC-PC leaves;	IEC-CU/ IEC-P IEC-CU/ IEC-P IEC-PC
7	Long-term IEC Advisor (IEC-AD) arrives; IEC Preliminary Survey analysis reviewed; Long-term IEC-Strategy drafted;	USAID USAID IEC-AD/ IEC-CU IEC-AD/ IEC-CU
8	Regional Planning Workshops held (2x3days); Reg/Distr. plans of action formulated;	IEC-CU/SWDO
9	Coordinated IEC 1985 Work Programme/Budget drafted (from Strategy & Reg. action plans), and approved;	IEC-CU/IEC-TG/ IEC-AD Proj. Mangt.

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IEC Implementation Schedule - 2

Project MONTH	Description of ACTIVITY	INSTITUTION Responsible
10	IEC Operational System finalized; Operational Manual drafted; Workshop (5 days) for members of IEC-TG & other key central managers & professionals;	IEC-CU/ IEC IEC-CU/ IEC
11	IEC Training Workshop (5 days) for SWDO, MCH/FP, WED, and other senior organisers; IEC Operational Manual published & distributed;	IEC-CU/ IEC IEC-CU/ MIN
12	Design of basic IEC/FH materials (depliants, posters/flip charts, displays, radio programmes);	Printg. IEC-AD/ CDC MING
13	Pretesting of basic IEC/FH materials of new design; Planning of 1st FH motivational film (16mm, 20-min);	IEC-CU/ HED _M IEC-AD/ MING-Film
14	Production of pretested basic IEC materials (50,000 depliants, 5,000 posters/flipchart sheets, 1 weekly radio feature, 1 weekly radio drama); Selection of three medium-term trainees (6m each in USA), & three short-term trainees (3m ea. on Reg. study tour); Field motivation & community-involvement activities, with meetings, workshops, social/cultural events, film shows (on-going, as per IEC Coordinated Work Programme and local initiative);	MING-Prntg & Radio IEC-CU/USA SWDO/ WED
15	Supervisory visits to field motivation & community involvement activities (periodical visits throught the Project period)	IEC-CU/ HED-MOH/ SWDO/ WED
16	End-of-year IEC Evaluation/Reprogramming process set in motion: formats distributed (to incorporate data from continuing assessment) and explained to Institutions' IEC managers in 2-day Evaluation/Programming Workshop; First commodities (film & slide projectors, recorders, cameras & supplies) arrive & are distributed; orientation given on their use & maintenance arrangements made; 4WD vehicles (some) arrive & are distributed; Offset press arrives (possibly) & is installed;	IEC-AD/ IEC-CU/ IEC-TG USAID/GSDR SFHCA USAID/GSDR MING-Ptng.
17	IEC Evaluation/assessment reports in, compiled & analysed; IEC-TG meeting on 1985 IEC Evaluation & 1986 Work Programme;	IEC-CU IEC-TG
18	Coordinated 1986 IEC Work Programme/Budget drafted; First three medium-term trainees leave for USA;	IEC-CU/ IEC USAID
19	1986 IEC Work Programme/Budget approved; IEC Programme implementation (on-going throughout the year);	Proj. Mngt. All
20	All Commodities arrive & are distributed ;	USAID/GSDR

IEC Implementation Schedule - 3

Project MONTH	Description of ACTIVITY	INSTITUTION Responsible
21	Production starts of 1st FH motivational film; First three short-term trainees leave on Regional study tours;	MING-Film Ag. USAID
22	Short-term IEC Production Consultant arrives, surveys & assesses design & production facilities; Shooting of 1st FH motivational film completed; footage sent abroad for processing;	USAID IEC-CU/ IEC-PRC/ MING-Film Ag.
23	IEC Production Workshop (2 weeks) for design/ production personnel, with emphasis on low-cost materials;	IEC-CU/IEC-PRC/ MING-Ptng. Ag.
24	Design of new IEC printed materials, as follow-up to Production Workshop; Three short-term trainees return from Reg. study tours;	IEC-CU/IEC-PRC/ MING-Ptng. Ag. USAID
25	New IEC printed materials pretested in the field; Short-term IEC Production Consultant leaves; Selection of three medium-term trainees (6m ea. in USA) & three short-term trainees (3m ea. on Reg. study tour); 1st FH motivational film completed, given ceremonial preview;	IEC-CU USAID IEC-CU/USAID MING-Film Ag.
26	Experimental Field Workshop in integrated IEC development by FH/other sectors team, with built-in research/evaluation;	IEC-AD/ IEC-CU/ IEC-TG
27	Development & field application of innovative field approaches, as follow-up to Experimental Field W/shop; Production & distribution of pretested new IEC printed materials; Planning of 2nd FH motivational film;	IEC-CU/ IEC-TG MING-Ptng. Ag. IEC-CU/ MING-Film Ag.
28	IEC 1986 Evaluation reports in, consolidated, analysed & discussed;	IEC-CU/IEC-TG
29	Coordinated 1987 IEC Work Programme/Budget drafted;	IEC-CU/IEC-TG
30	1987 IEC Work Programme/Budget approved;	Proj. Mngmt. Com.
31	IEC Programme implementation (on-going throughout the year); Production starts of 2nd FH motivational film; Three long-term trainees leave for USA;	All MING-Film Ag. USAID
32	Short-term IEC Evaluation Consultant arrives, designs and organises Project's Mid-term IEC Evaluation; Shooting of 2nd FH motivational film completed; footage sent abroad for processing;	USAID IEC-EC MING-Film Ag.
33	Mid-term IEC Evaluation implemented; Three short-term trainees leave on Reg. study tours;	IEC-CU/ IEC-EC USAID

IEC Implementation Schedule - 4

Project MONTH	Description of ACTIVITY	INSTITUTION Responsible
34	Mid-term IEC Evaluation analysis completed;	IEC-CU/ IEC-EC
35	IEC Evaluation findings reported & discussed; Short-term IEC Evaluation Consultant leaves; 2nd FH motivational film completed, given ceremonial preview;	IEC-CU/ IEC-TG USAID MING-Film Ag.
36	IEC Strategy/Programme reviewed, revisions recommended on basis of Evaluation findings; Long-term IEC Advisor leaves; Three short-term trainees return from study tours;	IEC-TG/ IEC-AD USAID USAID
37	Three medium-term trainees return from USA;	USAID
38		
39	Planning of 3rd FH motivational film;	IEC-CU/MING-F.
40	IEC 1987 Evaluation reports in, consolidated, analysed & discussed;	IEC-CU/IEC-TG
41	Coordinated 1988 IEC Work Prog./Budget drafted;	IEC-CU/IEC-TG
42	1988 IEC Work Prog./Budget approved;	Proj.Mngt.Com.
43	IEC Programme implementation (on-going throughout the year); Production starts of 3rd FH motivational film;	All MING-Film Ag.
44	Shooting of 3rd motiv. film completed; footage sent abroad for processing;	MING-Film Ag.
45		
46		
47	3rd FH motiv. film completed, given ceremonial preview;	MING-Film Ag.
48		
49		
50		
51		
52	IEC 1988 Evaluation reports in, consolidated, analysed & discussed; Procedure starts for possible Project extension (conversely, for end-of-Project evaluation)	IEC-CU/IEC-TG USAID/GSDR
53	Coordinated 1989 IEC Work Prog/Budget drafted;	IEC-CU/IEC-TG
54	1989 IEC Work Prog/Budget approved;	Proj.Mngt.Com.
55	IEC Programme implementation (on-going);	All
56		
57		
58		
59		
60	Project completion date.	USAID/GSDR

ANNEX : 14.C PROCUREMENT SCHEDULE

Item Name	Specifications	Suggested Source	Unit Price(\$)	Qty. Needed	Total Cost (\$)	Procured by	Distribution	Date needed	Remarks
Vehicles									
Vehicle	4 x 4		(^x estimated)						
Spare parts	standard kit		16,000	8	128,000		SWDO (3), WED (2),	early	
	fitting as AV mobile unit		2,000	8	16,000		CDC (1), SFHCA (1)	1985	
			2,000 ^x	8	16,000 ^x		H/Ed, MoH (1)		
AV Equipment									
Offset press	70x50cm		20,000 ^x	1	20,000 ^x		Sen. Printing Agy.	mid-85	
Reprographic unit			3,000 ^x	3	9,000 ^x		SFHCA, H/Ed(MoH)		
Film projector	16mm, Elmo, model 16-CL Xenon AV (with public address capability), 240V,	Nelson C. White Co., 1983 AV Cat. p.7	2,650	10	26,500		SWDO (1 ea)	early	
Aluminium carrying case	Elmo, AP605	- do -	130	10	1,300		same as vehicles	1985	
Speakers	Elmo, ES-1000, two-way (set of two) (2556)	- do -	200	10	2,000		- do -		
Projection screen	Da-Lite, portable/tripod, Picture King, 96x96in.	- do - p.18	310	10	3,100		- do -		
Power generator	for use in mobile unit, to power film projectors		1,100 ^x	10	11,000 ^x		- do -		
Current stabilizer	for use with projectors		1,200 ^x	10	12,000 ^x		- do -		
Public address system	powered from car battery or other		500 ^x	10	5,000 ^x		SWDO		
Tape recorder	professional model (possibly Uher 4000LC, portable (with case) & battery charger (Z124A1))		700 ^x	3	2,100 ^x		Radio(MING), SFHCA, H/Ed. (1 ea.)		
Cassette recorder	portable, battery-operated, with mike. & carrying case, address syst. output		120 ^x	20	2,400 ^x		Oper. units, All institutions		
Slide projector (electrical)	Elmo, Omnigraphic 300, 35mm.	Nelson C. White Co. 1983 Cat. p. 12	400	4	1,600		SFHCA, H/Ed, Film Agy., WED		
Lens, for above	Elmo (4180), 70-120mm, f3.5 zoom	- do -	130	4	520		- do -		
Trays, for above	Elmo (for Omnigraphic 300)		20 ^x	8	160 ^x		- do -		
Telecontrol & extension cord	for above slide projector		30 ^x	4	120 ^x		- do -		
Projection screen	Da-Lite Vidio A (portable tripod model), 70x70in	- do - p.18	175	4	700		- do -		
Slide projector (kerosene)	with sturdy carrying case		80 ^x	20	1,600 ^x		Oper. units, All institutions		

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Item Name	Specifications	Suggested Source	Unit Price(\$)	Qty. Needed
<u>AV Equipment (ctd.)</u>				
			(^x estimated)	
Photographic camera	35mm, professional model, with lenses & accessories, flash, carrying case & tripod		900 ^x	1
- do -	automatic, 35mm, with carrying case (possibly Olympus Trip)		80 ^x	20
Flipchart easel	all-purpose portable easel, for 27x34in pads, easy-to-clean, white-surface panel		120 ^x	20
Microphone, Headphones & Editing Block	for tape-recorder (Uher or equiv.)		200 ^x	3
<u>Office Equipment</u>				
Typewriters	manual, long carrel, with tabulator		500 ^x	3
Furniture	filing cabinets, shelves, & misc.(for documentation centre/library) - suite of items			1
Air-conditioners	large size		1,000 ^x	6
<u>Supplies</u>				
Film projector lamps				50
Film proj. exciter lamps				30
Slide projector bulbs				20
Rechargeable Ni/Cd cells	for Uher or equiv. t/recorder			6
Photo film	Kodak 135-24 for :			100
	colour prints			50
	colour slides			200
	black & white			200
Audio cassette	C90 (TDK)			200
Audio tape	5-in reel			60
Splicing tape	red/green leader reels			20
Flipchart pad	27x34in			140
Paper	stock of various types, for drawing, typing, offset preparation & printing			
Graphic design materials	ink, markers, chinagraph pencils, etc.			
Films, 16mm, colour	motivational/educational/training on FH, 10-30min ea.			20
Slides, colour	sets of 20 frames on different FH themes: 4x5 sets			20 sets
Publications Materials	Books, journals, prototype Exp/ IEC materials on FH; Charts, models, etc.			

Total Cost	Procured by	Distribution	Date needed	Remarks
900 ^x		SFHCA	early 1985	
1,600 ^x		Oper. units, all institutions		
2,400 ^x		- do -		
600 ^x		- Radio(MING), SFHCA, H/Ed(MoH)		
1,500 ^x		SFHCA, WED, H/Ed.		
6,900 ^x		SFHCA		
6,000 ^x		SFHCA, H/Ed.		
tot. 279,000 ^x				
				According to allocation of above equipment & identified needs (through SFHCA)
tot. 69,000 ^x				
1. 348,000 ^x				

Overall figure only estimated for supplies

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LOCAL COSTS (OTHER)

Tentative Estimates

ACTIVITY	DETAILS / Implementing Institutions	Estimated Cost (tentative) (\$)
1. Meetings, Workshops, Training courses	12 W/S pa x 3 d (avrg) x 5 yrs = 180 days x \$500 pd	90,000
2. Surveys, pilot schemes, monitoring		73,000
3. Support to local initiative schemes & socio/cultural events	as per Description (v) E.	40,000
4. Film production	Three FH motivational films, 16mm, colour, 15-20min ea. : 3 x 75,000 including raw film stock, shooting & processing through established Som. Film Agency channels	225,000
5. Support to FH/IEC material production	Printed material, radio programmes, AV materials - as per Description (iii) I. - Materials used by all Institutions; cooperative design & production with CDC, Pop/Ed, WED, H/Ed, MING (Radio & Press)	360,000
6. Personnel support	Full salary: 1 IEC Coord. (SFHCA) x \$170 pm x 60 mths = 10,200 Supplement: 3 p x \$30 pm x 60 mths = 5,400 Field incentives: 20 p x \$14 pm x 54 mths = 15,120 Contribution to salary of drivers & projectionists new AV vehicles: 2 p x 8 Vcls x \$20 pm x 54 m = 17,280 tot.	48,000
7. AV Vehicles running costs	Km 20,000 pa x \$0.20 pKm x 8 Vcls x 4.5 yrs =	144,000
Gd. Tot.		920,000

1. Long-term IEC Advisor (Planning , Management & Training)

Duration of service : 30 months

Duty station ; Mogadishu , but required to travel extensively in harsh field conditions.

A. Job description

The Advisor will render technical assistance to the Institutions participating in the Somali FH Services Project on all its IEC aspects. In particular, he/she will:

- (i) help to establish and manage systems for the coordinated development of the Project's IEC activities, through regular planning, programming, implementation, monitoring and evaluation procedures;
- (ii) provide in-service training for the Somali personnel involved in the IEC programme, and organise training courses and workshops for FH service personnel, government and other opinion leaders in IEC attitudes and skills;
- (iii) assist in improving the design, pretesting, production and utilisation of IEC materials for FH, and in developing innovative approaches conducive to greater acceptance of FH in the country.

B. Relationships

The IEC Advisor will work directly with the IEC Coordination Unit established under the FH Project, and with the IEC Coordinator as his/her immediate technical counterpart..

He/she will also collaborate with the Project's IEC Technical Group collectively, and with the group's individual members in their capacity as heads of the IEC programmes of the participating Institutions..

The closest coordination and working cooperation shall be maintained between the IEC and any other long-term Advisor serving other FH Project components.

C. Responsibility

The IEC Advisor will advise the Project Management Committee, to which he/she shall become responsible for the implementation of programme tasks jointly agreed and entrusted to him/her..

Administratively, the Advisor will be responsible to the Chief of USAID Mission in Somalia, and through the latter will submit half-yearly technical progress reports to the USAID IEC Division in Washington..

He/she will guide and coordinate the work of any short-term IEC Consultant (Advisor) assigned to the Project, and will be responsible for the procurement and allocation of material resources donated to the Project, and, jointly with the counterparts, for the selection of scholarship candidates.

D. Qualifications

The IEC Advisor should have at least a Master's Degree or equivalent academic qualification in Communication or a Social Science discipline.

He/she must have had at least five years' experience in the development of IEC programmes for FH or related field in one or more Third World country.

Experience in an Islamic society will be a desirable advantage.

He/she will be expected to demonstrate his/her ability to understand different cultures, and to gain people's confidence and cooperation.

2. Short-term IEC Planning Consultant (Advisor)

Duration of service : three months (in 1984)

A. Job Description

The Consultant (Advisor) will assist the Institutions participating in the Somali FH Service Project in establishing a coordination machinery for their IEC activities, in preparation for the development of a coordinated programme.

In particular, he/she will :

- (i) develop functions, responsibilities and relationships for the IEC Coordination Unit and IEC Technical Group, following their establishment at the start of the Project;
- (ii) provide orientation and in-service training to the members of the Unit;
- (iii) design in detail and assign to the Coordination Unit for implementation, the IEC Baseline Survey, Manpower Survey and Material Resources Survey, as outlined in the FH Project description;
- (iv) initiate the organisation of the Documentation Centre under the Coord. Unit;
- (v) provide guidelines to the Unit for the analysis of the three Surveys' findings and their application to the design of a coordinated IEC Strategy.

B. Responsibility

In his/her preparatory work, the Planning Consultant shall follow closely the Description, Implementation Plan and Schedules of the Project Document, and will in every possible way facilitate the tasks of the long-term IEC Advisor who will follow him/her.

The Planning Consultant shall be jointly responsible to the Project Management Committee and the Chief of USAID Mission in Somalia.

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Scopes of Work for Advisors -- 3

3. Short-term IEC Production Consultant (Advisor)

Duration of service ; three months (in 1986)

A. Job Description

The Consultant (Advisor) will contribute to the improvement of IEC production designs and techniques in the FH Project.
In particular, he/she will :

- (i) survey and assess the IEC printed and other materials used in the Project, the existing human and material resources, and the design/production techniques and facilities;
- (ii) plan and participate in a two-week IEC Production Workshop for design/production and selected FH service personnel, devoted specifically to graphic, printed and crafted materials, and with emphasis on low-cost ones;
- (iii) As a follow-up to the Workshop, to assist the trainees in the design, pretesting and production of new sets of printed, graphic and other low-cost materials for the FH/IEC programme;
- (iv) help the trainees to plan their own production workshops as trainers of field workers/motivators.

B. Responsibility

The Production Consultant will work under the technical coordination of the long-term IEC Advisor and the administrative supervision of the USAID Chief of Mission, within the framework set ~~the~~ by the Project's IEC programme.

4. Short-term IEC Evaluation Consultant (Advisor)

Duration of service : three months (in 1987)

A. Job Description

The IEC Evaluation Consultant (Advisor) will provide an external evaluation of the IEC Programme at the FH Project's mid-term.

In particular, he/she will:

- (i) study the IEC Work Programmes and Evaluation Reports of the preceding two years, and identify new procedures for assessing the effectiveness of the IEC programme in term of its objectives;
- (ii) design a comprehensive evaluation of the programme, in cooperation with appropriate Somali Institutions (not directly involved in the FH Project);
- (iii) organise the evaluation study, through field investigation and other means; orientate the interviewers and other participants in the study; supervise the conduct of the study in the field;

Scopes of Work for Advisors — 4

- (iv) direct the tabulation and subsequent analysis of the data gathered in the study; guide their interpretation and reporting;
- (v) throughout the study, provide guidance and in-service training on evaluation techniques to the Somali personnel involved;
- (vi) present the main lines of the evaluation report to the long-term IEC Advisor, IEC Coordination Unit and Technical Group, with emphasis on findings that might point to IEC strategy and programme revisions.

B. Responsibility

The Evaluation Consultant will work in coordination with the long-term IEC Advisor, and under the administrative supervision of the Chief of USAID Mission.

Note : The Qualifications of the short-term Consultants may be derived by adaptation from the long-term Advisor's .

ANNEX : 16.1 IEC TRAINING/STUDY TOUR SCHEDULE - Tentative
A. Long/medium term - B. Short-term

Candidate's title	Proposed course of study	Skills to be gained	Timing	Cost (\$)
A. LONG/MEDIUM TERM (USA)				
1. SWDO planner/organiser	6-mth course in planning/implementation of FH/IEC, with emphasis on role/practice of his/her institution	Research/design/evaluation/management of IEC progrs. & staff training	Jan/Jul 86	14,000
2. WED planner/organiser	- do -	- do -	- do -	14,000
3. MOH planner/organiser	- do -	- do -	- do -	14,000
4. SFHCA planner/organiser	- do -	- do -	Jan/Jul 87	14,000
5. MING planner/organiser	- do -	- do -	- do -	14,000
6. MOE planner/organiser	- do -	- do -	- do -	14,000
			s/tot.	84,000
B. SHORT-TERM (3rd Country)				
1. SWDO senior field worker/supervisor	3-mth study tour in Africa/Asia region, observing & participating in FH/IEC programmes	Field supervision & management of FH/IEC activities & training of staff/volunteers	Mar/June 86	9,600
2. WED senior field worker/supervisor	- do -	- do -	- do -	9,600
3. MOH senior field worker/supervisor	- do -	- do -	- do -	9,600
4. SWDO sr. field worker/supervisor	- do -	- do -	Mar/June 87	9,600
5. WED sr. field worker/supervisor	- do -	- do -	- do -	9,600
6. MOH sr. field worker/supervisor	- do -	- do -	- do -	9,600
			s/tot. (rounded)	58,000
			Gd. Tot.	142,000

IEC CAPABILITY OF FH PROJECT INSTITUTIONS

SUMMARY ANALYSIS

(see also Description, (f) A to E)

Institution	Current IEC Activities & capability	Current FH outputs	Proposed FH/IEC role/ outputs under Project
SFHCA	Established at the end of 1983, is now in its organisational phase; as the only, purely FH, non-governmental body, affiliated to IPPF, has great potential for future FH action.	Has plans for three, 1-day motivation W/shops for govt. & business leaders (Apr/May 84), five, 6-day courses for training ^{FH} /trainers from govt, social & community organis. (Jun/Sept 84), & three, 6-day w/shops aimed at increasing SFHCA grassroot base.	Is to become the coordinating point for the Project's IEC Progr., & to perform overall planning, monitoring, evaluation & coordination functions.
MCH/FH, MOH	Activities focussing on FH since 1982, include some IEC activities actions, mainly at the interpersonal & group level, through training, orientation & modest material production/utilisation (by the MOH Health Educ. Unit)	FH education/motivation is being conducted through an expanding network of MCH centres in the country	Will be the main channel for FH service delivery, & consequently the ideal testing ground for IEC/Service integrated approaches.
SWDO	A continuing nation-wide campaign for raising the social status & conditions of women, has recently included FH aspects. Motivation/mobilisation of women is carried out through orientation centres, with ^{local} involvement techniques; cultural media are used in promotion activities.	Encouragement is given to formation of MCH centres & adoption of FH practices (including better nutrition, abandonment of female circumcision, & spacing of children)	Will increasingly be the main channel for taking the FH programme & its IEC activities to the grassroot level.

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IEC Capability of FH Project Institutions — 2

Institution	Current IEC activities & capability	Current FH outputs	Proposed FH/IEC role/ outputs under Project
WED, MOE	Recently expanded its strategy & structure, in order to extend women's informal education from fixed centres to community sites. Teachers are trained to educate mainly rural women in Family Life aspects. IEC emphasis is on group techniques & involvement in handicraft & improved domestic activities.	Emphasis is given to home economics, nutrition, MCH & spacing of children.	Its specific contribution, integrated Fam. Life planning will be crucial in educating women in the rural (& urban) areas. Its IEC approaches will be coordinated at central level, its field activities at the local level in cooperation with the SWDO.
CDC, MOE	Development & implementation of primary & secondary school curricula, educational materials & aids. Its material design capability will increase later in 1984, when CDC moves to new premises. National Printing Agency facilities will continue to be used for production.	The integration of FH in the curricula, along other social aspects, is being planned.	To become the centre for development of formal education approaches & material in FH, such work having its applications to community educ. as well.
Pop/Ed. Dept., MOE	Development of Population Educ. modules for introduction into primary & secondary school curricula; graphic materials have been developed	The programme is held in the context of FH & Life; a pilot community-based FH Educ. project is planned.	Should support the CDC with specific Pop/Ed inputs, within the overall progr IEC Progr. coordination established by the FH Project.

IEC. Capability of FH Project Institutions — 3

Institution	Current IEC activities & capability	Current FH outputs	Proposed FH/IEC role/ outputs under Project
MING	<p>Has extensive experience & facilities in all forms of mass communication, and controls all Somali media : radio,, TV, press / publications, news agency, PR (as Ministry departments), printing and film/AV production/ distribution (through two semi-autonomous agencies, directly under the Minister). Radio is the country's most popular & effective medium; the SONNA news agency has representatives in all regions to report events; the Film Agency has produced several information/motivation films (processed in the UK), and showed them widely through its AV mobile units (of for every two regions); the press has only significance among the elite & in some urban groups, due to low literacy; TV is in its infancy (since late 1983); a Planning/ training dept. coordinates development & resources.</p>	<p>Radio programmes on general health (a few on FH) have been broadcast, thanks to the presence of MING representatives in the MOH (like in other Ministries). Documentary films have dealt with some health issues; some articles have been published in the national press; the materials for the CDC, WED, MOE & SWDO have been printed by the Printing Agency.</p>	<p>To become the IEC 'production workshop' of the Project; should also participate in the planning/ design of programmes & techniques with the experience of its individual media departments; especially Radio, within the coordinated FH/IEC Programme.</p>