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**EVALUATION OF THE
POPULATION COMMUNICATION
SERVICES PROJECT
(1986-1989)**

by

**John McWilliam
Everett M. Rogers**

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**Population Technical Assistance Project
Dual and Associates, Inc. and International Science
and Technology Institute, Inc.
1601 North Kent Street, Suite 1014
Arlington, Virginia 22209
Phone: (703) 243-8666
Telex: 271837 ISTI UR
FAX: (703) 358-9271**

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Glossary

AED	Academy for Educational Development
A.I.D.	Agency for International Development
AIDSCOM	AIDS Technical Support (Communication component project)
AIDSTECH	AIDS Technical Support (Technical component project)
APHA	American Public Health Association
BKKBN	National Family Planning Coordinating Board
CA	Cooperating Agency
CAFS	Center for African Family Studies
CCP	Centre for Communication Programs
CREA	Centro Regional de Audiovisuales
CYP	Couple year of protection
FP	Family planning
FPIA	Family Planning International Assistance
FPMT	Family Planning Management Training (project)
GOI	Government of India
HealthCOM	Communication for Child Survival (project)
IEC	Information, education and communication
IEM	Information, education and motivation
IMPACT	Innovative Materials for Population Action (project)
INTRAH	Program for International Training in Health
IPPF	International Planned Parenthood Federation
IT	Division of Information and Training, Office of Population

JHU	The Johns Hopkins University
LDC	Less developed country
MIRS	Media impact research system
MOH	Ministry of Health
MPH	Master of Public Health
MSH	Management Sciences for Health
NutritionCOM	Nutrition Education and Social Marketing (project)
PAC	Paramedical, auxiliary and community
PN	Porter and Novelli
PCS	Population Communication Services
PATH	Program for Appropriate Technology in Health
PIACT	Program for the Introduction and Adaptation of Contraceptive Technology (now PATH)
PIP	Population Information Program
REDSO/WCA	Regional Economic Development Services Office for West & Central Africa
SOMARC	Social Marketing for Change (project)
S&T/POP	Science & Technology Bureau/Office of Population
TA	Technical assistance
UNFPA	United Nations Population Fund
URC	University Research Corporation
URTNA	Union of Radio and Television Networks of Africa
USAID	United States Agency for International Development (overseas missions)

Executive Summary

Introduction

This report presents a midterm external evaluation of the renewed five-year Cooperative Agreement between the Office of Population, U.S. Agency for International Development (A.I.D.) and The Johns Hopkins University for the Population Communication Services (JHU/PCS) project, beginning in 1981. The evaluation covers the period from September 1986 to June 1989.

The purpose of the renewed five-year Cooperative Agreement is to carry out a program to assist public and private sector developing country family planning programs to provide effective information, education and communication (IEC) activities, and to develop or strengthen their IEC capabilities.

The JHU/PCS project was expected to use private sector communication resources for family planning IEC activities; to transfer technology and skills to improve the IEC capability of developing country programs and institutions; and to find innovative ways to link mass media and interpersonal communication, and to reach isolated populations.

Project Outputs

JHU/PCS has already met and, in most cases, exceeded the quantitative goals for the Cooperative Agreement.

- 43 country projects are under way or completed, compared to the 25 to 30 countries that were stipulated in the agreement to receive IEC assistance.
- Technical assistance trips, stipulated in the agreement to be four to six visits per project per year, averaged about five technical assistance trips made to each country activity per year. Overall, there were 317 technical assistance trips in FY87.
- Five country needs assessments were completed, which meets the requirement of from five to 10 such needs assessments for the entire five-year period.
- Eleven countries, compared to the one to four in the agreement, have received assistance from JHU/PCS in developing an overall communication strategy.
- Provision of materials, e.g., films and the PCS Packet Series, has been an important output of the project and 49 countries have received such materials. Eleven PCS Packet Series have been produced and distributed widely.

Project Impacts

Overall, the present evaluation report concludes that JHU/PCS has been very successful in reaching its stated objectives, particularly for the period covered by the present evaluation (since September 1986). JHU/PCS has provided coherence and integrity to the IEC function in national family planning programs in developing countries. JHU/PCS has convinced previously doubtful A.I.D. administrators, USAID mission personnel, and developing country policymakers and program officials of the value of large investments in IEC activities.

In other words, JHU/PCS has defined the field of IEC. Through its several innovative approaches to IEC, JHU/PCS has given renewed energy to the IEC function in family planning programs in developing countries. Among the innovations that JHU/PCS has pioneered are the following:

- The entertainment-education strategy for mass media communication;
- The media/materials center at JHU/PCS, one of the largest and best holdings of IEC materials for family planning in the world;
- The concept of communication as a process (rather than communication as a message), which means that JHU/PCS projects in developing countries follow a planned sequence of activities including needs assessment, formative evaluation, message production, and impact evaluation;
- Almost all JHU/PCS IEC projects are evaluated for main impacts on the family planning programs of which they are part, utilizing a sound methodology that was developed by JHU/PCS evaluation specialists; and
- An emphasis by JHU/PCS upon such interpersonal communication activities as counseling, client-clinic staff communication, and telephone hot-lines that are relatively new in the IEC field.

In short, JHU/PCS has contributed in important ways to the increased effectiveness of family planning programs in developing countries.

Project Issues

These achievements notwithstanding, in several areas JHU/PCS could experiment with new approaches and in others the program needs to undertake remedial actions.

- **Management.** The three top individuals in the project are overextended and the functional division of labor is not clear in the present organization of the JHU/PCS project. This situation results from the emerging status of the project and of the Center for Communication Programs (CCP). It may adversely affect the performance of the JHU/PCS project in the future, unless JHU/PCS establishes functional divisions of communication specialties and clearly defines the lines of authority and responsibility.
- **Financial decision making.** The Administration and Finance Unit has managed the flow of project funds adequately, and has developed workable systems for accounting, reporting and recording. However, it has not played an adequate role in the programmatic decision-making process of the project. JHU/PCS's planning and negotiation of buy-ins over its funding ceiling may cause a crisis in funding that will need to be resolved by S&T/POP.
- **Personnel.** JHU/PCS has certain senior staff who are at the forefront of their respective fields. However, at the intermediate staff level, many of the JHU/PCS staff do not have advanced academic training in communication.
- **Consultant roster.** The JHU/PCS consultant roster is inadequate to provide the type of consultant services that are expected from the project.

- **Collaboration between JHU and CCP.** Closer exchanges between the School of Hygiene and Public Health and PCS would be of mutual benefit to both parties.
- **Planning and programming.** Careful consideration needs to be given to deciding on new country IEC initiatives. Thorough country needs assessments and meaningful interchange on all aspects of the proposed interventions among senior JHU/PCS staff are required in planning new projects.
- **Communication strategies needing attention.** Many of the print materials in the Africa region are not as innovative as materials that have been produced in other regions. Little attention has been paid by JHU/PCS to working with journalists in the newspaper and magazine industry.
- **Technical assistance.** Overall technical assistance is well regarded by USAID missions: It is responsive, flexible, and of high quality. However, the amount of technical assistance provided in terms of the number of trips from the U.S. -- most for single-country visits -- is tremendous, with correspondingly high costs for transportation and increased stress on the JHU/PCS staff. Resident advisors could have important advantages: 1) more technical assistance in-country at possibly a lower cost to JHU/PCS (than provided by JHU/PCS staff visiting from the U.S.), and 2) the creation of a stronger relationship between JHU/PCS professionals and their in-country counterparts. Placement of resident advisors, however, depends on buy-in funds and USAID mission support and needs to be considered on a case-by-case basis.
- **U.S. subcontractors.** All five of the JHU/PCS subcontractors seem to have performed their functions effectively. Most of them noted, however, that they had additional technical resources that could be used by JHU/PCS, particularly at the planning stage of country IEC projects, and expressed a desire for more collaboration.

Major Recommendations

1. Project senior staff should revise the organizational chart of JHU/PCS within the structure of the Center for Communication Programs. Particular attention should be directed to establishing a structure reflecting technical communication functions, such as evaluation research, entertainment-education, radio/television broadcasting, media/materials, and print journalism, for example.
2. A Project Review Committee should be established to review each JHU/PCS project and major technical assistance initiatives on technical, financial and administrative grounds. The Committee should include the senior professionals in each of the technical areas in which JHU/PCS works, the chief of the Finance and Administration Unit, and the heads of each geographical program.
3. To supplement staff expertise and perspectives, the JHU/PCS Advisory Committee should meet at least once a year to review the past year's progress in the various communication areas of PCS and to review future plans. Consideration should be given to reconstituting the membership of the Advisory Committee so as to include individuals who represent each of the technical areas in which JHU/PCS works.
4. Development communication experts (rather than family planning/health personnel) should be recruited as staff when future positions become available.

5. The role of financial controller should be established to bring expenditures more in line with priorities set by the program. Data produced by the JHU/PCS financial system should be used for project decision making, both for day-to-day operations and for long-term planning.

6. All USAID missions and A.I.D. bureau buy-ins for IEC should include funds for core costs in order to cover headquarters support for the buy-in.

7. The present A.I.D. five-year funding ceiling of \$30 million for JHU/PCS should be raised to about \$50 to \$60 million for the next five years, with about half of this amount to come from buy-ins. The recommended increase over present spending should be directed especially toward increased funding in the country project category.

1. Introduction

1.1 Purpose of the Evaluation

The present report is the midterm external evaluation of the renewed five-year cooperative agreement with the Johns Hopkins University for the Population Communication Services (JHU/PCS) project (DPE-3004-A-00-6057). The Office of Population of the Agency for International Development (A.I.D.) developed this project in 1981 to establish the capability of a United States institution to conduct a continuing program of technical assistance and support in the area of family planning information, education and communication (IEC). It was authorized for a 10-year period (1981-1992) and has been twice awarded to JHU/PCS.

The purpose of the renewed five-year cooperative agreement is to carry out a program to assist public and private sector less developed country (LDC) family planning programs to implement effective IEC activities, and to develop or strengthen their IEC capability. The project was designed to emphasize the use of private sector communication resources for family planning IEC activities; transfer of technology and skills to improve the IEC capability of LDC programs and institutions; and to identify innovative ways to link mass media and interpersonal communication, and to reach isolated populations.

The present evaluation is particularly important at this time because JHU/PCS will reach its authorized ceiling of \$30,000,000 at least one year before the end of the renewed five-year cooperative agreement (September 1986 to August 1991). In addition, the 10-year project authorization will expire in 1992, thus requiring a forward-looking assessment of the project's direction.

1.2 Evaluation Methodology

Because the Office of Population has been generally satisfied with the general performance of JHU/PCS, the emphasis of the present evaluation is on the ability of JHU/PCS to provide high-quality family planning communication assistance in the future, based on its demonstrated experience over the period of this Cooperative Agreement (see Scope of Work [SOW], Appendix A).

The evaluation team consisted of two members, Dr. Everett M. Rogers, Walter H. Annenberg Professor of Communication, Annenberg School of Communications, University of Southern California, Los Angeles; and John McWilliam, Technical Director, Population Technical Assistance Project (POPTECH), Washington, D.C. This team carried out the present evaluation over the period of May 1 to June 9, 1989.

The evaluation methodology consisted of interviews with JHU/PCS staff in Baltimore, relevant A.I.D. officials, U.S.-based subcontractors to the JHU/PCS project, Office of Population Cooperating Agencies (CA), and specialists in the international family planning IEC and development communication field. In those cases in which telephone or personal interviews could not be conducted, letters were sent to solicit evaluation information about the JHU/PCS project. A questionnaire was sent to all USAID missions with whom JHU/PCS had worked (see Appendix B for the list of persons contacted and Appendix C for the USAID mission responses to the questionnaire). Relevant materials and documents were also reviewed by the team (see Appendix D).

The SOW called for assessments of certain major JHU/PCS project activities. Because the evaluation team did not visit developing country projects, these assessments are based only on interviews and reviews of relevant materials.

2. Background and Project Objectives

2. Background and Project Objectives

2.1 Historical Background

No component of family planning programs has evolved so sporadically, and with so much unfulfilled potential, as has communication. There is not even agreement about what this component ought to be called. "Family planning communication," is the generally accepted term, but the Office of Population prefers to use the term, "information, education and communication" (IEC). Although the communication component of family planning programs has been recognized as important almost since such programs began in the 1950s, the communication effort has neither been concerted, well-connected to scientific expertise, nor has it consistently learned from its past successes and mistakes.

In the late 1960s and early 1970s, when family planning programs were getting under way in Asia and Latin America, mass media communication was utilized extensively to create public awareness both of family planning as a concept and of specific family planning methods, and to promote the small family ideal. Widespread public awareness of family planning could typically be accomplished in a nation within a few years, but the persuasion/motivation/behavior change function proved to be much more difficult to achieve. Expectations for the role of mass communication in family planning IEC programs were often too high, leading to frustration with apparent failures.

In general, support for family planning communication by governments and donor agencies has not been commensurate with its strategic importance in national family planning programs. The totality of communication activities in national family planning programs (including mass media, training of field workers, incentive payments, in-clinic education efforts, etc.) represents about 20 to 25 percent of the total family planning budget in many developing countries¹. It is difficult to specify the proper proportion, but it might be as high as 30 to 40 percent in some countries.

In the early 1980s, convinced that communication should be accorded a strategic role in national family planning programs, A.I.D. decided to institutionalize a communication capability in a U.S. institution. The Agency had previously supported various institutions in family planning communication: The East-West Communications Institute, the University of Chicago, Airlie House Productions, the Population Information Program, Georgetown University, and several others. These efforts were somewhat disjointed, however, and did not constitute the comprehensive approach to family planning communication that the Office of Population wanted.

In 1982, therefore, after an open competitive procurement, a five-year cooperative agreement establishing the Population Communication Services Project was awarded to the School of Hygiene and Public Health of The Johns Hopkins University, to be administered through the Population Information Program.

¹Everett M. Rogers, Douglas Solomon, and Ronny Adkikarya (1979), Population and Communication, Stanford, CA, Stanford University Institute for Communication Research, Report to the U.S. Agency for International Development.

2.2 Johns Hopkins Center for Communication Programs

JHU had already established its expertise in the communication area as the contractor for the Population Information Program (PIP), an Office of Population project to inform policymakers and practitioners worldwide of the latest information on family planning and population issues. The five-year Cooperative Agreement establishing the PCS project expanded JHU's preeminence in this area.

In 1988, JHU established the Center for Communication Programs (CCP) in the Department of Population Dynamics of the School of Hygiene and Public Health. The Center consists of four A.I.D. projects (1) PCS, with about 60 staff, (2) the Population Information Program, employing about 20 staff, (3) the Nigeria Family Health Services Project (a project consisting of JHU/PCS-type activities in Nigeria funded by USAID), employing about 12 staff, and (4) the AIDSCOM project, employing about 4 staff (JHU is subcontractor to the Academy of Education and Development [AED] for this project). It also includes several population and AIDS communication activities funded through other grants and contracts. The association of JHU/PCS with The Johns Hopkins University's School of Hygiene and Public Health is particularly important, as this institution has given the CCP and its components a high degree of credibility among health professionals worldwide. Additionally, the creative leadership of the CCP is critical to the achievement of the level of institutional recognition of the JHU/PCS project as the primary source for population and family planning communication in developing countries.

2.3 Project Purpose

The purpose of JHU/PCS is to develop, assist, and expand the capability of IEC components of public and private family planning programs in developing countries. From an initial budget of about \$10 million for five years, the JHU/PCS project was renewed in 1986 for another five years with a budget of \$30 million. This major increase in funding resulted from recognition by the Office of Population that it had underestimated the demand for IEC assistance by USAID missions, that PCS had developed exceptional capacity in IEC, and that the need for IEC assistance in the future would be much greater than originally anticipated.

The large and rapid growth of JHU/PCS in its level of activity and its demand for additional resources may cause organizational and programmatic problems. This concentration of resources and staff, however, has created what the Office of Population had hoped for: an institution to conduct a continuing program of technical assistance and support in the area of IEC.

2.4 Project Objectives of Current Cooperative Agreement

Under the Cooperative Agreement, the project objectives include the following:

- To provide IEC assistance to the public and private sector in some 25-30 countries through:
 - use of private sector communications resources;
 - transfer of technology and skills to improve the IEC capability of LDC programs and institutions;
 - development of finding innovative ways to link mass media and interpersonal communication; and,
 - reaching of isolated populations.

- To devote the major portion of its resources to Africa (35-45 percent) and to Latin America (25-35 percent). A smaller portion will go to Asia (15-20 percent) and the Near East (10-15 percent).
- To undertake 5 to 10 country needs assessments.
- To undertake approximately 20 to 25 country projects at any given time (one-third in Africa; one-third in Latin America; and one-third in Asia and the Near East) by providing technical assistance (4 to 6 visits per project per year). This assistance would include:
 - message design, pretesting, testing, and production of materials;
 - development of distribution and dissemination strategies to reach target audiences and overcome communication barriers identified by local studies;
 - evaluation of materials, IEC methods, and campaigns; and,
 - on-the-job and short-term in-country training and training workshops.

Emphasis in country projects will be placed on

- building the capacity of the host country organization;
- evaluating results; and,
- sharing plans and experiences.

In one to four countries, overall planning for a comprehensive national IEC effort will be linked to family planning service capabilities in order to influence family planning acceptance and use.

- To emphasize evaluation with four different types of evaluation to be undertaken (1) audience evaluation; (2) process and output evaluation; (3) in-depth evaluation of specific media; and (4) impact evaluation. Existing evaluation methods for IEC are to be reviewed, leading to the development and application of new methods and techniques. Among these are new applications from commercial advertising, innovative social science approaches, small-scale surveys, focus group discussions, and sales data collection and interpretation.
- To undertake in-country workshops to achieve specific goals for enhancing IEC skills and regional and interregional meetings, as appropriate, for bringing together more general IEC expertise or to exchange results or materials.
- To provide ad hoc technical assistance, on request, to countries independent of country projects.
- To collect, maintain, catalog and disseminate IEC materials. Particular attention will be paid to films and audiovisual materials and to the development and distribution of a JHU/PCS Packet Series of materials.
- To establish overseas representation in India to oversee projects there and in the Asia region and in Africa to permit JHU/PCS to follow more closely activities in the 12 or more different African countries in which substantial help is provided.

2.5 JHU/PCS Accomplishments

The quantitative indicators of accomplishment of the Cooperative Agreement are shown in Table 1 (below).

In conclusion, the Office of Population's goal to establish a comprehensive IEC capability in a U.S. institution has been achieved. JHU/PCS has demonstrated that a very considerable need for IEC exists in national family planning programs in developing countries, and JHU/PCS has moved to help fill this need.

Table 1
Quantitative Indicators of Accomplishment by the PCS
Project Under the 5-Year Cooperative Agreement

<u>Quantitative Goal</u>	<u>Accomplishment to Date</u>
1. 25-30 countries provided IEC assistance	43 country projects underway or completed 23 Africa* 12 Latin America 6 Asia 2 Near East *(10 in Nigeria)
2. Africa (35-45% of resources) Latin America (25-35% ") Asia (15-20% ") Near East (10-15% ")	46.5% 20.1% 24.4% 9.0%
3. 5 to 10 countries needs assessment	5
4. Technical Assistance 4-6 visits per project per year	216* visits. An average of 5 visits per project, or 496 visits including each team member per project visited and each project visited per country.
5. Communication strategy development in 1 to 4 countries, including overall planning for a comprehensive national IEC effort.	11 countries: Bangladesh, Bolivia, Burkina Faso, Egypt, Ghana, Madagascar, Morocco, Niger, Philippines, Tanzania, Turkey
6. In-country workshops and meetings	48
7. Provision of materials, PCS packet series, plans, etc.	75 countries have received films or substantial amounts of materials
8. May establish overseas representation for Asia and Africa	Indian office established, now assumed by GOI. Bangladesh country office established.

* FY87 Annual Report statistics did not include TA to monitor existing projects. Inclusion of TA monitoring visits for FY87 totals 101.

Source: JHU/PCS

3. Project Implementation

3.1 Development of JHU/PCS's IEC Leadership Role

A.I.D.'s overriding aim in creating the JHU/PCS project was to develop a source of creative leadership to meet new IEC opportunities that have arisen as the result of political or technological changes. The consensus in the field is that the project has succeeded in this respect. In particular, all organizations contacted pointed to JHU/PCS's pioneering contributions in the entertainment-education field in which the family planning message is packaged in popular forms and distribution is financed in large part by the private sector. Other plaudits referred to JHU/PCS's role as a clearinghouse for IEC materials.

As one of the world's leading organizations in formulating and implementing the entertainment-education strategy for mass media communication, the project has completed some six or seven entertainment-education projects, and currently has another four or five under way. Targeting special audiences -- in particular males -- has been a special feature of these activities. In this regard, JHU/PCS has helped lead the way in attempting to convince males of their responsibility for family planning. Each of these projects has been, or is being, evaluated to determine its impacts. JHU/PCS recently cosponsored a worldwide conference on entertainment-education, attended by 172 participants, which helped promote widespread interest in this strategy.

In its role as a clearinghouse, the project has created a Media/Materials Center, which represents one of the largest and best holdings of IEC materials for family planning in the world.

JHU/PCS has also provided leadership in the area of conceptualizing communication. The project views communication as a process, rather than communication as a message. This perspective leads to JHU/PCS's subproject strategies, which look not just to the outcomes but to the full range of inputs from needs assessment and formative evaluation, to impact evaluation, for each IEC project.

Another unique contribution is JHU/PCS's emphasis on such interpersonal communication activities as counseling, client-clinic staff communication, and telephone hot-lines.

JHU/PCS's performance has been particularly impressive during the period covered by the present evaluation (since September 1986). Through its activities, the project has convinced previously doubtful A.I.D. administrators, USAID mission personnel, and host country policy-makers and program officials of the value of large investments in IEC activities.

Overall, JHU/PCS has been very successful in reaching its stated objectives. Through its activities, JHU/PCS has given coherence and integrity to the IEC function in national family planning programs in LDCs. It has succeeded in defining the field of IEC, and, through its several innovative approaches, changed this definition in directions that are more useful and that contribute to the increased effectiveness of family planning programs.

3.2 IEC Interventions

3.2.1 Multi-Channel Communication Approach

The expectation was that JHU/PCS would use the full range of communication options including mass media; interpersonal communication; communication research and evaluation; linking IEC and improved service delivery; and IEC training.

Both in its 43 country programs, and in the ad hoc technical assistance provided to USAID missions, host government institutions, and non-governmental institutions, JHU/PCS uses a multi-channel communication approach. This consists of radio/television, print materials, counselling training, and other approaches, all coordinated in their message content to reach various target audiences. It is impossible to categorize all of the types of communication activities in which JHU/PCS and its subcontractors are engaged. Table 2, however, provides a rough categorization to illustrate the thrust of the project's work through country projects.

Table 2
Communication Categories/Subjects of JHU/PCS Country
Projects and Total Funding for Each Category

Communication Categories/Subject	Number of Projects	Total Funding
1. Entertainment-Education/songs	13	\$856,368
2. Male motivation	3	\$304,018
3. General IEC	10	\$1,218,186
4. Counselling	2	\$354,177
5. Print Materials	5	\$200,654
6. Radio/television	6	\$683,283
7. Marketing research	2	\$124,300
8. AIDS Communication	2	\$98,655

Most assistance to country projects has been general IEC assistance using the multi-channel communication approach. Entertainment-education has also been a major focus of country projects, as has counseling training, another area in which JHU/PCS has taken the lead.

Market research, while involving only two country projects, is also important. Both market research and development of print materials is generally subcontracted to JHU/PCS's U.S.-based subcontractors. The JHU/PCS project has provided substantial ad hoc technical assistance in this area.

3.2.2 Production of Materials

As part of the general JHU/PCS communication approach, the project has produced abundant print materials, including leaflets, booklets, posters, newsletters, and brochures. In addition, other types of motivational/informational materials have been developed such as national family planning logos, billboards, family planning T-shirts, clinic signs, flip charts, pieces of fabric with a family planning logo and/or pictures, clinic stamps, stickers, visor caps, key chains, plastic bags, rulers, erasers, and calendars.

JHU/PCS has undertaken a number of very innovative multi-media campaign strategies that have connected the mass media (radio, television, and popular songs) to print materials. For example, a motivational poster will be linked to the storyline of a radio or television soap opera.

3.2.3 Issues

Development of Africa Region Materials. Because the print materials are an integral part of the mass communication strategy of JHU/PCS, it is difficult to evaluate their specific contribution. There seem to be some special problems in the Africa region, however. Although one mission had favorable comments on the materials produced (USAID/Tunisia), another found that the project did not place sufficient emphasis on production and distribution, a deficiency that was viewed as a restraint to the expansion of the family planning program (USAID/Niger).

A second criticism was leveled at the materials themselves; the observation was that JHU/PCS had a tendency to take a "cookie cutter" approach to family planning materials development in the region, with customized logos, methods booklets, and country-specific family planning posters: all having been produced according to the same formula (REDSO/WCA). Further, one Cooperating Agency was not fully satisfied with a generic contraceptive methods leaflet that was produced by JHU/PCS and PATH. This foldout leaflet left a space for family planning associations or ministries of health (MOH) to insert in the address of the nearest clinic providing family planning services. These types of print materials are appropriate if offered as examples to provide ideas to national IEC planners. If the generic materials (or materials developed by another IEC project) are copied directly, they may not necessarily be effective.

This perception appears accurate. Less imagination seems to have been applied in developing print materials for Africa than for the Latin America and Asia regions. Although print materials production capability is lower in some countries in the Africa region than in other regions, other projects such as AIDSTECH have produced posters of professional quality. In the commercial field too, high quality advertising posters have been produced in Africa for years.

JHU/PCS has also taken a conservative approach to audience segmentation for materials production in the Africa project: Materials are geared primarily to language groups and to illiterate audiences, rather than to such specific segments of society as: market women, more educated women, or urbanized groups.

JHU/PCS staff note, however, that the cost of paper, ink, and printing overall are escalating rapidly in Africa. Print materials are often delayed for months because of paper shortages. Also, PCS surveys suggest that print materials have less impact than radio, television, or personal contacts on influencing family planning-related behavior. Thus, JHU/PCS needs to give special attention to the use of print materials, e.g., posters, pamphlets for special audiences, to use them in a cost-effective manner, and to evaluate their use carefully.

Technical Assistance to Journalists. Another opportunity that has been missed to date has been in the area of print journalism. In many countries, particularly in the Africa region, journalists do not adequately cover stories on health and family planning issues. Family planning and health issues are often misrepresented when they are reported in print media, possibly causing rumors and false information that can be extremely harmful to health and family planning programs. If journalists had a better understanding of health and population issues, there might be more and higher quality news stories about these issues. News stories reach a large segment of the population, including policymakers; it is the more literate population who will become the first acceptors of family planning, and therefore, the print news media are an important channel for communication activities. JHU/PCS has worked effectively through the Union of Radio and Television Networks of Africa (URTNA) to train African broadcasters. A similar activity may be needed with print journalists in Africa and in other regions. While JHU/PCS has undertaken some activities in this area, e.g., a panel for journalists was organized by URTNA and the Economic Commission of Africa in 1988 in Dakar in association with an international meeting of population experts, and activities involving journalists have either been undertaken or are planned in Ghana, Mali, Niger, Nigeria and Zimbabwe, more technical assistance to journalists and the news industry is needed.

Recommendations

1. More attention should be given in the Africa region to determine the needs for material production for specific audiences of potential acceptors and to upgrade the quality of print materials
2. More attention should be given to print journalists, particularly in the Africa region to ensure that they receive correct and up-to-date information on population and family planning issues and to motivate them to devote more attention to these issues.

3.3 Technical Assistance

JHU/PCS does a considerable proportion of its work through provision of TA in response to requests for such assistance from LDC organizations, missions, or A.I.D. Washington offices. The support goes both to countries with major bilateral programs (e.g., Bangladesh, Ghana and Indonesia) and to those without such programs (e.g., Turkey, Zimbabwe, Mexico and Brazil).

For FY 1987-88 alone, the number of country visits for technical assistance/monitoring and consultations was 317 (see Table 1). The level of project funds for technical assistance is substantial. For FY88, for example, out of a total expended budget of \$6,115,488, \$1,314,976 was for short-term TA not related to country IEC projects, and \$527,640 was for TA and monitoring of country IEC projects. Together the cost of technical assistance trips was about 30 percent of the FY88 budget expenditures.

The length of the TA visits varies. Data from FY88 indicate that most visits were for short-term TA of a week or less (45 percent); 27 percent lasted two weeks; 18 percent lasted 3 weeks; 7 percent lasted 4 weeks; and 6 percent were over a month in duration.

Most trips were to only one country. For FY88, about 85 percent of the trips made were to single countries; 11 percent were to two countries; and 4 percent were made to three countries. Almost all of these trips started from the U.S.

The large number of trips is personally difficult for JHU/PCS staff; many staff members are away from their Baltimore home office for three or four months a year. As additional countries begin IEC projects with JHU/PCS, particularly in the Africa region, yet more technical assistance will be required.

The responses from most USAID missions concerning the provision of technical assistance by JHU/PCS were very positive. Mission responses indicated that JHU/PCS was "extremely responsive," that technical assistance was of a "very high standard," and that the technical assistance was "appropriate and readily available." One mission singled out JHU/PCS's success in designing TA that helped to "upgrade and improve local skills." It also praised the project for its workplan, which was found so successful that the mission had little need to request further TA (USAID/Peru).

Criticisms were few. One mission referred to scheduling difficulties (USAID/Lesotho) and another cited an isolated instance of a consultant with inadequate technical skills (USAID/Niger).

The project provides little long-term TA. Until recently, only one resident advisor had been appointed, an individual assigned to India for two years to work on health, nutrition, and family planning communication, with some oversight responsibilities for IEC in the rest of the region. A second resident advisor was appointed in FY89; this individual was stationed in Bangladesh to oversee the large buy-in project there. In addition, a resident advisor is in place in Nigeria to coordinate JHU communication activities under the Nigeria Family Health Services Project. The project shares several of the TA staff also employed by JHU/PCS, but the individual is not technically part of the JHU/PCS project.

The India experience, therefore, provides the only genuine example of long-term technical assistance, and -- for reasons generally beyond the project's control -- these results have been disappointing. Rather than the broad advisory and coordinating function anticipated for the advisor in his scope of work, this individual was confined to working on one IEC project and that at the central Ministry of Health and Family Welfare in New Delhi, with no opportunity to provide TA at the state and district levels, as originally agreed. In addition, uncertainties in U.S. bilateral development assistance in India contributed to difficulties encountered, according to the advisor. He also criticized JHU/PCS's operational strategy and workplan for having overestimated the capacity of local staff and other pre-conditions to support project operations.

The Indian experience has dampened the enthusiasm of JHU/PCS for using long-term resident advisors, even though the preliminary results from Bangladesh and Nigeria indicate that such advisors can facilitate IEC project planning and implementation.

Overall, however, technical assistance is generally well regarded by USAID missions: It is responsive, flexible, and of high quality. The amount of technical assistance provided in terms of number of trips from the U.S. -- most for single-country visits -- is tremendous, with correspondingly high costs for transportation and increased stress on JHU/PCS staff. With respect to the use of resident advisors, although the India case was unfortunate, it should not prejudice their further use because they provide important advantages: 1) the provision of more technical assistance in-country at possibly a lower cost to JHU/PCS (than can be provided by JHU/PCS staff visiting from the U.S.), and 2) creation of a stronger relationship between the JHU/PCS professionals and their in-country counterparts. On the other hand, a resident adviser is inevitably in less direct contact with JHU/PCS in Baltimore than is someone stationed at headquarters.

Recommendation

3. While the responsiveness, flexibility and high quality of short-term technical assistance are major pluses for the JHU/PCS project, the costs in terms of transportation and stress on project staff are high. More efficient ways to provide technical assistance should be explored. Consideration should be given to:
 - a. Locating resident advisors in countries with large continuing JHU/PCS projects, e.g., Philippines and Ghana.
 - b. Locating an adviser in a regional center to support several country projects of sufficient size, e.g., in Cote d'Ivoire or Togo for Francophone countries.
 - c. Economizing, as much as possible, on the number of technical assistance visits by JHU/PCS staff to developing country IEC project.

3.4 Institutional Development

Institution building is a lengthy and complex process. JHU/PCS is beginning to see its efforts bear fruit in stronger regional and national institutions and in the creation of a cadre of national family planning communication staff who are responsible for training and implementation of family planning communication programs.

3.4.1 Background

JHU/PCS has developed Guidelines for Preparing a Project Proposal and Subagreement. This document provides guidance to JHU/PCS staff and to host country officials on what and how JHU/PCS will fund IEC projects. It also systematically lays out three types of objectives to be included in a project proposal: 1) program, 2) institutional, and 3) communication. The program objective states what the overall family planning program of the country is to accomplish. The institutional and communication objectives are to be achieved by the JHU/PCS IEC project.

The institutional development objectives make explicit what JHU/PCS will do "to establish or enhance the capacity of the implementing agency of the project." For each objective evaluation criteria are set forth that indicate 1) the type of change to be brought about; 2) how the change is to be measured; 3) the target group that is to change and its location; and 4) what constitutes successful achievement of the objective. For each major sub-project, institutional development objectives are also developed.

3.4.2 National Level Strengthening

Although it is still too early to assess the effect of national institutional development activities undertaken by JHU/PCS, the project should be credited with making good efforts to develop in-country skills. At least three approaches are used. In the Africa region, for example, a number of JHU/PCS projects are seeking to increase the institutional capacity of health education units in ministries of health, a very difficult task in many countries even if long-term technical assistance were being provided. One of JHU/PCS's strategies is to help MOH health education units identify national subcontractors, such as advertising firms and market research companies, to undertake special tasks for the unit. This approach helps transfer technology within a country and represents an effective use of national resources.

Provision of TA is a second means for transferring technology. The project has received considerable praise for its efforts in this area. For example, in India, the Director of Media of the Ministry of Health and Family Planning noted that the project consultant succeeded in improving staff skills in film production (USAID, India). Likewise, REDSO/WCA found the project "very effective in transferring technology and skills to improve the capability of LDC programs and institutions." In Nigeria, for example, as a result of JHU/PCS efforts to design projects with appropriate institution-building objectives and activities, local agencies today consider it standard practice to pretest materials before spending money on mass production. Five years ago, pretesting of IEC materials was a foreign concept which was often resisted as cumbersome and not useful.

Formal training is a third strategy for institutional development. For example, in Ghana, where the need for improving clinic counseling was identified, a curriculum was developed with JHU/PCS assistance and the training of trainers was initiated. Once a cadre of trainers was established, the training of clinic staff by the trainers began. In addition, the project has held a summer workshop in Baltimore, which brings together about 25 country project managers and other host country IEC planners and practitioners.

3.4.3 Regional Level Institution Building

Another approach to institutionalization has been to work with such regional institutions as the Union des Radiodiffusions et Televisions Nationales d'Afrique (URTNA), the Centre for African Family Studies (CAFS), and the Centro Regional de Audiovisuales (CREA). These organizations have influence on national institutions in the region through their training or service provision activities.

Assessment of URTNA. URTNA has received JHU/PCS assistance since 1984. With a total budget of \$404,462, the project supports three subprojects, all with the purpose of increasing radio and television coverage of population and family planning issues in the 44 URTNA member-countries in the Africa region. The first activity involves production of a newsletter that contains "ready-to-air" news items on family planning and maternal and child health. The second involves mini-grants given to radio stations to develop programs, and the third finances television production workshops. Mass communication by radio and television is an important aspect of population communication in Africa, and, through these initiatives, JHU/PCS has established a strategically important relationship with this regional organization.

Assessment of CAFS. JHU/PCS and its subcontractor, AED, have provided assistance to CAFS to strengthen its ability to conduct training courses in family planning and IEC. The TA included work on preparation of a core group of trainers and holding of regional workshops. The resulting communications course was found to be excellent with respect to content, process, and trainers. JHU/PCS was commended in particular for the detailed planning of the technical assistance requirements, the collaborative relationship between JHU/PCS and CAFS, the continuity in consultants and CAFS staff over the life time of the project, and the extensive needs assessment and workshop to prepare for the overall design of the communication course (Evaluation Report, CAFS Family Planning Training Support Project for Francophone Africa, Population Technical Assistance Project, January 1989).

A considerable amount of technical assistance was provided to CAFS by JHU/PCS and AED: in FY88, a total of 19 person weeks. Such assistance is justified: CAFS can now undertake the communication course in French and English on its own, thus representing an excellent example of institutional development.

Assessment of CREA. CREA is an A.I.D.-funded organization in Guatemala City which was established by JHU/PCS with special funds provided by the Jackson Plan for Central America. Over the past three years, JHU/PCS has provided CREA with a full set of video production equipment, together with extensive TA. The purpose of CREA is to conduct commercial activities with approximately 50 percent of its studio time (such as producing television advertising spots for commercial companies) and to utilize the remaining 50 percent of studio time to produce video materials for private non-profit or public organizations in Central American nations.

At the present time, financial projections for CREA show that it will reach the break even point in about one year. It therefore seems that the CREA project of JHU/PCS can be considered a potential success.

3.5 **Cost Recovery/Private Commercial Sector Leadership**

JHU/PCS is well aware of the need for cost recovery in its communication projects and has been very creative in encouraging in-country private sector institutions to cover production costs. These represent the heaviest financial burden of any IEC activity. Costs of message development, for which JHU/PCS finances TA, are modest by comparison.

For example, JHU/PCS covered production costs of two music videos in Mexico and the Philippines, which (at about \$300,000 each) were comparatively large. In the Philippines, commercial firms covered the much higher costs of promoting the music videos and the sexual responsibility message, providing \$1,370,000 in kind as part of the Multi-Media Campaign for Young People's Project (see Appendix E).

In Latin America, the success of the similar "Tatiana and Johnny" mass media campaign was ascribed to its "commercial viability." Media executives responded to the request to donate free air time and print space because they could make money promoting the two popular songs and related products such as videos, posters, and media kits and at the same time as they could support a valuable social cause (A.I.D. Evaluation Special Study No. 56, "Getting the Message: The Communication for Young People Project").

Although the impact of these entertainment-education projects is difficult to measure in terms of such indicators as couple years of protection and the number of clinic visits, the potential for effectiveness is great. Using commercial firms to market popular songs widens the communication network and involves strong institutions that can reach a much larger population (than can family planning organizations) at no cost to the JHU/PCS project. JHU/PCS has been the innovator worldwide in involving marketing and other commercial organizations in entertainment-education projects for family planning IEC.

In Mexico, JHU/PCS is planning a similar entertainment-education strategy using comic books that will contain family planning messages. The project will develop the comic books, and a large, commercial comic book firm in Mexico City, Novedades Editores, will produce and distribute them at no expense to JHU/PCS. It is anticipated that even the production costs will be repaid. Comic books reach not only the youth population in Latin America, but also a large segment of low literate adults. Thus, with little cost, JHU/PCS will be able to promote its social messages very widely.

3.6 Evaluation Research and Dissemination of Findings

In response to the 1985 evaluation of JHU/PCS, the project has made important strides in improving its evaluation process. Almost all JHU/PCS projects are now being evaluated, with an evaluation research component designed into each project from its initial conception. A two-person evaluation research staff has been hired in the past two years, and the evaluation research capability of all professional staff has been upgraded.

The result is that evaluation is now being carried out in a competent way. Needs assessments and formative evaluations (often using focus group techniques) are carried out for almost every JHU/PCS IEC project. Since the addition of the evaluation specialists, summative evaluations have also been designed for almost every project, mainly intended to assess the impact of the IEC intervention, this evaluation research typically represents 15-20 percent of the JHU/PCS project's total budget.

Summative evaluation research typically consists of a pre- and post-intervention survey of the intended audience, plus tabulation of service statistics, especially new clients, and monitoring of sources of referral of family planning adopters in clinics. These data are often analyzed as an interrupted time-service field experiment, which JHU/PCS staff refer to as the "media impact research system" (MIRS). MIRS is an appropriate evaluation design for determining the impact of IEC interventions, especially when family planning services are easily and widely available (as the initial JHU/PCS needs assessments are intended to determine). The impact of a mass media campaign can be charted visually, with the number of new family planning acceptors compared on a monthly basis to the pre-campaign trends (see Figure 1).

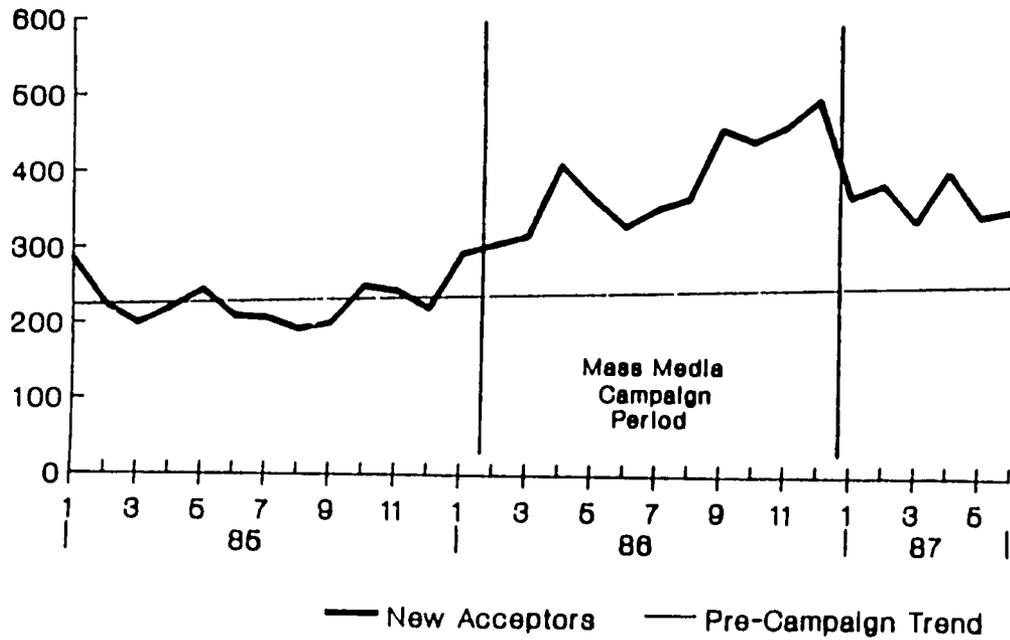
While great strides have been made in the evaluation of JHU/PCS projects -- to date, some 30 summative evaluations have been completed or are well under way -- it remains to write all the reports and disseminate them to A.I.D. officials, in-country policymakers and IEC officials, as well as to the communication and scholarly community. A few have been written and distributed: The JHU/PCS evaluation of the Latin America music for adolescent pregnancy project was published as a USAID Evaluation Special Study No. 56, "Getting the Message: The Communication for Young People Project," and the Kwara State (Nigeria) campaign results were presented at a recent American Public Health Association meeting.

Recommendation

4. Greater effort should be devoted to disseminating evaluation results to policymakers, family planning program managers, and to the communication and scholarly community. This could be done by:
 - a. Greater incentives (e.g., salary increases and promotions) should be provided for JHU/PCS professional staff for their publication of evaluation research results. Such a reward system would make evaluation and the reporting of evaluation research results a priority of each JHU/PCS professional.
 - b. Closer interchange between the School of Public Health and JHU/PCS (see Recommendation 7).

Figure 1

New Family Planning Acceptors in Bolivia Compared to the Pre-Campaign Trend



JHU/PCS & COF (1988)

4. Project Planning and Programming

4.1 Needs Assessments

At the working level, JHU/PCS normally bases its programming decisions in developing countries on an IEC needs assessment. These are usually undertaken over a two-to-four week period by a senior member of JHU/PCS or subcontractor staff, sometimes accompanied by a JHU/PCS junior officer, a technique that enables the junior officer to receive on-the-job training. JHU/PCS needs assessment documents are generally of high quality, and several USAID missions commented that they were very useful.

These needs assessments, however, are not always undertaken prior to the inception of a project. Based on the needs assessment reports, JHU/PCS identifies technical assistance requirements and possible projects. The decision concerning the IEC intervention, however, is sometimes made by the USAID mission, which buys into the JHU/PCS project, perhaps without a needs assessment. The IEC intervention requested may or may not be the most appropriate one, depending on the expertise of the USAID mission population officer to determine IEC programming needs. JHU/PCS is responsive to USAID mission requests, but will at times suggest alternative options that may be more appropriate. At times, JHU/PCS is restricted in what it can do in a country by limitations placed on it by the USAID mission, or by the amount of core and buy-in funds that are available for the IEC project.

4.2 Program/Project Review

JHU/PCS does not always give the careful consideration deserved to crucial decisions to start new country IEC projects. Such decisions call for debate among the senior JHU/PCS staff, with each such new project decision carefully weighed on the grounds of its financial support and demands, the human resources that it will require, the communication strategies upon which it will be based, its relative innovativeness in the IEC field, and the adequacy of its proposed evaluation.

Theoretically, the JHU/PCS project could receive guidance in overall program objectives, policy and evaluation from its Advisory Committee. The 1985 evaluation, however, found that this Committee did not meet on a regular basis and that the project made little effort to consult with it. Despite a recommendation that the Committee take a more active role, little has changed since 1985. The Committee still does not meet on a regular basis, and thus, still provides little policy guidance to the JHU/PCS project.

There is also some question with respect to the membership of the group. Although it consists of highly regarded leaders in the family planning field who represent a certain degree of geographical distribution and a range of organizations, it might be reconstituted to include more members with academic and professional expertise in communication.

Recommendations

5. A Project Review Committee should be established to review each JHU/PCS project and major technical assistance initiative on technical, financial, and administrative grounds. The Committee should include the senior professionals in each of the technical areas in which JHU/PCS works (evaluation, media/materials, entertainment-education, etc.), the chief of the Finance and Administration Unit, and the heads of each geographical program (Africa, Asia/Near East, and Latin America).

6. To supplement staff expertise and perspectives, the JHU/PCS Advisory Committee should meet at least once a year to review the past year's progress in the various communication areas of PCS and to review future plans. Considerations should be given to reconstituting the membership of the Advisory Committee to include individuals who represent each of the technical areas in which JHU/PCS works, e.g., evaluation research, media/materials, entertainment-education, etc. JHU/PCS subcontractors should not be represented on the Advisory Committee, so as to avoid any possible conflicts of interest.

5. Project Management

5.1 Institutional Base

The Center for Communication Programs was created at The Johns Hopkins School of Hygiene and Public Health to establish a focal point for activities in the field of health communication. It serves as an umbrella organization for PCS and three other A.I.D.-funded activities as well as several communication projects funded by other donors. The Center helps to bring JHU students and faculty into closer relationships with PCS and other program activities and provides a structure that can receive funds from donors other than USAID to undertake population communication activities.

5.1.1 Relationship between JHU/PCS and the School of Hygiene Public Health

Although organizationally, the project and the school are closely linked through the CCP (the chair of the Department of Population Dynamics is also chair of the Advisory Committee that oversees the CCP), relationships between the two groups is not as close as it could be. The project and school do share some personnel; for instance, five of the 60 project staff members of JHU/PCS are appointed as either "senior associates" or "associates" in the Department of Population Dynamics (non-tenure track appointments), one JHU/PCS staff member has been appointed as an Associate Professor in Population Dynamics and in Behavioral Sciences and Health Education (on a 25 percent basis); and two JHU/PCS staff members each teach an MPH-level course.² In addition, graduate students are sometimes employed for short- or long-term positions by JHU/PCS (most recently a research assistant has been hired for data processing and analysis activities). The School appears open to appointing more project staff. It has offered to provide 35 percent of the salary for future JHU/PCS staff with Ph.D.s (who could be appointed on a tenure or a non-tenure faculty track). The School's administrators have also expressed their interest in offering a communication specialty to its MPH degree candidates, noting that nothing like it exists presently at any other U.S. school of public health. The Center staff have been active in promoting additional courses, special studies, and other opportunities for students.

All in all, considerably more fruitful exchange could occur between the Center for Communication Programs and the school, both in research and in academic activities. Such exchanges would be of mutual benefit to both parties and would build upon the relationship already forged between the School and the Center.

Recommendations

7. Ways should be found to increase the academic, research, and evaluation interchange between the School of Hygiene and Public Health, the Center for Communication Programs and JHU/PCS project. This could be done by:
 - a. Hiring more JHU/PCS staff with PhD degrees who could also be appointed to faculty teaching positions in the School of Hygiene and Public Health on a part-time basis (a typical faculty appointment in the School involves 35

1. Department of Population Dynamics 320.627: International Health and Family Planning Communication Projects; and Department of Population Dynamics 320.629: Introduction to Theory and Research in Health Communication.

percent time teaching, with the remainder in research and/or evaluation, often supported by a funded research project);

- b. Hiring more part-time JHU doctoral students as part-time research assistants on JHU/PCS evaluation research;
- c. Involving faculty members in JHU/PCS project activities, especially in evaluation research;
- d. Once more communications faculty are hired, offering a communication specialty track for MPH degree students in the School of Hygiene and Public Health.

5.1.2 The Center for Communication Program's Entrepreneurial Role

The second reason for the creation of the CCP in 1988 was to provide a way to obtain funds from non-A.I.D. sources for population communication programs. A.I.D. has encouraged this diversification of funding sources because its own funds are not sufficient to meet increasing demands for family planning IEC. The idea is that organizations such as UNFPA might contract with the Center to undertake JHU/PCS-type and other activities in certain nations. If JHU/PCS undertook family planning communication activities funded by different organizations in the same country, there is a potential for coordination that could result in efficiencies of implementation of IEC projects. The Center for Communication Programs might, for example, undertake two major IEC projects in Tanzania, one under the JHU/PCS contract with USAID, and one funded by the UNFPA through the CCP. The diversification of funding sources would offer greater flexibility for the Center for Communication Programs to become involved in projects that do not receive priority attention from A.I.D. Thus far, the Center has received grants/contracts of approximately \$500,000 for various communication projects from the United Nations Population Fund, The World Health Organization, the Rockefeller Foundation, and the Public Welfare Foundation, among others. Proposals have been submitted to several other donors.

5.2 Organizational Structure

Both the JHU/PCS project and the Center are aggressively seeking sources of support from A.I.D. missions for IEC projects. With the success of the Center and the JHU/PCS project "in bringing in business," staff assignments, at times, need to be quickly redefined to fulfill changing needs. Thus, the organizational structure of JHU/PCS has been very fluid.

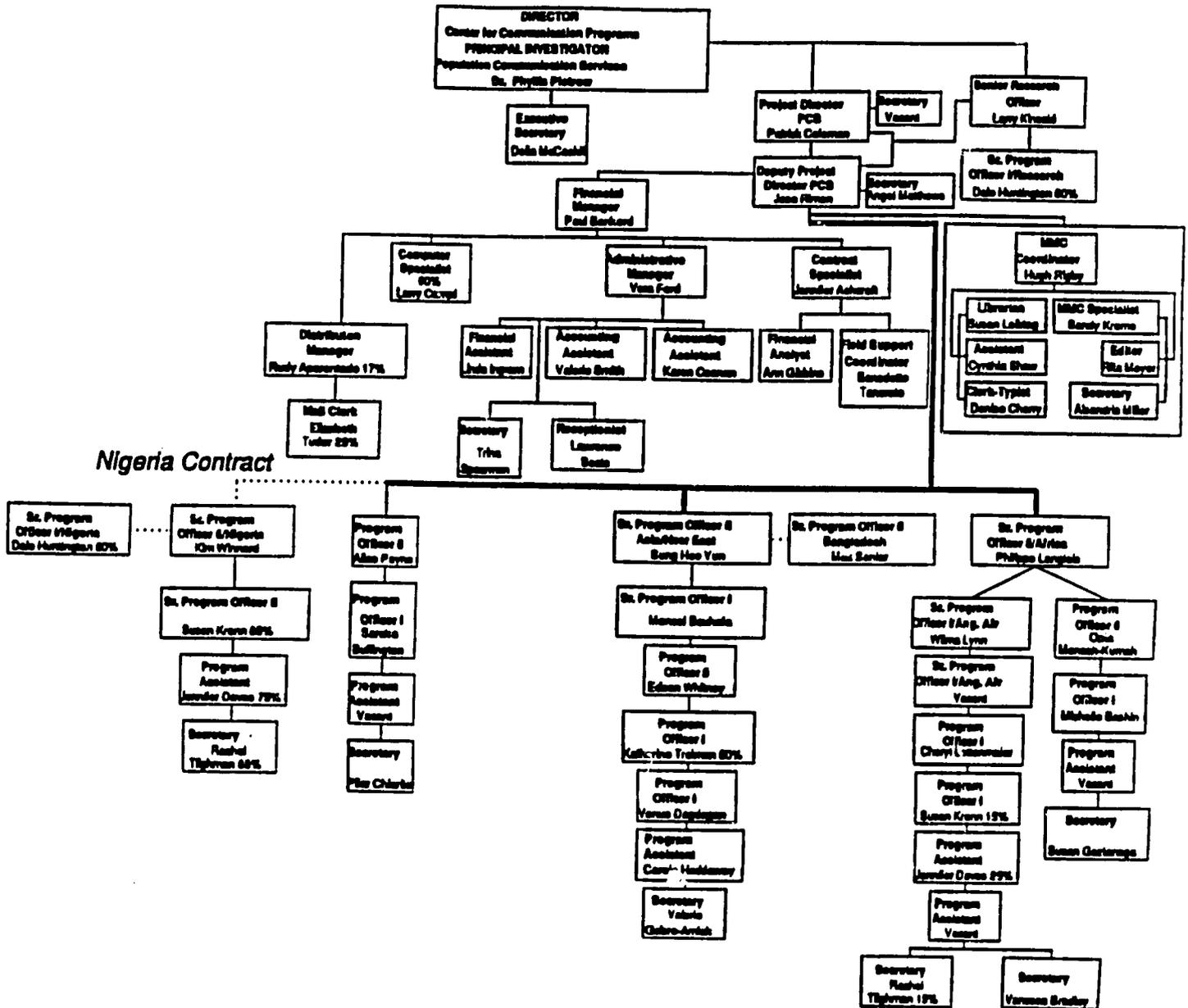
The organizational structure of the JHU/PCS project, however, has two apparent constraints: 1) top project management have other potentially competing responsibilities, and 2) too few of the project's technical functions are reflected in the project organization.

With respect to the first -- overextended management -- three of the key project persons also have important second roles 1) the Principal Investigator of the JHU/PCS project is also the Director of the Center for Communication Programs, 2) the Project Director of JHU/PCS also has primary responsibility for all the IEC projects that follow an entertainment-education strategy, and 3) the Deputy Project Director of JHU/PCS also has responsibility for the Nigeria Family Health Services Project (see Figure 2, next page).

Both the Director and Deputy Director of JHU/PCS are senior communication experts, who also provide substantial technical assistance to field IEC projects of JHU/PCS. As the

project continues to grow, these staff might become overextended, with negative consequences for the project.

Figure 2
Organizational Chart for the Population Communication Service Project



The second problem, the absence of a functional division of labor in the organizational structure of JHU/PCS, also could cause problems as the project grows larger and less manageable. Currently, the project is organized along geographic lines, with a breakdown according to region (Latin America, Africa, and the Near East and Asia) and country. There is only one technical unit, the M/MC. The specialized functions, however, e.g., evaluation research, entertainment-education, print messages, and communication campaign design -- are not formally organized into technical units, headed by leading experts in each area of communication expertise, although some of this expertise exists on the JHU/PCS staff. These problems may reflect the rapid expansion of the project, as well as the project's existence within the larger entity of the CCP, with which it must share resources.

The addition of a functional division of labor to the JHU/PCS organization would represent a second dimension of the organizational chart, cross-cutting the regional/country dimension that is presently emphasized, thus forming a matrix type of organization.

In conclusion, the three top individuals in the project are overextended and the functional division of labor is not clear in the present organization of the JHU/PCS project. These problems result from the emerging status of the project and of the center. It may adversely affect the performance of the JHU/PCS project in the future, unless the main dimensions on which JHU/PCS is presently organized are changed.

Recommendations

8. Project senior staff should revise the organizational chart for of JHU/PCS within the structure of the Center for Communication Programs. Particular attention should be directed to establishing a structure reflecting technical communication functions such as evaluation research, entertainment-education, broadcasting, media/materials, and journalism.

5.3 Staff Personnel

The 1985 evaluation had called for two changes in staffing: hiring more individuals with program experience in LDC family planning IEC and seeking new social and behavioral science resources from the School of Hygiene and Public Health and other international programs. Since then, JHU/PCS has hired staff with higher professional qualifications. Almost all professionals at present possess Masters' degrees and four have doctorates. Further, the average number of years of family planning communication experience (per JHU/PCS staff member) has increased.

Although all senior project staff have experience in IEC and, in some cases, extensive training, there still remains lower level professional staff without IEC academic training. Prior to their employment with JHU/PCS, their training may have been limited to one or more health education courses provided as part of an MPH program. In addition, some of the JHU/PCS consultants who have been proposed for fiscal year 1989 do not have extensive IEC training. In short, other than the senior officers and senior consultants, JHU/PCS staff typically are public health/family planning personnel who have learned much of their IEC information through their experience with the JHU/PCS project.

In conclusion, the IEC training received by some project staff on-the-job cannot substitute for full-time professional training at the graduate level in a high quality university school of communication. Neither can short-term consultancies serve as an adequate substitute for full-time qualified staff in areas of technical specialization.

JHU/PCS has a few senior staff who are at the forefront of their fields, with extensive technical knowledge in their areas of specialty, e.g., entertainment-education communication and evaluation research. Staff involved in print message production, radio/television broadcasting, and journalism, however, do not have the same calibre of professional skills. At the intermediate staff level, many of the JHU/PCS staff, do not have advanced academic training in communication.

5.4 Consultant Roster

JHU/PCS has developed a computerized roster of communication consultants with about 150 names, but this resource is rarely used to identify consultants. The reason may be that coding form used for the roster is so detailed that no one has been willing to devote the attention required to keep the system active. It is also possible that project management lacks faith in the system. JHU/PCS managers believe that individuals with training and expertise in development communication are few in number, or could not be recruited by JHU/PCS. However, little effort has been made by JHU/PCS to advertise positions in communication journals or to recruit consultants from university departments of communication.

It is vital that JHU/PCS develop a comprehensive and up-to-date communication consultant roster to enable the project to provide the type of consultant services that are expected from it in the immediate future. Although the subcontractors chosen by JHU/PCS are of high quality, they are more expensive than would be subcontracting directly with individual IEC consultants. If the consultant base were expanded, the cost for the provision of technical assistance services could be reduced.

Recommendations

9. In recruiting for any future position in the JHU/PCS project, development communication experts (rather than family planning health personnel) should be given priority in selection.
10. A revised and updated roster of IEC consultants should be developed by identifying persons and resources with relevant communication expertise.

5.5 Utilization of Subcontractors

5.5.1 U.S. Subcontractors

The project has six major subcontractors: 1) the Academy for Educational Development (AED), 2) the Program for Appropriate Technology in Health (PATH), 3) Porter Novelli (PN), 4) Saffitz Alpert & Associates, Inc. (Saffitz), 5) Development for Self Reliance, and 6) Doe Mayer Productions. All indicated that there was a good working relationship between themselves and JHU/PCS. AED and PIACT/PATH are the major recipients of funds, and they are the only two with large amounts of unexpended funds (see Table 3, next page).

Table 3

**U.S. Subcontractors of JHU/PCS' Approved
Budget and Funds Provided as of 6 May 1989**

Subcontractors	Approved Budget	Funds Provided To Date
1. Academy for Education Dev.	\$3,783,542	\$917,515.11
2. PIACT (PATH)	3,589,824	575,490.20
3. Saffitz and Alpert	88,000	99,669.34
4. Porter Novelli	124,000	116,744.26
5. Development for Self Reliance	42,966	42,966.00
6. Doe Mayer Production	71,514	71,514.00

AED. AED is the most similar to JHU/PCS in terms of its communication expertise and thus has the closest relationship with the project. JHU/PCS has contracted with AED to undertake the full range of communication technical assistance, with the exception of 1) entertainment-education, which JHU/PCS implements itself, and 2) marketing, which it contracts to other organizations. During FY87 and FY88, AED received 48 work requests from JHU/PCS. For example, AED provided technical assistance to URTNA (radio and television broadcasting), CAFS (communication training), the SIS/IEC Center in Egypt (mass media, research, and evaluation), the Peru IEC country project (materials development and media campaign development), the Zimbabwe National Family Planning Council (reviewing bids by local consulting firms for male motivation program), Nepal country project (film distribution and audience survey), and Zaire (strategic planning, materials development, and project development and monitoring). Because of the French language capability of its staff, AED has been given considerable responsibility for undertaking assignments, both technical assistance and monitoring, in Francophone Africa. The AED staff and consultants are experienced development professionals, and a large proportion have graduate training in development communication.

PATH. PATH's main project role is to provide technical assistance to country IEC projects in materials development. It has conducted training workshops (for example, the Ghana country program, and the Nigeria FHS project); provided technical assistance in the design, pretesting, and development of booklets on various contraceptive methods and other informational and motivational materials (Nepal, Nigeria, Zaire); participated in needs assessments of print materials (Egypt), and assisted in general strategic planning for print materials (Bangladesh).

PATH has been a leader in the areas of counseling training and of curriculum and materials development for counseling. The Ghana country program has greatly benefited from PATH's work. PATH has also been a leader in the development of materials for low literate

populations. These materials, while containing a written message, attempt to transmit the same information through line drawings.

PATH's philosophy -- to involve clients in the design and pretesting of print materials -- reflects the JHU/PCS communication process. PATH also tries to use local technology in the final production of materials, but this does not always result in high quality products, particularly if these are compared to materials produced by external commercial marketers.

The PATH staff consist mainly of masters' level professionals, some in public health. A few staff members at PATH have professional training in communication. On-the-job training in the PATH methodology to materials development and production takes about six months for new employees. PATH administrators believe that their expertise in materials development and communication planning has not been fully utilized by JHU/PCS and that they could contribute more to country IEC projects if they were included in the planning stages.

Porter/Novelli. Porter/Novelli involvement with the JHU/PCS project has been limited to Bangladesh, and has consisted of four month-long trips by one of its staff members. This individual has assisted in designing the research and evaluation component of the new five-year Bangladesh Rural Communication Project and providing assistance to the Information, Education and Motivation (IEM) unit of the Ministry of Health and Family Planning in the planning of this project. For the future, a review of population and family planning research in Ghana is being planned in which Porter/Novelli is expected to play a major role. JHU/PCS looks to Porter/Novelli primarily for market research. Its expertise in this area is also used by other communication and service delivery contractors, such as SOMARC, HEALTHCOM, AIDSCOM, and NUTRITIONCOM. Porter/Novelli has other staff who could be useful on JHU/PCS assignments, but to date its role in providing IEC technical assistance has been very limited.

Saffitz. Saffitz Alpert & Associates, Inc. is similar to Porter/Novelli in that both specialize in marketing, public relations, and advertising. Saffitz has been used by JHU/PCS only in Indonesia where it has helped develop the Blue Circle concept in collaboration with the National Family Planning Coordinating Board (BKKBN). This concept -- a logo that is a blue circle -- promotes family planning and is used as a symbol to identify locations where contraceptives can be obtained. The contractor provided technical assistance in the development of the logo, identified national resources that could be utilized in developing messages and materials, provided technical assistance in strategic planning, and collaborated with SOMARC and national firms involved in social marketing to ensure that the Blue Circle concept had maximum effect. SOMARC has now taken over the Blue Circle symbol and is using it to market contraceptives in Indonesia. Preliminary information indicates that the Blue Circle concept has been well received by the Indonesian population.

Development for Self-Reliance. Development for Self-Reliance, a film production company, has assisted JHU/PCS in producing a family planning motivation film in India. The film, "The Decision," is about a young girl who must decide whether to finish school or to get married and have children. The film is designed to teach sexual responsibility to youth. Development for Self-Reliance also produced another film, "Consequences," about teenage pregnancy in Africa. JHU/PCS did not provide financial assistance for the production of this film, but it provided advice and some technical assistance. The film (and a video version of it) has been distributed very widely in Africa through the URTNA network of broadcasters and through private family planning associations. Development for Self-Reliance estimates that over 20 million Africans will see the film. Both of the films will depend on the entertainment-education strategy for promotion and distribution.

Commonalities

The five main JHU/PCS subcontractors seem to have performed their functions effectively. However, with the exception of AED, whose relationship with JHU/PCS is exceptionally close, the subcontractors felt that their work and that of JHU/PCS would profit from greater collaboration. Trip reports are required by JHU/PCS of all their subcontractors, and debriefings take place in Baltimore after each subcontractor assignment. The subcontractors noted that they had additional technical resources that could be used by JHU/PCS, particularly at the planning stage of country IEC projects, and expressed a desire for more collaboration.

In summary, it seems clear that greater professional interchange between the subcontractors and JHU/PCS could lead to a more efficient and effective use of resources, and to discovering new ways to communicate family planning messages. If its role, as described by one individual, "is to try the untried," JHU/PCS should make a greater effort to marshal the best ideas from its own staff and its subcontractors, and to critique continuously both its own work and that of its colleagues in a professional manner.

Recommendation

11. Greater collaboration between JHU/PCS and its U.S. subcontractors should be fostered, particularly at the planning stage in technical assistance and country project assignments. Such collaboration should result in more efficient and effective use of project resources.

5.5.2 Overseas Subcontractors

JHU/PCS has 19 overseas subcontracts with 15 organizations in 6 countries (Table 4). Most of these subcontracts are either for administrative/management services that national firms provide to country projects or to assist JHU/PCS and its U.S.-based subcontractors in their provision of technical assistance. A number of these subcontracts, however, are similar to country projects, e.g., institution-building in the Clinic Services Improvement Project or the Center for Development Communication in Egypt.

Table 4

Overseas Subcontractors of JHU/PCS Approved Budgets and Funds Provided as of 6 May 1989

<u>Country/Institution Type</u>	<u>Approved Budget</u>	<u>Funds Provided to Date</u>
<u>Bangladesh</u>		
PIACT	4,225.00	2,112.50
TA, Inc.	5,000.00	1,500.00
ACNBIN	3,385.00	1,151.90
House Lease	21,918.00	
Office Lease	17,250.00	
ACPR	4,485.00	
<u>Egypt</u>		
CDC	115,560.00	66,840.16
CSI	46,500.00	16,497.58
SPAAC	67,282.57	39,328.66
Palm Press	1,250.00	830.68
<u>Peru</u>		
PRISMA	6,073.00	4,048.66
<u>Mexico</u>		
AMIDEM	5,000.00	2,500.00
<u>Turkey</u>		
ZET	32,607.00	19,564.20
<u>Morocco</u>		
LMS	84,871.00	
CLIP	7,500.00	
Totals	422,906.57	154,374.34

5.6 Administrative Capability

The scope of the JHU/PCS project has expanded dramatically in the past four years. Since 1985, the professional staff of JHU/PCS increased from 16 to 60. At the time of the 1985 evaluation, JHU/PCS had 11 functioning country projects and was initiating an additional 10. Today there are 43 country IEC projects under way (see Tables 3 and 4). Besides its core grant from A.I.D., JHU/PCS has 35 buy-ins, 19 overseas subcontracts, and 7 U.S. subcontracts.

JHU/PCS administrators are managing 104 budgets. In FY89, 10 additional buy-ins are expected. Thus, by any measure (personnel, dollar amounts, or country IEC projects), JHU/PCS is expanding tremendously.

The financial management personnel for JHU/PCS are responsible for the administration of the other CCP contracts with A.I.D. In addition, the administrative and technical

staff manage three other major A.I.D. communication contracts: 1) the Family Health Services Program contract in Nigeria, 2) the International Science and Technology, Inc. (ISTI) contract in Senegal, and 3) the University Research Corporation (URC) contract in Somalia. Each of these CCP contracts are similar to JHU/PCS in the type of IEC that are activities undertaken.

Staff who manage these contracts and budgets are headed by a financial manager with the assistance of an administrative manager and a contracts specialist. Five support staff at JHU/PCS provide accounting and recording assistance. There is no financial controller, however, to relate financial issues to programmatic priorities.

JHU/PCS financial management has been facilitated by the development of a comprehensive, administrative procedures manual for the financial aspects of implementing country IEC projects. Thanks both to these clear directions and the diligence of staff effort, the reporting of financial accounts for the JHU/PCS project appear in very good order. This is no small achievement. The administration and finance unit at JHU/PCS must handle the various financial and contractual aspects of the JHU/PCS project: 1) sub-agreements with host government organizations in-country; 2) the subcontracts with overseas firms and U.S.-based firms to provide services; 3) grants to the Center for Communication Programs; 4) cooperative agreements made with A.I.D.; 5) buy-ins to the cooperative agreements; 6) contracts with USAID missions; and 7) subcontracts with other organizations to undertake certain tasks for them in collaboration with USAID missions.

A major advance in the administration and management of the JHU/PCS project has been the development of an activity report system. This system allows the JHU/PCS management to understand how its funds are being allocated by program area (Table 5 shows Activity Cost Reports for JHU/PCS for FY88 [see next page]).

In FY88, for example, a total of \$6,115,488 was expended by JHU/PCS. Administrative and program support costs constituted about 44 percent of the FY88 budget; 22 percent was for country IEC project. (subgrant, or subcontracts to host country agencies); 9 percent was spent for monitoring and the provision of technical assistance to the country IEC projects; and 21 percent was spent for the provision of short-term technical assistance not related to country IEC projects.

The value of these cost breakdowns is that they provide a basis for decisions on redirection of project funds. To date, however, because the system has been in the development stage until quite recently, JHU/PCS management has not used this financial system to determine efficient funding level priorities for the total JHU/PCS program. The system has enormous potential for project decision makers. It enables them to separate "core costs" (administrative support and program support costs) from the implementation costs, and to judge whether the current ratio is appropriate. The system also provides a basis for judging if costs are being allocated in accordance with project priorities. At present the allocation of 31 percent of the total to country IEC projects (including 22 percent to subgrants and subcontracts and 9 percent for monitoring and TA) compares with the 21 percent for ad hoc TA.

Other readily available figures are costs of individual country projects, as compared with the total amount of country project funds going to specific countries (see Tables 6 and 7). Although individual country projects may be quite modest in costs (31 of the 43 country projects are less than \$100,000), the total amount of funds going to individual countries for these projects can be quite substantial. For example, the Philippines is receiving a total of \$629,501 for five country projects and Mexico is receiving \$440,770 for six country projects. On the other hand, the allocations for country IEC projects in the total budget remains relatively small.

Table 5³

Activity Cost Reports For JHU/PCS For FY88

<u>Description of Activity Types</u>	<u>FY 88</u>	<u>%</u>
1. <u>Administrative Support</u> Expenses in support of Management personnel, the Financial and Administrative staff, the Media/Materials Center, and support staff when engaged in activities or assignments which cannot be identified to a specific region or country.	\$ 1,468,430	24
2. <u>Program Support</u> Expenses of regional program and support staff when engaged in general program management or regional activities which cannot be identified to a specific country or project.	1,201,376	20
3. <u>Needs Assessment</u> Assessment of IEC needs and resources in LDC family planning programs, and development of strategies and project plans to meet those needs.	64,343	1
4. <u>Country Project Support</u> Development and monitoring of country projects and technical assistance activities in support of country projects underway.	527,640	9
5. <u>Technical Assistance</u> Problem oriented short-term assistance to IEC activities of host government agencies, private sector organizations, local university departments, and USAID missions when this assistance is not related to country projects.	1,314,976	21
6. <u>Meetings and Workshops</u> In-country, regional, and international workshops to achieve specific goals for enhancing IEC skills, as well as conferences and meetings on topics related to project goals and activities (except when these meetings or workshops are funded as an integral part of country projects).	158,789	3
7. <u>Films and Materials</u> Development, collection, and dissemination of materials related to IEC and family planning. Includes costs of the Media/Materials Collection as well as the PCS Packet Series.	9,740	.2
8. <u>Country Projects</u> Funding provided as subgrants or subcontracts to host country agencies operating country projects under the auspices of PCS.	<u>1,370,194</u> \$ 6,115,488	<u>22</u> 100

³Note from PCS

The compilation of activity cost reports for FY88 understates the cost of films and materials since all administrative costs of the Media/Materials Center in 1988 were included under Administrative Support. Now that the activity cost system is fully operational, these costs will be reviewed and revised. It is roughly estimated that the full costs of Media/Materials Center activities are about \$250,000 (most of which should be subtracted from Administrative Support).

Table 6
Country Project Budgets Managed by JIU/PCS Staff
(through May, 1989)

<u>Country Budget</u>	<u>Project</u>	<u>Project Title</u>	<u>Total</u>
1. Nigeria	AF-NGA-01	Male Motivation Project	\$ 742
2. Nigeria	AF-NGA-15	Integrate FP into radio soap opera	1,329
3. Nigeria	AF-NGA-06	Imo State women's workshop and radio soap opera	4,562
4. Nigeria	AF-NGA-11	Comm. Outreach in Ogun State II	9,134
5. Kenya	AF-KEN-04	Community based training materials	10,340
6. Egypt	NE-EGY-01	TOT workshop on face-to-face communication	12,548
7. Nigeria	AF-NGA-14	FP music campaign for males	13,000
8. Nigeria	AF-NGA-12	FP themes in two TV series	13,606
9. Nigeria	AF-NGA-08	Anambra state health/FP TV program	14,001
10. Ghana	AF-GHA-02	Natal Film/TV Institute Video	14,532
11. Colombia	LA-COL-02	Qualitative research - marketing strategy	17,300
12. Brazil	LA-BRA-02	AIDS manual for FP workers	19,789
13. Kenya	AF-KEN-03	Model TV Program on FP	20,497
14. Nigeria	AF-NGA-13	Rapid video production	24,878
15. Sudan	AF-SUD-01	Print materials on family health	25,583
16. Nigeria	AF-NGA-10	Borno state primary health care prevention	27,030
17. Burkina Faso	AF-BKF-01	IEC Development	30,968
18. Mexico	LA-MEX-11	Comic Book Project II	36,150
19. Ivory Coast	AF-IVO-01	Pan African management materials	39,731
20. Mexico	LA-MEX-08	Technical assistance to RVPC	40,000
21. Mexico	LA-MEX-07	Comic book development	49,500
22. Philippines	AS-PHI-05	Population Communication Center - AMEC	50,000
23. Philippines	AS-PHI-04	Improve IEC strategies	50,000
24. Mali	AF-MAI-01	FP IEC	50,500
25. Senegal	AF-SEN-01	URTNA Family Health Broadcasting	50,915
26. Mexico	LA-MEX-06	Evaluation of the CYPP	55,620
27. Bangladesh	AS-BAN-01	Support IEM Unit Activities	63,860
28. Philippines	AS-PHI-03	FP Program for Industrial Sector	65,363
29. Peru	LA-PER-01	FP Workers in AIDS Prevention	78,866
30. Nigeria	AF-NGA-09	Reprint client instruction booklets	85,000
31. Niger	AF-NIR-01	Family Health IEC	95,339
32. Colombia	LA-COL-03	Communication/Marketing Project	107,000
33. Mexico	LA-MEX-10	Evaluation of CYPP II	109,500
34. Philippines	AS-PHI-01	Male motivators in farm organization	125,535
35. Mexico	LA-MEX-09	Communication for Young People II	150,000
36. Zimbabwe	AF-ZIM-01	Male motivation	177,751
37. Burkina Faso	AF-BKF-02	IEC Program	257,077
38. Guatemala	LA-GUA-02	CREA project	259,908
39. Turkey	NE-TUR-01	Turkish FP campaign	264,952
40. Brazil	LA-BRA-03	Mass Media Vasectomy Promotion	304,563
41. Senegal	AF-SEN-02	URTNA Family Health Broadcasting II	333,050
42. Philippines	AS-PHI-02	Music project for young people	338,603
43. Ghana	AF-GHA-01	Health/FP Information Program	<u>341,629</u>
		Total	\$3,840,251

In conclusion, the number of budgets that the administrative and finance unit has to deal with is excessive. The unit has managed the flow of project funds adequately, and has developed workable systems of accounting, reporting and recording. It has not, however, played an adequate role in the programmatic decision-making process.

Recommendation

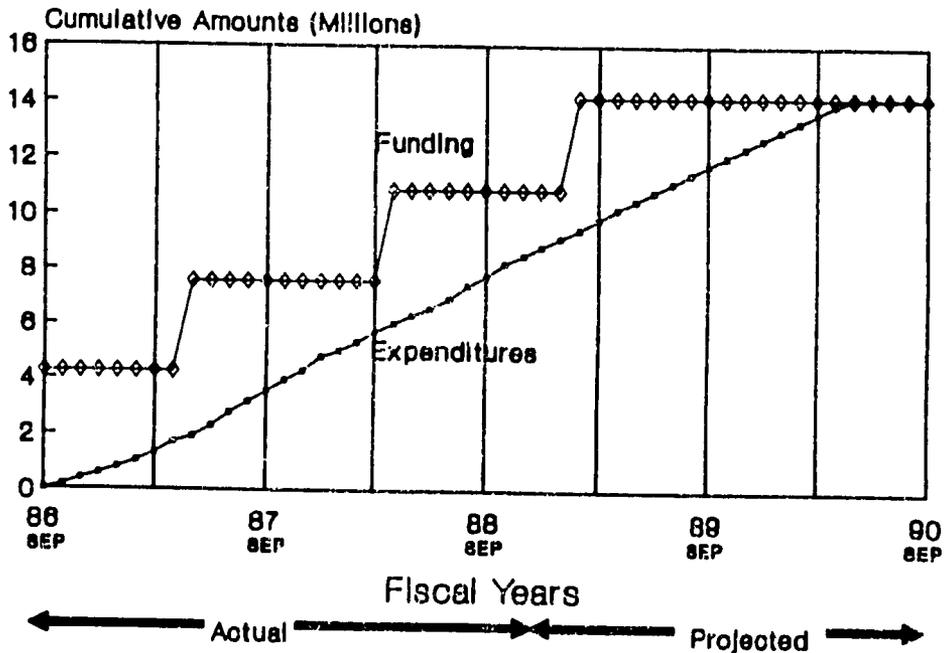
12. The role of financial controller should be established to bring expenditures in line with priorities set by the program. Data produced by the JHU/PCS financial system should be used to provide project decision making, both for day-to-day operations and for long term planning.

5.7 Future Funding

The Cooperative Agreement for the JHU/PCS project stipulates a total ceiling for the five-year period 1986-1991 of \$30 million. S&T/POP has obligated \$14,153,000 over the first four years of the JHU/PCS project, while buy-ins received as of March 15, 1989 have amounted to \$11,083,000. This brings the total A.I.D. funds obligated to date to \$25,236,277, and leaves only \$4,763,723 that can still be accepted under the present Cooperative Agreement (as of March 15, 1989)(see Figure 3).

Figure 3

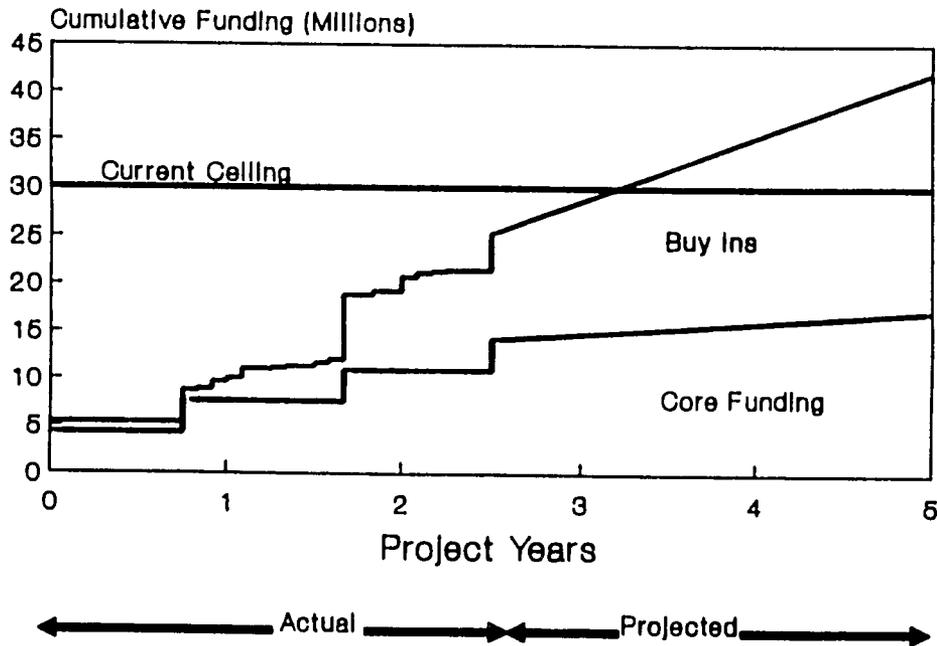
**PCS PROJECT - CORE FUNDS
Cumulative Expenditures & Funding**



JHU/PCS expects, however, to have available another \$17 million in total funding over the next year and a half. Core funds from S&T/POP for Year 5 will be \$3,300,000. Buy-ins presently being negotiated by JHU/PCS for FY89 and FY90-91 amount to \$5,186,770. JHU/PCS has also estimated that an additional \$8.5 million in buy-ins will be secured before the end of the five-year project period. In short, the project has helped create buy-in requests of over \$13 million. Of this, however, the project's spending authorization allows it to accept only about \$1.5 million. Thus, at this point, JHU/PCS and S&T/POP have placed themselves in a difficult position with regard to meeting the IEC needs of developing country family planning programs. One reason for this situation is the project's willingness to accept large buy-ins (over \$500,000) -- e.g., from Bangladesh (\$3,510,000), the Philippines (\$750,000), Guatemala (\$1,380,000).⁴ The effect of this tendency may be to preclude the acceptance of buy-ins from countries with equally important IEC needs but with a smaller resource base (see Figure 4).

Figure 4

POPULATION COMMUNICATION SERVICES Projected Funding



The large influx of buy-ins testifies to the expanding need for IEC as perceived by USAID missions, to the good reputation of JHU/PCS, and to the entrepreneurial role played by the CCP and the JHU/PCS project staff in their contacts with USAID missions.

The success of JHU/PCS in attracting buy-ins, however, has created a difficult management and programmatic situation. At the midpoint of its funding period the project is quite close to the point where it must refuse to accept new buy-ins if it is to meet the commitments it has already made within the existing budget ceiling. JHU/PCS management should be credited with identifying this problem at an early stage and bringing it to the attention of A.I.D., but to date

⁴In comparison, 12 of the current buy-ins are for less than \$100,000, 9 are between \$100,000 and \$200,000, and 11 are between \$200,000 and \$500,000.

no clear solution to the dilemma has been devised by either JHU/PCS or S&T/POP. JHU/PCS also ran up against its funding ceiling partway through its first funding period (1981-86). This type of financial decision-making can lead to disastrous consequences. It is rather like an enterprise that becomes successful and expands too quickly, without tight financial control. Country mission and bureau buy-ins have been reluctant or unwilling to budget for the necessary headquarters support costs for the buy-ins. JHU/PCS has insisted with some success that large buy-ins cover their full share of core and administrative costs, but has been less successful with smaller buy-ins. The unfortunate result has been to use up an increasing share of JHU/PCS core funding for the headquarters support of buy-ins by country missions and bureaus.

Recommendations

13. All USAID mission and A.I.D. bureau buy-ins for IEC should include funds for core costs in order to cover headquarters support for the buy-in.
14. The present USAID funding limit of \$30 million for JHU/PCS should be raised to about \$50 to \$60 million for the next five years, with about half of this amount to come from buy-ins.

JHU/PCS is spending about \$6.3 million in the current fiscal year, up from about \$5.1 million in fiscal year 1989, and \$3.6 in fiscal year 1986 (Figures 3 and 4). Raising the funding limit to \$50 million for the next five years means that JHU/PCS could average about \$10 million per year. The recommended increase over present spending should be directed especially toward increased funding in the country project category, which for FY88 only constituted 22 percent of the total activity costs of JHU/PCS (see Table 5).

6. Coordination with other A.I.D. Projects

6.1 Coordination with Cooperating Agencies

Cooperating Agencies charged with providing training for clinical management, service delivery project and other activities, call on the JHU/PCS project for assistance in IEC training on a project-by-project basis.

INTRAH, for example, has worked with JHU/PCS to some extent in Nigeria, Burkina Faso, the Philippines and in Thailand. When JHU/PCS became involved in the training of counselors in Ghana, it was mutually agreed that INTRAH would cease its own activities in this area. INTRAH and JHU/PCS keep advised of each other's activities by inclusion on their respective mailing lists.

Development Associates, Inc. also has regular contact with JHU/PCS, exchanging trip reports and education materials. No joint execution of training projects has occurred, although Development Associates did collaborate with JHU/PCS in Mexico in developing and testing curriculum materials for the Mexican Social Security Institute and in designing an AIDS training curriculum.

RONCO, Inc.'s contact with JHU/PCS is primarily in Morocco. Here, JHU/PCS was given a buy-in to undertake an IEC needs assessment and to develop a mass media program with the Ministry of Public Health, with whom RONCO had been working. In this case, there was some competition between JHU/PCS and RONCO, because there were funds still available to undertake this activity in the RONCO contract. The solution was that RONCO provided local funds from its contract to support nationals who worked with the JHU/PCS project.

The Family Planning Management Training project (FPMT) of Management Sciences for Health (MSH) coordinates its training activities informally with JHU/PCS in the countries in which they work jointly.

To improve coordination among Cooperating Agencies reporting to it, the Information and Training Division (IT) of the Office of Population has formed a Steering Committee of IT Cooperating Agencies. The first meeting was held on May 18, 1989. It is hoped that this Steering Committee will coordinate both the plans and the reports prepared by its member CAs so that they will work together more closely in future.

6.2 Coordination with Other Communication Contractors

Among A.I.D.'s three major communication contracts -- HEALTHCOM, AIDSCOM and JHU/PCS -- there is little professional staff interchange. This is true although the JHU Center for Communication Programs is a subcontractor on the AIDSCOM project of AED and JHU/PCS subcontractors (like AED) are also subcontractors to JHU/PCS. One encouraging development is that JHU/PCS plans to collaborate with AIDSCOM, SOMARC, and HEALTHCOM in undertaking a needs assessment in Papua New Guinea.

The lack of a formal mechanism for professional communication between JHU/PCS staff and the staff of HEALTHCOM is a cause for concern. No one organization can possess all the expertise required to be in the forefront of the communication field. Both the HEALTHCOM and AIDSCOM projects have made advances in communication techniques and have refined approaches to communication that add to the general body of knowledge, and which should be shared and used by JHU/PCS.

Where such expertise exists within the A.I.D. system of contractors, and particularly where links are already established among them through common subcontract arrangements, such experiences of the communication projects as lessons learned, new methodologies, use of focus group discussions, the education-entertainment strategy, evaluation methodologies, etc., need to be shared. Collaboration should be encouraged by A.I.D., particularly when resources are being cut back worldwide and when country needs for IEC seem to be expanding. The onset of the AIDS crisis, the resurgence of malaria as a major health threat to young children, and the emphasis being placed on breastfeeding for both family planning and for the improved health of children, call for a more integrated communication strategy in many countries.

6.3 Service to A.I.D. Cooperating Agencies

One very important service provided by JHU/PCS is the clearinghouse/distribution function of the Media/Materials Center (M/MC). Materials collected cover a broad range of subjects including family planning, family life education, contraception, population, sexually transmitted diseases, AIDS, and maternal and child health. The project makes an excellent effort to insure that those materials reach a wide audience. M/MC services include provision of materials to answer specific requests; development and distribution of sample materials through the JHU/PCS Packet Series; maintenance of a library of media materials for visitors; distribution of films produced by the Airlie Foundation; development of videos, audio tapes, and slide presentations for training and other uses; development and distribution of generic family planning IEC materials for country adaptation; and training in establishing resource centers.

Among these, the Packet Series deserves special mention. Eleven different packets have been produced and distributed. Their contents consist of sample materials from JHU/PCS and other projects, e.g., pamphlets about different contraceptive methods and print materials for nonreaders. The number of people receiving these packets has slowly but steadily increased over the JHU/PCS project period. Names added to the mailing list include contacts made by JHU/PCS staff individuals who request materials, and persons who attend national or international meetings/workshops conducted by JHU/PCS or by other Cooperating Agencies. This mailing list is therefore quite selective, consisting mainly of people whom JHU/PCS staff know or work with.

The packet series is of great value. It represents a systematic avenue for the dissemination of materials and media messages in family planning. In recognition of the value of the JHU/PCS media/materials service, IPPF is attempting to arrange with JHU/PCS for the distribution of these materials to its affiliates worldwide. The IE Division Steering Committee may serve as a means to enable Cooperating Agencies involved in collection of IEC materials to collaborate with JHU/PCS in the production and distribution of their materials.

SOMARC has found JHU/PCS to be a good partner in the social marketing of family planning methods, particularly when an LDC government does not allow specific family planning products to be advertised. JHU/PCS's role has been to sensitize government policy-makers and other key groups about family planning, thus helping to open the door for SOMARC. The two projects have collaborated in Indonesia, for example, with Saffitz, a JHU/PCS subcontractor, helping to develop the Blue Circle logo and marketing strategy, which was then subsequently taken over by SOMARC for marketing contraceptive products.

The Enterprise project has also drawn on JHU/PCS capabilities, in particular in the Leventi's project in Nigeria. JHU/PCS developed a photo-novel for distribution to Leventi's employees to support Enterprise's efforts to encourage the firm's employees to adopt family planning. Relating an entertaining story about persons known to most of the employees of Leventi's a large department store chain in Nigeria, the novel also conveys a family planning message.

FPIA has worked with JHU/PCS in Africa and Latin America. In Francophone Africa, FPIA has collaborated with JHU/PCS in the production and distribution of flip charts. In Latin America, FPIA has exchanged trip reports with JHU/PCS and has cooperated in a project in Mexico to develop a reproductive health guide for the Mexican Social Security Institute.

In conclusion, coordination among CAs can take place 1) at various stages in the technical assistance process: needs assessment, program/project formulation, implementation, and monitoring and evaluation, and 2) at various organizational levels: among policy-makers at S&T/POP, Cooperating Agency headquarters officers, Cooperating Agency personnel at regional and country levels and the corresponding A.I.D. representatives, and the staff of various IEC projects. JHU/PCS has taken some useful steps to foster coordination with other training, communication and service delivery contractors of A.I.D., but the effort has been neither systematic nor thorough.

Recommendation

15. JHU/PCS, as the world leader in family planning communication, should take the role of fostering coordination of the IEC effort among the other communication, training, and service delivery contractors in the countries in which JHU/PCS is working. An active, systematic coordinating effort should be pursued at all stages in the technical assistance process, as well as at various organizational levels.

7. Recommendations and Future Directions

7. Recommendations and Future Directions

Overall, JHU/PCS has been very successful in reaching its stated objectives. The project has provided coherence and integrity to the IEC function in national family planning programs in developing countries. While its accomplishments are many, as JHU/PCS plans for activities to be undertaken during the remaining period of the present Cooperative Agreement and begins to anticipate the IEC needs of the 1990s, the recommendations of this report may be useful to JHU/PCS in consolidating its efforts in family planning communication leading to even greater achievements.

Closer links with the School of Hygiene and Public Health at JHU

Ways should be found to increase the academic, research, and evaluation interchange between the School of Hygiene and Public Health and the Center for Communication Programs and its JHU/PCS project. This could be done by the following:

- Hiring more JHU/PCS staff with Ph.D. degrees who could also be appointed to faculty teaching positions in the School of Hygiene and Public Health on a part-time basis. A typical faculty appointment in the School involves 35 percent time teaching, with the remainder devoted to research and/or evaluation, often supported by a funded research project;
- Hiring more part-time JHU doctoral students as part-time research assistants on JHU/PCS evaluation research;
- Involving faculty members in JHU/PCS project activities, especially in evaluation research; and
- After more communication faculty are hired jointly by JHU/PCS and the School, offering a communication specialty track for MPH degree students in the School of Hygiene and Public Health (Recommendation 7).

Rationalize the JHU/PCS Structure

With the competing demands made on senior staff and the need to create functional units for the main communication areas in which JHU/PCS works, project senior staff should revise the organizational chart of JHU/PCS within the structure of the Center for Communication Programs. Particular attention should be directed to establishing a structure reflecting technical communication functions, such as evaluation research, entertainment-education, radio/television broadcasting, media/materials, and print journalism (Recommendation 8).

Project Planning and Programming

To ensure the careful review of IEC initiatives by JHU/PCS, a Project Review Committee should be established to review each project and major technical assistance initiative on technical, financial, and administrative grounds. The Committee should include the senior professionals in each of the technical areas in which JHU/PCS works (evaluation, media/materials, entertainment-education, etc.), the chief of the Finance and Administration Unit, and the heads of each geographical program (Africa, Asia/Near East, and Latin America) (Recommendation 5).

To supplement staff expertise and perspectives, the JHU/PCS Advisory Committee should meet at least once a year to review the past year's progress in the various communication areas of JHU/PCS and to review future plans. Consideration should be given to reconstituting the

membership of the Advisory Committee to include individuals who represent each of the technical areas in which JHU/PCS works, e.g., evaluation research, media/materials, entertainment-education, etc. JHU/PCS subcontractors should not be represented on the Advisory Committee, so as to avoid any possible conflicts of interest (Recommendation 6).

Future Funding

Based on the interest shown by USAID missions to buy-in to the JHU/PCS project, the present USAID funding limit of \$30 million for JHU/PCS should be raised to about \$50 to \$60 million for the next five years, with about half of this amount to come from buy-ins (Recommendation 14).

JHU/PCS is spending about \$6.3 million in the current fiscal year, up from about \$5.1 million in fiscal year 1989, and \$3.6 in fiscal year 1986. Raising the funding limit to \$50 to \$60 million for the next five years means that JHU/PCS could average about \$10 million per year. The recommended increase over present spending should be directed especially toward increased funding in the country project category, which for FY88 only constituted 22 percent of the total activity costs of JHU/PCS.

All USAID missions and A.I.D. bureau buy-ins for IEC should include funds for core costs in order to cover headquarters support for the buy-in (Recommendation 13).

Financial Control

With the enormous growth of funds provided by USAID missions during the present Cooperative Agreement and the anticipated growth of funds during the 1990s both from A.I.D. and non-A.I.D. sources, the role of financial controller in JHU/PCS should be established to bring expenditures in line with priorities set by the program. Data produced by the JHU/PCS financial system should be used to provide project decision making, both for day-to-day operations and for long-term planning (Recommendation 12).

Technical Assistance

While the responsiveness, flexibility, and high quality of short-term technical assistance are major pluses for the JHU/PCS project, the cost in terms of transportation and the stress on project staff is high. More efficient ways to provide technical assistance to LDCs should be explored. Consideration should be given to:

- Locating resident advisors in countries with large and continuing JHU/PCS projects, e.g., Philippines and Ghana;
- Locating an adviser in a regional center to support several country projects of sufficient size, e.g., in Cote d'Ivoire or Togo for Francophone countries in West Africa; and
- Economizing, as much as possible, on the number of technical assistance visits by JHU/PCS staff to developing country IEC projects (Recommendation 3).

U.S. Subcontractors

Greater collaboration between JHU/PCS and its U.S. subcontractors should be fostered, particularly at the planning stage in technical assistance and country project assignments. Such collaboration should result in more efficient and effective use of project resources (Recommendation 11).

Personnel

In recruiting for future positions in the JHU/PCS project, development communication experts (rather than family planning health personnel) should be given priority in selection (Recommendation 9).

A revised and updated roster of IEC consultants should be developed by identifying persons and resources with relevant communication expertise (Recommendation 10).

Communication areas needing strengthening

Two areas to which JHU/PCS should give more attention are materials production in the Africa region and print journalism. JHU/PCS should give more attention to determining the needs for materials production for specific audiences of potential acceptors and to upgrading the quality of print materials (Recommendation 1). Print journalists, particularly in the Africa region, should receive correct and up-to-date information on population and family planning issues and should be motivated to devote more attention in their news work to these issues (Recommendation 2).

Dissemination of evaluation findings on JHU/PCS projects

Greater effort should be devoted to disseminating evaluation results to policymakers, family planning program managers, and to the communication and scholarly community. This could be done by the following:

- Greater incentives (for example, salary increases and promotions) should be provided for JHU/PCS professional staff for their publication of evaluation research results. Such a reward system would make evaluation and the reporting of evaluation research results a priority of each JHU/PCS professional; and
- Closer interchange between the School of Public Health and JHU/PCS (Recommendation 4).

Coordination

JHU/PCS, as the world leader in family planning communication, should take the role of fostering coordination of the IEC effort among the other communication, training, and service delivery contractors in the countries in which JHU/PCS is working. An active, systematic coordinating effort should be pursued at all stages in the technical assistance process, as well as at various organizational levels (Recommendation 15).

Appendices

- 12

Appendix A
Scope of Work

Appendix A

Scope of Work

Scope of Work for the Evaluation of the Population Communication Services Project (JHU/PCS)

I. Background

The five-year cooperative agreement renewal (DPE-3004-A-00-6057) of project No. 936-3004, the Johns Hopkins University/Population Communications Services (JHU/PCS), began in 1986. Johns Hopkins University administers the activity through the School of Hygiene and Public Health in Baltimore. The project's purpose is to develop, assist and expand the capability of information, education and communication (IEC) components of public and private family planning programs in less developed countries (LDCs); to assist them in all stages of IEC program design and implementation; to promote better coordination of IEC efforts and involvement of other organizations with needed skills (eg. advertising agencies, universities and journalists); and to help these programs develop comprehensive national IEC plans.

History

The Office of Population developed this project as a cooperative agreement to establish the capability of a U.S. institution to conduct a continuing program of technical assistance and support in the area of family planning information, education and communication (IEC). The Population Communication Services Project originally functioned under a five-year Cooperative Agreement (No. DPE-3004-A-2018) which began on September 30, 1982. The five-year budget was for \$9,895,000 of which \$7,737,000 (including \$6,957,000 from Science and Technology/Office of Population and \$780,000 in Regional Bureau buy-ins) had been obligated by May, 1985. Thus, 78% of the budget had been committed when the project was only slightly beyond the mid-point of its allocated five-year life.

An internal A.I.D. management review of the project was carried out in July 1984, by the Office of Population. The review concluded that, in general, the project was meeting A.I.D.'s expectations, but noted that it should respond with greater flexibility to country and regional USAID requests for assistance. Both the A.I.D. Project Paper authorizing the JHU/PCS Project and the Cooperative Agreement defining its tasks and timetable called for a midterm evaluation of the Project. Accordingly, a three-member evaluation team was appointed in June 1985, financed by A.I.D. central population funds through the International Science and Technology Institute, Inc.

The results of the evaluation indicated that the JHU/PCS Project clearly fills an important and previously unmet demand for IEC technical assistance (TA) in USAID programs. The evaluators cited an A.I.D. study which showed that missions ranked assistance with IEC strategies and materials second only to help with service delivery. The evaluators concluded further that the JHU/PCS Project was a strong and appropriate source for such help. The evaluation of the JHU/PCS Project found that the project was functioning well and had a number of very strong components. Some of the most notable of these were: willingness of JHU/PCS regional coordinators to work closely and sensitively with USAID and country programs, flexibility of JHU/PCS in providing levels of technical assistance, and the high quality and close monitoring of consultants.

Following the evaluation, the Office of Population requested that the Cooperative Agreement for the Population Communication Services Project with Johns Hopkins University be renewed so as to extend the project through September 1, 1991 and to increase the project budget to cover this time period. The Office of Population also proposed that the modified agreement continue to be awarded to Johns Hopkins University, without consideration of other sources.

The Office of Population proposed this action as a result of discussions with the A.I.D. field missions and their offices. The outcome of these discussions supported the evaluators' view that Johns Hopkins University had met A.I.D.'s expectations to establish the capability of a U.S. institution to conduct a continuing program of technical assistance and support in the area of family planning information, education and communication (IEC). The action proposed at that time for modifying the cooperative agreement took into account this principal issue, as well as others such as the funding status of the project; and the need to continue to meet critical and growing demand for IEC assistance needs without interruption.

Renewal:

In keeping with the findings of the evaluation and in response to the proposal from the Office of Population to renew and extend the Cooperative Agreement, A.I.D. signed a new agreement with Johns Hopkins University which provided project authority until December 31, 1992. It was recognized that the underestimation of the demand for IEC assistance had resulted in setting a much too conservative estimated budget for the earlier agreement.

Because of that overly conservative estimate, it was necessary to renew the cooperative agreement before its intended five-year life had been completed. The total estimated amount for the new cooperative agreement was set at a much higher level of \$30,000,000 with the intention of avoiding a similar project funding ceiling problem during the life of the new agreement.

The renewal was based on the fact that in the four years since the cooperative agreement was first signed JHU/PCS had developed exceptional capacity in IEC. The JHU/PCS project had become the principal source of IEC assistance for LDC programs. During that four-year period, however, it became clear that the needs for IEC assistance were much greater than had been originally anticipated and that these needs were likely to continue to increase in range and urgency. The new agreement provided for additional funds to continue to meet the critical and growing IEC assistance needs. Such activities would be implemented through separate mechanisms (contracts, grants or cooperative agreements) with other U.S. or LDC institutions.

II. Evaluation:

The JHU/PCS project is being evaluated on schedule, near the mid-point of its renewed five-year cooperative agreement. Timely completion of the evaluation is important because the authorized ceiling of \$30,000,000 will be reached at least one year before the end of the renewed five-year cooperative agreement. In fact, by September 30, 1988, the end of the second year of the renewal, more than \$21 million had already been obligated to JHU/PCS. About half of these funds came from the Office of Population and half from Mission buy-ins or OYB transfers from regional bureaus. Thus again, in the first 40% of the time period of the agreement about 70% of the project funding ceiling had been obligated. In addition, the ten-year project authorization will expire in 1992.

A. Assessment of Project Direction

1. IEC Leadership

Has JHU/PCS provided creative leadership in meeting new IEC opportunities that have arisen as the result of political or technological changes? Describe the leadership that PCS has provided. Specifically detail responses to opportunities, use of innovative approaches, etc.

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2. IEC Interventions

Has JHU/PCS used the full range of communication options? Have they tailored activities to capitalize on the best mix and the full range of IEC interventions? Are there "gaps" in the communication programs or recommended changes of direction or emphasis? Describe JHU/PCS activities in the following areas:

mass media
interpersonal communication
communication research and evaluation
linking IEC and improved service delivery
IEC training

3. Cost-Recovery/Private Commercial Sector Leadership

Has JHU/PCS fully exploited its mandate to institutionalize cost recovery in IEC projects? Evaluate how the private commercial sector has been used.

4. Responsiveness

Does the project provide timely, appropriate and flexible support in response to requests for assistance from LDC organizations, Missions, or A.I.D. Washington Offices? Describe support in countries with major bilateral programs, such as Bangladesh, Ghana and Indonesia and in countries without bilateral programs, such as Turkey, Zimbabwe, Mexico and Brazil?

5. Institutional Support

Describe the JHU/PCS strategy to strengthen institutional capabilities in LDCs to carry out effective IEC activities. What is the evidence of success at the national and regional level of this aspect of the project's efforts? What are the results of their work with institutions such as URTNA and CAFS in Africa and CREA in the Latin American region?

6. Funding

Given the financial history of the project and the communication needs of the 1990's, what would be an appropriate level of funding for this activity in the future? What is the appropriate ratio of core to buy-in funding given the institutional goals of the project?

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7. Coordination

How effectively have JHU/PCS training activities in IEC been coordinated or integrated with clinical, management, operations research, and other types of training? Describe where JHU/PCS has worked with other Cooperative Agencies involved in training activities.

8. Service to A.I.D./Cooperating Agencies

What services has JHU/PCS provided to A.I.D. and its cooperating agencies to strengthen their IEC work?

via training assistance?

via workshops, presentations, and materials?

via the media/materials collection?

8. Institutional Base

Describe JHU/PCS's institutional base and relevant expertise for meeting the broad range of IEC needs in A.I.D.'s population/family planning programs. Is the project's institutional base relevant to different regions, countries, and aspects of IEC? How is the institutional base being developed and strengthened?

10. Administrative Capability

How has the project continued to strengthen its administrative capacity? Is the project's administrative base sufficient to handle administration and scheduling of activities in a timely way to ensure compliance with A.I.D.'s reporting, clearances and communication directives; and to monitor and audit subagreements in compliance with A.I.D. and University requirements?

11. Personnel

Do the project staff and consultants have adequate and appropriate language, experience and technical skills to implement the project effectively?

12. Utilization of Subcontractors

Has the project utilized the major subcontractors (Academy for Educational Development, Porter Novelli, Program for Appropriate Technology in HealthPATH, Saffitz and Alpert, Development for Self Reliance) effectively and appropriately? Are others needed to implement the project? Describe some specific examples of their effective use? Is such subcontracting cost-effective?

13. Research and Dissemination of Findings

Describe what JHU/PCS has contributed to the understanding of the impact of IEC work. How have projects been evaluated? What methods of dissemination are being used to make the findings available to the public, to policy-makers, and to other IEC researchers and practitioners? What more can be done?

14. Overall Assessment

Are there changes in the focus, workscope, funding level or mode of operation of the project which, in the evaluator's opinion, would increase the project's usefulness and effectiveness in the future.

15. Unfulfilled Requirements

Are there communication needs in developing country family planning programs which are not being addressed by the project? Are all IEC areas being covered by JHU/PCS or does the scope of work of the project need to be expanded?

III. Evaluation Team and the Format of the Report

To most effectively carry out this scope of work in a timely manner, the evaluation team should consist of two senior professionals; one from the development communications field and the other from the population/evaluation field. Ideally, the communications person will have a broad knowledge of development communication with a solid record of academic accomplishment, significant publications in the field and consulting and evaluation experience. The population/evaluation team member should be a professional who has had actual project implementation experience and who is a experienced in family project evaluation. In addition, it will be very helpful if the evaluators have some experience with A.I.D. evaluation procedures and, particularly in the case of the population/evaluation person for the team, an understanding of A.I.D. field activities.

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A. Evaluation Components

1. Review of JHU/PCS operations at project headquarters at Baltimore offices. Discussions with Principal Investigator, Project Director, Deputy Project Director, Regional Coordinators, Research and Administrative Staff. Interviewing of staff, discussions with director and examination of relevant documents. Detailed review of needs assessments, IEC strategy plans and examination of relevant media products and written evaluation of research regarding the impact of media products and campaign materials.

2. Interviews, in person and by telephone, with managers of activities carried out under PCS subagreements in selected countries. (e.g. Turkey- no bilateral, African country- with bilateral and institutions in Africa such as CAFS or URTNA). Many of the managers of JHU/PCS overseas subproject activities were available for interviewing at The Enter-Educate Conference held in Los Angeles, March 29-April 1, 1989. Their evaluation of PCS support was sought at that time and will be summarized in the coming evaluation of the overall project performance.

3. Collect information from A.I.D. Washington, A.I.D. missions, and JHU/PCS subcontractors through visits, mailed or cabled questionnaires and telephone interviews. Information gathered from both questionnaire and telephone interview sources will be used to provide additional input for the evaluation of the project.

B. Format of the Report

1. The report will contain the following:

a. Findings, which will be directly related to sub-headings in the Scope of Work.

b. Conclusions based on the team's interpretation of evidence.

3. Recommendations based on the team's findings and conclusions.

4. An executive summary as a forward to the report.

Appendix B

List of Persons Contacted

Appendix B

List of Persons Contacted

The John Hopkins University

Department of Population Dynamics

W. Henry Mosley

Department of International Health

Carl Kendall

Center for Communication Programs

Phyllis T. Piotrow

Population Communication Services Project

Patrick L. Coleman
Jose G. Rimon II
Paul Bankerd
D. Lawrence Kincaid
Moncef M. Bouhafa
Philippe F. Langlois
Wilma H. Lynn
Sung Hee Yun
Dale E. Huntington
Michelle Baskin
Sandra Buffington
Julie M. Convisser
Susan C. Krenn
Opia-Mensah Kumah
Alice I. Payne
Edson E. Whitney
Venus Dagdagan
Jennifer A. Daves
Hugh M. Rigby
Susan A. Leibtag
Sandra Krome
Cynthia B. Shaw
Vera E. Ford
Jennifer E. Ashcraft
Carole Haddaway
Katherine Treiman

U.S. Agency for International Development, Office of Population

Duff Gillespie
Elizabeth Maguire
Roy Jacobstein
Clayton Vollan

USAID/Mexico

Sam Taylor

Academy for Education Development

Mark Lediard
Michele Lioy
Margaret Parloto
Mark Rasmusen

Porter Novelli

Robert Porter

Development for Self Reliance

Steve Smith

Program for Appropriate Technology in Health

Mary Beth Moore
Margo Zimmerman

Saffitz & Alpert Associates, Inc.

Gary Saffitz

Center for Development and Population Activities

Peggy Curlin

Development Associates

Edward Dennison

Family Planning International Assistance

Hans Groot

The Futures Group - SOMARC

Santiago Plata

Management Sciences for Health

Sara Seims

Program for International Training in Health

James Lea

Ronco Consulting Corporation

Alice Morton

United Nations Population Fund

O. J. Sikes

International Planned Parenthood Federation

Perida Huston
John Rowley

Population Communications International

David Poindexter

Food and Agricultural Organization

Joop Alberts

Appendix C

USAID Mission Responses to the Evaluation Questionnaire

Appendix C

USAID Mission Responses to the Evaluation Questionnaire

Copy of Cable Sent to Missions

FROM: John McWilliam
POPTECH
1601 N. Kent Street, Suite 1014
Arlington, VA 22209 USA
(703) 243-8666
(703) 358-9271 FAX

DATE: 02 MAY 1989

S&T/POP has requested POPTECH to conduct an evaluation of the Population Communication Services Project (JHU/PCS). As part of the evaluation POPTECH is seeking mission assessments of the JHU/PCS project performance. The information from the JHU/PCS evaluation will be used in the design of the following project. We would greatly appreciate your responses to the following questions by 15 May 1989.

FYI PCS project is a five year cooperative agreement with John Hopkins University. The project's purpose is to develop, assist and expand the capability of information, education, and communication (IEC) components of public and private family planning programs in less developed countries (LDCs); to assist them in all stages of IEC program design and implementation; to promote better coordination of IEC efforts and involvement of other organizations with needed skills (e.g. advertising agencies, universities and journalists); and to help these programs develop comprehensive national IEC plans. End FYI.

- 1) Did PCS undertake a Needs Assessment before initiating activities? If so, did this Needs Assessment reflect the country's IEC needs and provide a strategy for IEC activities?
- 2) What aspects of the PCS project have you found to be particularly useful in furthering family planning activities? What aspects were less useful? Why?
- 3) How effective has the project been in transferring technology and skills to improve the IEC capability of LDC programs and institutions?
- 4) Has the PCS project used private sector communications resources for family planning activities? If so, in what way?
- 5) Has the project provided timely, appropriate and flexible technical assistance in response to your request for assistance? Has there been follow-up when needed?
- 6) What areas in the PCS program should be strengthened or changed to increase the project's usefulness and effectiveness in the future?

Thank you for your help in this evaluation.

- (f)

COUNTRIES RESPONDING

Bangladesh
Bolivia
Burkina Faso
Cameroon
Central African Republic
Chad
Colombia
Cote d'Ivoire
Costa Rica
Ecuador
The Gambia
India
Indonesia
Kenya
Lesotho

Mali
Madagascar
Mauritania
Morocco
Nepal
Niger
Nigeria
Pakistan
Peru
Philippines
Rwanda
Tanzania
Trinidad and Tobago
Tunisia
Zaire
Zimbabwe

RCA May 17 2153

FM: AMEMBASSY DHAKA/BANGLADESH
DANA VOGEL
PROJECT OFFICER
OFFICE OF POPULATION AND HEALTH
USAID/DHAKA
TLX: 641319 AEDKA BJ

TO: JOHN MCWILLIAM
POPTECH
1601 N. KENT ST.
SUITE 1014
ARLINGTON, VA 22209 USA

SUBJ: ST/POP EVALUATION OF POPULATION COMMUNICATION
SERVICES PROJECT (PCS)

1. USAID/DHAKA IS IN RECEIPT OF YOUR TELEX OF MAY 2, 1989. IN GENERAL, WE FEEL THAT IT IS TOO EARLY TO ASSESS THE JHU/PCS IEC PROJECT HERE AS IT ONLY BEGAN IN OCTOBER 1988. HOWEVER, WE CAN PROVIDE YOU WITH THE FOLLOWING INFORMATION.

A. PCS UNDERTOOK AN EXTENSIVE NEEDS ASSESSMENT BEFORE INITIATING ITS PROJECT. IT DEVELOPED A STRATEGY FOR PROJECT IMPLEMENTATION THAT THE PROJECT HAS BEEN FOLLOWING CLOSELY.

B. BECAUSE IT IS STILL VERY EARLY IN THE PROJECT, WE ARE UNABLE TO COMMENT ON WHAT ASPECTS OF THE PROJECT ARE MORE USEFUL OR LESS USEFUL. HOWEVER, WE NOTE THAT THE PROJECT IS TAKING STEPS TO IMPROVE THE CAPABILITY OF THE LOCAL INFORMATION/EDUCATION/MOTIVATION UNIT OF THE MINISTRY OF HEALTH, AND IS WORKING VERY CLOSELY WITH IT.

C. TECHNICAL ASSISTANCE HAS BEEN APPROPRIATE AND READILY AVAILABLE. THE PROJECT CHIEF OF PARTY IS WELL QUALIFIED AND WORKS WELL WITH GOVERNMENT OFFICIALS. HE RECEIVES STRONG SUPPORT FROM PCS/BALTIMORE. WE HAVE BEEN IMPRESSED WITH THE LEVEL OF HEADQUARTERS SUPPORT.

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RCV BY: ERO. TELECOPIER 7011 : 5- 3-89 2:33P
05/03/89 14:45 591 2 356096

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USAID La Paz

7033569271;#
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1. PER YOUR FAX DATED APRIL 24, 1989 USAID CANNOT RESPOND TO YOUR REQUEST FOR MISSION ASSESSMENT OF PREVIOUS JHU/PCS PERFORMANCE IN BOLIVIA, SINCE NO ONE PRESENTLY IN MISSION HAS ANY PERSONAL KNOWLEDGE OF THEIR PERFORMANCE.
2. PERHAPS ELBA CALERO, USAID/BOLIVIA PSC FSN POPULATION OFFICER NOW AT HARVARD UNIVERSITY ON A ONE YEAR SCHOLARSHIP UNTIL JULY 1989 CAN PROVIDE SOME INFORMATION. HER PHONE IS (617) 498-7951.
3. FYI, USAID/BOLIVIA MAY WELL CONSIDER THE JHU/PCS PROJECT OR ITS SUCCESSOR FOR PROVISION OF TA UNDER ITS NEW FP PROJECT.

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UNCLASSIFIED
Department of State

INCOMING
TELEGRAM

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ACTION AID-00

ACTION OFFICE POP-04
INFO AFFW-04 AFPD-04 AFTR-05 AAFF-03 PDPR-01 PPPB-02 GC-01
GCAF-01 IT-06 STHE-03 HHS-09 RELO-01 AMAD-01 OMB-02
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AIDAC

FOR ST/POP/IT

E. O. 12356: N/A
SUBJECT: BURKINA POPULATION/EVALUATION OF THE POPULATION
-- COMMUNICATION SERVICES (JHU/PCS) PROJECT

REF: POPTech/USAID BURKINA TELEX DATED 4/21/89

1. USAID HAS RECEIVED A TELEX FROM THE POPTech PROJECT REQUESTING THE MISSION'S ASSESSMENT OF THE ST/POP POPULATION COMMUNICATION SERVICES PROJECT. USAID OBJECTS TO THIS REQUEST ON SEVERAL GROUNDS.

2. FIRST OF ALL, THERE WOULD APPEAR TO BE A CLEAR CONFLICT OF INTEREST TO HAVE AN INSTITUTIONAL CONTRACTOR/COOPERATING AGENCY EVALUATE ANOTHER INSTITUTIONAL CONTRACTOR/COOPERATING AGENCY WHEN THEY ARE WORKING IN THE SAME FIELD (HEALTH/POP), SHARE MANY OF THE SAME CONSULTANTS, AND ARE IN POSITION TO COLLABORATE ON FUTURE A. I. D. CONTRACTS/GRANTS.

3. SECOND OF ALL, POPTech SHOULD NOT BE REQUESTING USAID TO ASSESS JHU/PCS'S PERFORMANCE. PRESUMABLY, POPTech WAS HIRED TO CONDUCT AN INDEPENDENTLY EXTERNAL EVALUATION OF JHU/PCS, NOT COLLATE VARIOUS A. I. D. ASSESSMENTS OF CONTRACTOR PERFORMANCE. IF THE LATTER WERE THE CASE, IT WOULD MAKE MORE SENSE AND BE CONSIDERABLY LESS COSTLY FOR ST/POP TO CONDUCT THE EVALUATION ITSELF. IN ANY CASE, POPTech SHOULD NOT BE ASKING THE FIELD MISSIONS TO DO THEIR WORK FOR THEM.

4. USAID WILL AWAIT AID/W'S REPLY BEFORE RESPONDING TO POPTech'S TELEX. SHINN

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ARLINGTON, VA

TELEX NUMBER: 271837 ISTI UR

FROM: ROXANA A. DE SOLE, USAID/BURKINA

SUBJECT: POPULATION/MISSION COMMENTS ON PCB PROJECT PERFORMANCE

ATTN: JOHN McMILLIAN

REFS: (A) POPTECH/USAID TELEX OF 4/21/89
(B) DURBA 62134 (C) STATE 192293

THE FOLLOWING COMMENTS ARE PROVIDED IN RESPONSE TO POPTECH'S REQUEST FOR MISSION COMMENTS ON PCB PROJECT PERFORMANCE (REF A).

(1) PCB CONDUCTED A NEEDS ASSESSMENT AND PARTICIPATED IN THE DEVELOPMENT OF THE BILATERAL FAMILY PLANNING PROJECT IDENTIFICATION DOCUMENT IN 1984. AT THAT TIME BURKINA DID NOT HAVE A FAMILY PLANNING SERVICE DELIVERY OR INFORMATION PROGRAM. ACTIVITIES OUTLINED BY PCB IN THE SUBSEQUENT PROJECT AGREEMENTS SERVED AS A BASIS FOR A NATIONAL IEC STRATEGY.

(2) ACTIVITIES UNDERTAKEN BY PCB IN BURKINA INCLUDE THE TRAINING OF A NATIONAL FP/IEC TRAINING TEAM WHICH HAS IN TURN TRAINED SOCIAL EXTENSION WORKERS= THE DEVELOPMENT OF A FP CURRICULUM FOR THE NATIONAL SCHOOL OF SOCIAL SCIENCE= THE PRODUCTION OF IEC MATERIALS= AND THE CONDUCTING OF A KAP STUDY IN 2 RURAL PROVINCES. ALL ACTIVITIES HAVE BEEN VERY USEFUL.

(3) PCB TRAINED A CORE FP/IEC TEAM WHICH BEGAN TO EFFECTIVELY DESIGN AND IMPLEMENT A NATIONAL FP/IEC PROGRAM. THE TEAM PRODUCED A NUMBER OF POSTERS, BROCHURES, A FILM AND OTHER MATERIAL WHICH HAVE BEEN WIDELY PRAISED. UNFORTUNATELY DUE TO RESTRUCTURING OF THE MINISTRY, THE FP/IEC TEAM WAS TRANSFERRED TO ANOTHER DIRECTORATE WITHIN THE MOH AND SOME MEMBERS WERE REASSIGNED TO OTHER PROGRAMS. IT MAY TAKE A WHILE FOR THE REASSEMBLED AND DIMINISHED GROUP TO GAIN THE PREVIOUS MOMENTUM AND EFFECTIVENESS. HOWEVER THE RESTRUCTURING HAS NOT AFFECTED THE TEAM'S TRAINING ACTIVITIES. TO DATE ABOUT 120 SOCIAL EXTENSION WORKERS HAVE PARTICIPATED IN PROJECT SEMINARS. AN INTERNAL EVALUATION IN MAY 1988 FOUND ALL PROJECT-TRAINED AGENTS WERE CONDUCTING FP ACTIVITIES, SUCH AS +CASBERIES+ AND COUNSELING. SO FAR NO EVALUATION OF SOCIAL WORKERS EFFECTIVENESS HAS BEEN CONDUCTED.

(4) THE IEC PROGRAM RELIES ON THE PRIVATE SECTOR FOR THE PRODUCTION OF IEC MATERIAL. ART WORK AND PRINTING OF BROCHURES AND POSTERS ARE CONTRACTED OUT, ALTHOUGH THE FP/IEC TEAM PROVIDES THEMES, WRITES TEXT AND DOES PRETESTING. THE FILM WAS PRODUCED BY THE DIRECTORATE OF FILM PRODUCTION, A PARASTATAL. PCB ALSO PROVIDED FUNDING FOR THE DEVELOPMENT AND PRESENTATION OF A FAMILY PLANNING PLAY BY A LOCAL AMATEUR THEATRE TROUPE AND THE PRODUCTION OF A FP SONG BY A LOCAL POPULAR SINGER. FINALLY IT SHOULD BE MENTIONED, PCB IS FINANCING RADIO AND TELEVISION BROADCASTS ON FP THEMES. THIS CANNOT BE CONSIDERED A PRIVATE SECTOR RESOURCE, HOWEVER, SINCE THE MEDIA IS STATE OWNED.

(5) THE PROJECT RESPONDED IN AN APPROPRIATE AND TIMELY MANNER TO MISSION REQUESTS FOR ASSISTANCE. FOLLOW-UP HAS BEEN ADEQUATE.

(6) THE PROJECT SHOULD CONTINUE TO IMPLEMENT THE SAME ACTIVITIES IN THE FUTURE. IN PARTICULAR, BURKINA WILL CONTINUE TO NEED TA IN TARGETING AND DESIGNING IEC MATERIAL. A FUTURE PROJECT SHOULD ALSO EMPHASIZE EVALUATION AS A MEANS TO IMPROVE PROGRAM IMPLEMENTATION AND DESIGN NEW ACTIVITIES.

AMERICAN EMBASSY
OUAGADOUGOU, BURKINA FASO
TELEX NO. AEMB 5290BP
FAX NO. 38-89-83

U.S. DEPT. OF STATE
2201 C ST. NW SUITE 5440
WASHINGTON, DC 20520

3B D102 104-1 3S103 12 04/29/89 21:41

HAND DELIVERY

22209 AID

JOHN MCWILLIAM
POPTech
1601 N. KENT STREET, SUITE 1014
ARLINGTON, VA. 22209 USA
TEL: (703) 243-8666

SUBJECT: CAMEROON: POPULATION: JHU/PCS

REF: MC WILLIAM/LEINEN TELEX DATED 21 APRIL, 1989

1. IN REPLY TO QUESTIONS RAISED IN REFTELEX. JHU/PCS WAS SELECTED BY USAID/CAMEROON AND FUNDED UNDER A BUY-IN THROUGH THE FHI-II CAMEROON SUBPROJECT (698-0462.31) TO PROVIDE THE IEC COMPONENT OF OUR POPULATION ACTIVITY. NEEDS ASSESSEMENT WAS COMPLETED IN NOVEMBER, 1988, AND GRC/MOH AND MISSION HAVE JUST REVIEWED AND COMMENTED ON PCS WORKPLAN. IMPLEMENTATION WILL BEGIN LATE FY 89.

2. MISSION HAS BEEN PLEASED WITH QUALITY OF TA PROVIDED BY PCS. THE DRAFT WORKPLAN WAS PRODUCED AFTER EIGHT WEEKS, PERHAPS THIS COULD HAVE BEEN COMPLETED MORE QUICKLY. THE WORKPLAN DOES REFLECT THE NEEDS IN CAMEROON FOR POPULATION/FAMILY PLANNING IEC. SINCE IMPLEMENTATION WILL BEGIN LATER THIS FY MISSION CANNOT RESPOND TO REFTELEX QUESTIONS 3, 4, 5 OR 6.

GARY LEINEN
HEALTH OFFICER
USAID/CAMEROON
AMERICAN EMBASSY YAOUNDE 3816/L2571

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- C8 -

1-000743A120 05/06/89 ICS [PMRYND RND NVFA
00501 REJU NV 05-05 1144P EDT NYJC

▶ JOHN MCWILLIAM
POPTECH
1601 NORTH KENT ST SUITE 1014
ARLINGTON VA 22209

-
THIS IS A CONFIRMATION COPY OF A TELEGRAM SENT TO YOU.
MAILGRAM COPY SENT

4-000714A120 05/06/89
ICS IFLOUSA #SHZ
402 STATE DEPT WASHINGTON DC
PMS
JOHN MCWILLIAM
POPTECH
1601 N. KENT STREET, SUITE 1014
ARLINGTON, VA 22209 USA

REF: EVALUATION OF THE POPULATION COMMUNICATION SERVICES
PROJECT

1. AID LIAISON OFFICE/BANGUI ACKNOWLEDGE RECEIPT OF YOUR
TELEX DATED 4/21/89.

2. THE REFERENCED PROJECT IS NOT IMPLEMENTED IN THE
CAP. HOWEVER, JHPTGD IS IMPLEMENTING A REPRODUCTIVE
HEALTH AND FAMILY PLANNING PROJECT UNDER A TCA-27.

REGARDS,

HUGH L. SMITH
AID LIAISON OFFICER
AMERICAN EMBASSY, BANGUI
CENTRAL AFRICAN REPUBLIC 02011 0410L
0144 EST

01:50 EST

MGACD L

TO REPLY BY MAILGRAM MESSAGE, SEE REVERSE SIDE FOR WESTERN UNION'S TOLL - FREE PHONE NUMBERS

67

FROM: BERNARD WILDER, AID REPRESENTATIVE

TO: JOHN MCWILLIAM
POPTECH
1601 N. KENT STREET, SUITE 1014
ARLINGTON, VA 22209 USA
TEL: (703) 243-8666

TELEX NO. 271837 ISTI UR

PLEASE FIND ANSWERS KEYED TO NUMBERED QUESTIONS IN REFTEL.

1. PCS DID CARRY OUT A NEEDS ASSESSMENT AND PROVIDED A STRATEGY FOR IEC ACTIVITIES IN CHAD.
2. PCS HAS NOT YET IMPLEMENTED THE PROJECT, TOO EARLY TO TELL. PCS CONSULTANT PHILIPPE LANGLOIS PROVIDED VALUABLE ASSISTANCE TO MISSION BY DEVELOPING OVERALL IEC STRATEGY FOR UPCOMING CHILD SURVIVAL PROJECT WHICH INCLUDES A CHILD SPACING COMPONENT.
3. SEE NUMBER 2
4. SEE NUMBER 2
5. YES
6. SEE NUMBER 2
3. USAID LOOKING FORWARD TO THE IMPLEMENTATION OF IEC ACTIVITIES IN FAMILY PLANNING IN CHAD BY PCS.
4. REGARDS.

Embassy of the United States of America



May 24, 1989

Mr. John McWilliam
POPTech
1601 N. Kent Street, Suite 1014
Arlington, Va. 22209

Dear Mr. McWilliam,

Reference is made to your telex dated April 24, requesting Mission assessment of the JHU/PSC project performance. We regret the May 15th date was not met (Jim Smith is on Home Leave). However, we hope our comments below will be useful for your evaluation.

Answers follow order of questions raised in your telex:

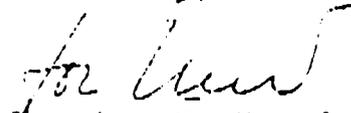
1. Yes, PCS undertakes a needs assessment prior to initiation of the project; and our experience has been that results reflect improvement of the previously identified needs.
2. Methodology used and technical assistance provided are the most useful aspects in furthering family planning activities. Some negative aspects are delays experienced in obtaining approval for the various program steps. It would be useful to find ways to expedite same.
3. In general terms, we believe that the project has been effective in the areas of technology and skills transfer to improve the IEC capabilities, and would be applicable to programs and/or institutions in other countries.

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4. To our knowlege, PCS has worked only with PROFAMILIA, carrying out a publicity campaign in the North Coast area, where the the knowledge of family planning information services is low. (FYI, PROFAMILIA is a non-profit organization, carrying out over 65% of all family planning activities in Colombia.)
5. As mentioned above, the project in general terms is effective and provides adequate technical assistance. However, approval procedures should be expedited to avoid delays in initiation and/or development of the various activities.
6. The PCS provides efficient assistance to the development of family planning activities in Colombia; since information and services are the two basic components for a successful family planning program.

Hope the above information is useful.

Sincerely,



Maraine N. Mansfield
Health/Population Advisor
AID - American Embassy
Bogota, Colombia

Department of State

PAGE 01 ABIDJA 09020 00 OF 02 021156Z 3190 051772 AID6204
ACTION AID-03

ABIDJA 09020 03 OF 02 021156Z 3190 051772

ACTION OFFICE POP-04
INFO AFCW-03 AFFD-04 AFTR-05 DAST-01 IT-06 STHE-03 RELO-01
TELE-01 /023 44 ALJZ

EXPENSE) HOST COUNTRY NATIONALS AS RESOURCE PERSONS FOR U.S. BASED CONFERENCES AND SEMINARS THEREBY FACILITATING FURTHER CONTACT AND PROFESSIONAL RELATIONSHIPS OVER AND ABOVE THOSE ESTABLISHED UNDER THE PROJECT.

INFO LOG-00 PASS-00 OES-09 /009 W
-----136076 021159Z /49 38

4. BEGINNING JUNE 1969, PCS WILL EXPLORE USE OF PRIVATE SECTOR COMMUNICATIONS RESOURCES FOR FP ACTIVITIES IN RCI. TO DATE, HOWEVER, CONCENTRATION HAS BEEN ON USE OF STATE (UNIVERSITY INSTITUTION) RESOURCES. THIS EMPHASIS WAS FULLY ENDORSED BY REDSO/WCA AND THE LOCAL FAMILY PLANNING ASSOCIATION (PVO).

R 020950Z MAY 69
FM AMEMBASSY /ABIDJAN
TO SECSTATE WASHDC 6079

5. TECHNICAL ASSISTANCE IN THE FIELD AND STATEIDE FOLLOW-UP HAVE BEEN TIMELY, COMPREHENSIVE AND RESPONSIBLE TO THE COUNTRY'S NEEDS. PROJECT HAS PROCEEDED WITH VERY LITTLE SCHEDULE SLIPPAGE, TRANSFER OF FUNDS AND NECESSARY BUDGET MODIFICATIONS (DUE TO FLUCTUATING EXCHANGE RATES) HAVE BEEN EFFECTED IN A TIMELY MANNER, AND HOST COUNTRY SOCIO-CULTURAL CONCERNS TAKEN INTO CONSIDERATION (ONCE THESE WERE VOICED BY COUNTERPARTS AND CONVEYED BY REDSO RPO'S TO PCS) DURING MATERIALS PRODUCTION. IN GENERAL, REDSO RPO'S CONSIDER JHU/PCS TO BE ONE OF THE MOST RESPONSIVE AND FLEXIBLE OF ST/PWP CAP'S. JHU/PCS HAS OFTEN MET REDSO AND/OR USAID MISSIONS HALF-WAY ON A PROJECT BY PROVIDING CENTRAL FUNDS FOR PROJECT TA COSTS TO MATCH MISSION'S LOCAL COST FUNDS. THIS FLEXIBILITY AND WILLINGNESS TO COMPROMISE ARE GREATLY APPRECIATED.

UNCLAS ABIDJAN 09020

ADM AID DIRECT RELAY

SECSTATE FOR ST/POP/FPSD I. KOEK AND ST/POP/IT
C. VOLLAN

6. AREAS TO BE STRENGTHENED: REDSO RPO'S BELIEVE

THAT PROGRAM COULD BENEFIT FROM ADDITION OF AFRICAN NATIONALS TO PCS STAFF. SINCE ACTIVITIES ARE SHOWBALLING IN FRANCOPHONE AFRICA, RPO'S WOULD LIKE TO SEE LARGER NUMBER OF FLUENT FRENCH SPEAKERS ON STAFF. PCS STAFFERS WITH FLUENT FRENCH ARE EXCELLENT BUT ARE TOO FEW.

E.O. 12356 N/A
SUBJECT: POPULATION: JHU/PCS EVALUATION - COTE
D'IVOIRE PROJECTS

REF: LSII TELEX DTG 221769

7. FOR YOUR INFORMATION, REDSO/WCA NOW HAS A FAX MACHINE. THE NUMBER IS 00-225-41-35-44. ALSO, OUR DIRECT TELEX NUMBER IS 27166, REDSO/W. KUX

TO: JOHN MCWILLIAM
- POPTech
- 1601 N. KENT STREET, SUITE 1014
- ARLINGTON, VA 22239
- PHONE: (703) 243-3656

NOTE: PASSED ABOVE ADDRESSEE BY OSG/T

IN RESPONSE TO REFEEL, REDSO/WCA POPULATION OFFICERS (RPO'S) ARE PLEASED TO PROVIDE FOLLOWING INFORMATION REGARDING JHU/PCS PROJECT AND WORK IN COTE D'IVOIRE (RCI). RPO'S HAVE ALSO INCLUDED COMMENTS BASED ON OUR EXPERIENCE WITH JHU/PCS IN THE WEST AND CENTRAL AFRICA REGION. (NUMBERING OF COMMENTS CORRESPOND TO NUMBERING OF QUESTIONS IN REFEEL).

1. NEEDS ASSESSMENT HAS BEEN AN INTEGRAL PART OF JHU/PCS WORK IN RCI. ALL RELEVANT AND INTERESTED PARTIES ARE CONTACTED AND CONSULTED AND INCLUDED AS ACTIVE PARTICIPANTS IN JHU/PCS ACTIVITIES.

2. USEFUL ASPECTS OF JHU/PCS ASSISTANCE: ACTING THROUGH JHU/PCS, WE HAVE BEEN ABLE TO CHANNEL AID SUPPORT OF FAMILY PLANNING (FP) EDUCATIONAL MATERIALS DEVELOPMENT TO GOVERNMENTAL AND NONGOVERNMENTAL ENTITIES INTERESTED IN FURTHERING FP IN THE COUNTRY. THIS WOULD HAVE BEEN VERY DIFFICULT, IF NOT IMPOSSIBLE, GIVEN THE ABSENCE OF A BILATERAL AGREEMENT WITH THE GOVT AND THE LACK OF OFFICIAL POPULATION POLICY IN THE COUNTRY. LESS USEFUL ASPECTS OF JHU/PCS ASSISTANCE: IT SEEMS THAT JHU/PCS HAS A TENDENCY TO TAKE A COOKIE CUTTER APPROACH TO FP MATERIALS DEVELOPMENT IN THE REGION. I.E., THE END RESULT IN SEVERAL COUNTRIES HAS BEEN THE SAME: CUSTOMIZED LOGO, METHODS BOOKLETS, AND 3-4 COUNTRY-SPECIFIC FP POSTERS. MATERIALS DEVELOPED (BOTH GRAPHICS AND TEXT) ARE OF HIGH QUALITY BUT RPO'S QUESTION WHETHER ALTERNATIVE APPROACHES AT CONVEYING FP MESSAGES COULD NOT ALSO HAVE BEEN STUDIED AND IMPLEMENTED.

3. TRANSFER OF TECHNOLOGY: JHU/PCS PROJECT HAS BEEN VERY EFFECTIVE IN TRANSFERRING TECHNOLOGY AND SKILLS TO IMPROVE CAPABILITY OF LDC PROGRAMS AND INSTITUTIONS. MATERIALS DEVELOPMENT IS A DIALOGUE PROCESS BETWEEN PCS STAFFERS AND HOST COUNTRY NATIONALS. PCS HAS PREVIOUSLY INVOLVED THE PCS'S

MAY 5 1969

66



AGENCY FOR INTERNATIONAL DEVELOPMENT

UNITED STATES A. I. D. MISSION TO COSTA RICA

APO. Miami, FL. 34020
Telephone: 20-45-45
Telex 3550 AIDCR KR
Fax (506) 20-34-34

April 27, 1989

Mr. John McWilliam
POPTECH
1601 N. Kent Street, Suite 1014
Arlington, VA. 22209

Dear Mr. McWilliam:

This letter is in response to your Telex of April 24, 1989 soliciting information for the re-valuation of the Johns Hopkins PCS project.

First of all, the Mission has a long standing relationship with the PCS Latin American staff. Patrick Coleman first visited Costa Rica in 1983 or 1984 for a preliminary needs assessment. Activities were planned for implementation by the Demographic Association under a Mission agreement. JHU/PCS carried out its own one year project with the Family Orientation Center (COF) which the Mission financed for an additional year.

Presently (1989), PCS is assisting in design of a communications strategy with the public sector health institutions, evaluation methodologies and optimization of materials produced with project funding.

PCS staff have been responsive to the changing needs of Costa Rica's program, making the transition from private FPA activities to a wider audience through the public health sector institutions. Our project is in the beginning stages, and we hope that there will be a complete transfer of technology and skills.

Private sector communications resources have not yet been exploited for family planning activities. There are legal prohibitions to promoting contraception in Costa Rica, which limits the communications possibilities.

We have found PCS to be an innovative, flexible group which has provided, and hopefully will continue to provide quality technical assistance that will have an impact beyond the immediate scope and time frame of the project.

Sincerely,

Betsy K. Murray
Betsy K. Murray
Special Projects Officer

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▶ JOHN MCWILLIAM
POPTECH
1601 KENT STREET SUITE 1014
ARLINGTON VA 22209

1. MISSION REQUESTED JHU/PCS ASSISTANCE TO (A) STRENGTHEN AND COORDINATE FAMILY PLANNING ASSOCIATES (FPAS) COMMUNICATIONS PROGRAMS, (B) ASSIST FPAS TO DEVELOP COMMUNICATIONS STRATEGY, AND (C) TRAIN FPAS ON HOW TO CONDUCT COMPLETE COMMUNICATIONS PROCESS WITH EMPHASIS ON COLLECTING MARKET DATA AND DESIGN OF INTERVENTIONS. MISSION HAS REQUESTED ASSISTANCE THROUGH CABLES, TELCONS, AND THROUGH PERSONAL VISIT TO ST/POP, HOWEVER, JHU/PCS AND ST/POP HAVE NOT RESPONDED. WE BELIEVE THAT MISSION PROPOSAL WOULD HAVE BEEN IDEAL IN TERMS OF USING CENTRAL TECHNICAL ASSISTANCE TO LEVERAGE BILATERAL RESOURCES TO PAY LOCAL COSTS ASSOCIATED WITH EFFORT.

2. IT IS MISSION UNDERSTANDING THAT ECUADOR WAS TO BE INCLUDED AS PRIORITY COUNTRY FOR RELEASING NEW ROCK HIT PROJECT NO. 2, KARINA Y CHARLIE. MISSION REQUESTED THAT THREE ECUADORIAN ORGANIZATIONS BE INVOLVED IN THIS PROGRAM. HOWEVER, ONLY TWO HAVE RECEIVED MATERIALS. MATERIALS THAT HAVE ARRIVED HAVE BEEN INCOMPLETE AND LATE. THEREFORE PLANNED LOCAL ACTIVITIES REGARDING THIS PROGRAM HAVE NOT BEGUN.

3. MISSION FEELS THAT JHU/PCS AND ST/POP HAVE NOT BEEN RESPONSIVE TO FIELD NEEDS AND SUGGESTS THAT: (A) DESIGN OF NEW PROJECT LIMIT SIZE OF COUNTRY SPECIFIC BUY-INS TO 5 PERCENT - 10 PERCENT OF TOTAL PROJECT FUNDING. THIS WOULD ALLOW PARTICIPATION FOR MAXIMUM NUMBER OF MISSIONS; (B) THAT THERE BE MAXIMUM COMPETITION FOR NEW CONTRACT NOT JUST SOLE SOURCE FOR JHU/PCS; AND (C) SOMEONE WITH FOREIGN SERVICE EXPERIENCE BE INVOLVED IN PROJECT DESIGN AND MANAGEMENT OF THIS IMPORTANT PROJECT. USAID/ECUADOR, C/O AMERICAN EMBASSY. QUITO, ECUADOR. HULWILL AMERICAN EMBASSY QUITO ECUADOR 06545 / L1696 655

12:08 EST

TO REPLY BY MAILGRAM MESSAGE. SEE REVERSE SIDE FOR WESTERN UNION'S TOLL - FREE PHONE NUMBERS

68



- C-15 -
 AGENCY FOR INTERNATIONAL DEVELOPMENT
 BANJUL, THE GAMBIA.

UNITED STATES ADDRESS
 USAID/BANJUL
 WASH. D.C. 20520-2070

INTERNATIONAL ADDRESS
 U.S.A.I.D.
 C/O AMERICAN EMBASSY
 PMB NO. 19
 BANJUL, THE GAMBIA.
 (FAX 28066)

TELEPHONE: (220) 28533, (220) 28768
 (220) 27601, (220) 28573

FAX NO: (220) 28-066

FACSIMILE COVER PAGE

TO: JOHN McWilliam
POPTECH 1601 N. KENI STREET
 Suite 1014 ARLINGTON, VA. 22209 USA

FROM: IBA Cessay
USAID, Banjul

TEL: NO.: (703) 243-8666

DATE: 5. 3. 89

FAX NO.: (703) 358-9271

Ref: McWilliam / Stone Telex of 4. 24. 89

REMARKS: (1) Per Rejtet ~~request~~, Mission has no knowledge of JHUPCS Project being implemented in the Gambia, therefore cannot provide answers.
 (2) Mission is only aware that last year, The Gambia Family Planning Association, submitted a project proposal to JHUPCS for assistance, in developing educational materials for its training and IETC program, which was reviewed by the JHUPCS senior program officer, during her February 89 visit to the Gambia. The project document ~~is~~ also developed and the project ~~could~~ ^{may} be funded by JHUPCS.

NUMBER OF PAGES INCLUDING COVER PAGE: _____

NOTE: IF YOU DO NOT RECEIVE ALL OF THE FOLLOWING PAGES OR THEY ARE NOT LEGIBLE, PLEASE FAX US.

Department of State

PAGE 01 NEW OE 11382 150951Z 1214 059750 A107499

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ACTION AID-00

4. (ALSO SEE (3)).

ACTION OFFICE POP-01

INFO ANOP-03 ANSA-03 AHMS-01 SAST-01 PDR-01 PPPB-02 AMPD-05

ANTR-06 ES-01 STHE-03 AAPF-01 FPA-02 MMS-09 RELO-01

AMAD-01 TELE-01 OMB-02 /047 AB

5. PARTICULARLY USEFUL WAS THE VISIT BY PHYLLIS PIOTROW IN THE WEEK BEGINNING OCTOBER 10, 1988 TO EVALUATE ARRANGEMENTS FOR PROVIDING TECHNICAL ASSISTANCE. RESPONSES TO REQUESTS FOR MATERIALS SUCH AS A RECENT REQUEST BY SECRETARY OF HEALTH FOR POPULATION REPORTS HAVE BEEN PROMPT AND HELPFUL.

INFO LOG-00 NEA-04 PASS-00 DES-09 /013 M

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6. HIGHEST QUALITY TECHNICAL CONSULTANTS ARE NEEDED TO SUPPORT IEC ACTIVITIES IN POPULATION AND HEALTH PROJECTS. HUSBARD

R 150952Z MAY 89
FM AMEMBASSY NEW DELHI
TO SECSTATE WASHDC 9165

NOTE BY OC/T: PASSED TO THE ABOVE NAMED ADDRESSEE.

UNCLAS NEW DELHI 11382

AIDAC DIRECT RELAY

E.O. 12356: N/A
SUBJECT: POPULATION: POPTECH PROJECT

TO: JOHN MCVILLIAM
POPTech
1601 N. KENT STREET, SUITE 101
ARLINGTON, VA 22209
TEL: (703) 243-8666
FAX: (703) 358-9271
TELEX: 271827 ISTI UR

REF: YOUR TELEX DATED 28 APRIL 1989

USAID IS CONDUCTING A DESK REVIEW OF ALL USAID POPULATION/FAMILY PLANNING ACTIVITIES. DESK REVIEW SHOULD BE COMPLETED ON/ABOUT JUNE 15. YOUR QUESTIONS REGARDING POPULATION COMMUNICATION SERVICES WILL BE INCLUDED IN DESK REVIEW. JENNY RUOUCNA, WHO IS CONDUCTING DESK REVIEW WILL BE AWAY FROM POST MAY 4-27.

WITHOUT REVIEWING THICK FILES, I WILL PROVIDE QUICK RESPONSES FROM MY KNOWLEDGE OF PROJECT.

1. I AM UNAWARE OF PCS IEC NEEDS ASSESSMENT IN INDIA. HOWEVER, PCS CONSULTANTS WORKING ON IEC COMPONENT OF OUR FAMILY PLANNING COMMUNICATIONS AND MARKETING PROJECT DID TAKE A FAIRLY LOSE PROJECT PAPER CONCEPT DOWN TO AN ACTUAL WORKING PROGRAM BY IDENTIFYING WITH GOVERNMENT COOPERATION THE PROFESSIONAL AREAS IN NEED OF IEC STRENGTHENING THEN JOINTLY DEVELOPING PROGRAM CONCEPTS.
2. IN 1987 DOLS 74 MILLION OF USAID'S FAMILY PLANNING COMMUNICATIONS AND MARKETING PROJECT WAS DEOBLIGATED, THE MAJOR REMAINING COMPONENTS WERE THE DEMOGRAPHIC ANALYSIS AND RESEARCH COMPONENT, THE IUD PROCUREMENT COMPONENT AND THE "IEC" COMPONENT. A JOHNS HOPKINS CONSULTANT WAS RESPONSIBLE FOR DEVELOPING THE LATTER (IEC) COMPONENT.

3. ONE EXAMPLE OF TECHNOLOGY/SKILLS TRANSFER IS THE CONSULTATION BY JOHN RIBER, JHU CONSULTANT, IN DEVELOPING A FILM ON POSTPONING TEENAGE MARRIAGE. THIS 30 MINUTE FILM, NISCHAY, (THE DECISION) WAS SHOWN ON NATIONAL TELEVISION SUNDAY NOON APRIL 30. THE DIRECTOR, MEDIA, MOHFW HAS BEEN VERY COMPLIMENTARY OF CONSULTANT'S ABILITY IN PROVIDING TECHNICAL CONTRIBUTIONS AND IMPROVING STAFF SKILLS. FINAL EVALUATION OF FILM IS PENDING, BUT SHE HAS EXPRESSED INTEREST IN TESTING HER STAFF'S SKILLS IN

110

JUHN MCWILLIAM
POPTech
1601 N. KENT STREET, SUITE 1014
ARLINGTON, VA. 22200 USA
TEL: (703) 243-8666
FAX: (703) 358-9271
TELEX: 271837 ISTI UR

SUBJECT: POPULATION: EVALUATION OF PCS PROJECT (JHU/PCS)
IN INDONESIA

REF: MCWILLIAM/ROGOSCH TELEX OF 5/1/89

1. NEEDS ASSESSMENT: JHU/PCS UNDERTOOK A NEEDS ASSESSMENT OF THE INDONESIAN FAMILY PLANNING PROGRAM FROM JUNE 19 TO JULY 23, 1986. AT THAT TIME THE FIVE PERSON TEAM MADE A NUMBER OF RECOMMENDATIONS FOR IEC ACTIVITIES TO SUPPORT THE WIDE RANGE OF ACTIVITIES ALREADY PLANNED BY BKKBN AND TO ASSIST IN FORGING NEW DIRECTIONS IN BKKBN PROGRAMS. IN PARTICULAR, THE RECOMMENDATIONS TO USE PRIVATE SECTOR RESOURCES TO PROMOTE PRIVATE SECTOR FAMILY PLANNING EFFORTS COINCIDED WITH JOINT USAID-BKKBN PROJECT PLANNING. THE IEC STRATEGY DEVELOPED FOR THE URBAN FAMILY PLANNING PROJECT BY JHU/PCS IN AUGUST 1986 PROVIDED THE MAJOR OUTLINE OF THE URBAN PRIVATE SECTOR FAMILY PLANNING IEC PROGRAM AND HAS BEEN A MODEL FOR OTHER PROJECTS. ALTHOUGH JHU/PCS IDENTIFIED OTHER IEC NEEDS, USAID/JAKARTA AND BKKBN SET THE PRIORITIES FOR SUBSEQUENT PROJECT DEVELOPMENT.
2. USEFUL ASPECTS OF THE PCS PROJECT: OF IMPORTANCE TO THE DEVELOPMENT OF THE CURRENT IEC PROJECTS HAS BEEN THE FLEXIBILITY AND RAPID RESPONSE TO SPECIFIC REQUESTS FOR TECHNICAL ASSISTANCE. IN ADDITION THE AVAILABILITY OF THE COUNTRY NEEDS ASSESSMENT WAS VERY USEFUL IN DEVELOPMENT OF NEW DIRECTIONS FOR IEC AND FOCUSING THE ATTENTION OF BKKBN ON THE NEED FOR AN OVERALL IEC STRATEGY.
3. TRANSFER OF TECHNOLOGY AND SKILLS: THE DESIGN OF THE URBAN PRIVATE SECTOR IEC PROJECT ULTIMATELY PROMOTED TWO TYPES OF SKILL TRANSFER: (A) GOVERNMENT MANAGEMENT OF AN ADVERTISING AGENCY CONTRACT AND CAMPAIGN AND (B) LOCAL ADVERTISING AGENCY SKILLS IN SOCIAL MARKETING CAMPAIGN DEVELOPMENT. ALTHOUGH IT WOULD HAVE BEEN OPTIMAL TO DEVELOP A BETTER IEC/MARKETING CAPACITY WITHIN THE BKKBN ITSELF, THE DESIGN OF THE PROJECT MANAGEMENT AND GOALS OF THE BKKBN ITSELF WERE NOT CONSISTENT WITH THIS TYPE OF TECHNOLOGY TRANSFER.
4. USE OF PRIVATE SECTOR COMMUNICATIONS RESOURCES: THE IEC CAMPAIGN TO PROMOTE PRIVATE PROVIDER FAMILY PLANNING SERVICES WAS CONTRACTED TO A LOCAL ADVERTISING/PUBLIC RELATIONS AGENCY SELECTED THROUGH A STANDARD PROPOSAL COMPETITION. WITH THE OVERALL GUIDANCE OF THE BKKBN AND THE TECHNICAL ASSISTANCE PROVIDED BY PCS AND AID, THE AGENCY WAS ASKED TO DESIGN AND IMPLEMENT THE IEC CAMPAIGN USING LOCAL MEDIA AND PRINTING/PRODUCTION FACILITIES. IN ADDITION, EVALUATION AND PRETESTING OF ALL IEC MATERIALS WAS CONTRACTED TO A LOCAL RESEARCH FIRM.
5. TECHNICAL ASSISTANCE: TECHNICAL ASSISTANCE HAS GENERALLY BEEN TIMELY AND APPROPRIATE AND, AT THE REQUEST OF BKKBN AND USAID, HAS PRIMARILY CONSISTED OF REGULAR PERIODIC VISITS BY ONE ADVERTISING CONSULTANT FOR FOLLOW UP TO THE ONGOING IEC PRIVATE SECTOR CAMPAIGN.
6. FUTURE PROGRAM EMPHASIS: THE EMPHASIS ON USE OF PRIVATE SECTOR RESOURCES IN DEVELOPMENT OF A CONSUMER-ORIENTED STRATEGY FOR FAMILY PLANNING IEC HAS BEEN APPROPRIATE TO THE CURRENT SOPHISTICATION OF THE INDONESIAN FAMILY PLANNING PROGRAM. ONE POSSIBLE AREA FOR NEW PROGRAM EMPHASIS IS THE PROVISION OF INCOUNTRY AND SITE-VISIT TRAINING. THIS COULD FOCUS ON THEORY AND IMPLEMENTATION OF A CONSUMER-ORIENTED IEC CAMPAIGN, IMPROVED SKILLS IN THE MANAGEMENT OF A PRIVATE SECTOR AGENCY FOR A SOCIAL MARKETING CAMPAIGN, AND POSSIBLY IMPROVED TECHNICAL SKILLS IN USE OF TECHNICALLY ADVANCED COMMUNICATIONS EQUIPMENT.

7. OTHER: FROM THE ADMINISTRATIVE BASIS, PCS COULD IMPROVE TWO SYSTEMS: (A) MORE RAPID FINALIZATION OF DRAFT REPORTS AND (B) FASTER CONFIRMATION OF TECHNICAL ASSISTANCE SCHEDULED TRIPS.

USAID MISSION

AMERICAN EMBASSY
JAKARTA, INDONESIA. 7978/L 337/ 505

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JUN 15, 1989

FROM: AMEMBASSY NAIROBI TO: POPTech
TELEX: 22964 TELEX: 271837 ISTI UR

FROM: LAURA SLOBEY FOR: JOHN MCWILLIAM

SUBJECT: POPTech EVALUATION OF THE JOHNS HOPKINS
UNIVERSITY/POPULATION COMMUNICATION SERVICES (JHU/PCS)

REF: FAX APRIL 1989

REGRET DELAY IN RESPONDING TO REQUEST FOR INFORMATION ON JHU/PCS
PERFORMANCE IN KENYA. IN RESPONSE TO THE QUESTIONS LISTED.

1. PCS UNDERTOOK A PARTIAL NEEDS ASSESSMENT, DRAWING UPON MARK
LEDIARD'S PREPARATORY WORK (ALSO FUNDED BY JHU/PCS) FOR DESIGN OF
THE MISSION BILATERAL FAMILY PLANNING SERVICES AND SUPPORT (FPSS)
PROJECT. LEDIARD ASSISTED THE MISSION PREPARE THE IE AND C SECTION
OF THE PAPER, INCLUDING A DETAILED TECHNICAL ANALYSIS. HE
ASSESSED THE IE AND C NEEDS IN KENYA INCLUDING ACTIVITIES CURRENTLY
BEING SUPPORTED BY UNFPA THROUGH UNESCO. UNESCO CARRIES OUT THE
NCPD MASS MEDIA PROGRAM THROUGH A CONTRACT WITH A PRIVATE AD
AGENCY.

UNDER THE FPSS PROJECT WE PLANNED TO PROVIDE TECHNICAL ASSISTANCE
TO THE NATIONAL COUNCIL FOR POPULATION AND DEVELOPMENT (NCPD) TO
STRENGTHEN ITS CAPACITY TO PLAN, MANAGE, COORDINATE AND EVALUATE
AN INTENSIFIED NATIONAL COMMUNICATION PROGRAM. INCLUDED IN THIS
ASSISTANCE WAS TO BE DEVELOPMENT OF A NATIONAL IE AND C STRATEGY.
HOWEVER, JHU/PCS WAS NEVER ABLE TO PROVIDE THIS MUCH NEEDED
ASSISTANCE. THE FACT THAT JHU/PCS DID NOT SUCCEED IN DEVELOPING
A NATIONAL STRATEGY IS NOT A REFLECTION OF THE PROJECT OR OF
STAFF CAPABILITIES. IT IS DUE TO THE GENERAL RELUCTANCE ON THE
PART OF THE GOVERNMENT OF KENYA TO DRAW UPON THE ASSISTANCE OF
OUTSIDE ORGANIZATIONS, PARTICULARLY U.S. BASED INTERMEDIARY
ORGANIZATIONS OR COOPERATING AGENCIES, AND THEIR UNWILLINGNESS TO
USE BILATERAL RESOURCES FOR BUY-INS TO THESE ORGANIZATIONS.
RESPONSE TO THE REMAINING QUESTIONS MUST BE VIEWED IN LIGHT OF
THE ABOVE MAJOR CONSTRAINT.

2. MOST USEFUL HAS BEEN TECHNICAL ASSISTANCE AND TRANSFER OF
SKILLS TO LOCAL ORGANIZATIONS IN THE DESIGN, PRODUCTION AND
IMPLEMENTATION OF MEDIA PROGRAMS, PRODUCTS AND MATERIALS. FOR
EXAMPLE, PCS WORKED WITH THE LOCAL ORGANIZATION, RESEARCH,
EVALUATION AND TRAINING CONSULTANCY LTD. (GEORGE EBHIWANI), TO
EVALUATE A LOCAL VIDEO PRODUCTION AND VERY SUCCESSFULLY
TRANSFERRED IE AND C EVALUATION METHODOLOGY TO THIS LOCAL FIRM.

LESS USEFUL HAS BEEN THE MEDIA MATERIALS COLLECTION SAMPLES
MAILED OUT PERIODICALLY. #7. 89457, -5-3)6 83 -,
271837 ISTI UR

*. MATERIALS DEVELOPED

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ANASTAZYTIC EFFECT TO B
MONSTRATE WHAT IS POSSIBLE WITH
COUNTRY-SPECIFIC MATERIALS. FOR EXAMPLE, PCS HAS PROVIDED
FUNDING AND TECHNICAL ASSISTANCE TO THE FAMILY PLANNING
ASSOCIATION OF KENYA (FPAK) TO PREPARE A TRAINING MANUAL FOR
THEIR COMMUNITY-BASED DISTRIBUTION PROGRAM. DEVELOPMENT OF
TRAINING MATERIALS TO SUPPORT SERVICE DELIVERY PROGRAMS IS
PARTICULARLY USEFUL AND WE ANTICIPATE THE FPAK CBD MANUAL WILL
BECOME THE PROTOTYPE MANUAL FOR KENYAN NGOS INVOLVED IN CBD
PROGRAMS. WE ANTICIPATE THE NEXT PHASE OF PCS/FPAK COLLABORATION
TO BE DEVELOPMENT OF KENYA SPECIFIC MATERIALS FOR CBD AGENTS AND
CBD CLIENTS. PCS ASSISTANCE IN HELPING DEVELOP THIS SOLID IE AND C
FOUNDATION FOR CBD PROGRAMS IS EXTREMELY VALUABLE AND NECESSARY
FOR THE KENYA PROGRAM AS WE EXPAND OUR ACTIVITIES IN CBD.

3. THE PROJECT HAS BEEN EFFECTIVE IN TRANSFERRING SKILLS TO
SEVERAL PRIVATE AND REGIONAL ORGANIZATIONS, I.E. URTNA AND THE
ABOVE MENTIONED RESEARCH, EVALUATION AND TRAINING CONSULTANCY
LLT. HOWEVER, THESE ORGANIZATIONS ONLY PROVIDE LIMITED SUPPORT
TO THE NATIONAL FAMILY PROGRAM EFFORT, THUS PCS HAS NOT
YET HAD AN OPPORTUNITY TO TRANSFER THESE SAME SKILLS TO LARGE
ORGANIZATIONS WHICH IMPACT UPON THE NATIONAL PROGRAM. THEIR
ASSISTANCE TO FPAK IS NOW PROVIDING THAT OPPORTUNITY.

4. YES, THE PCS PROJECT HAS IDENTIFIED LOCAL PRIVATE SECTOR
COMMUNICATIONS FIRMS TO DEVELOP MATERIALS AND RADIO AND TV
PROGRAMS. FOR EXAMPLE, THEY ASSISTED STELLAGRAPHICS, LTD. IN THE
PRODUCTION OF AN EXCELLENT VIDEO SERIES FOR TELEVISION
BROADCAST. HOWEVER, THIS FILM SERIES WAS NOT ADEQUATELY CLEARED
BY ALL APPROPRIATE GOVERNMENT MINISTRIES AND THUS WAS ORDERED TO
BE TAKEN OFF THE AIR. PLEASE NOTE THAT THIS SERIES OF EVENTS
COULD NOT HAVE BEEN AVOIDED AND WAS NO FAULT OF THE JHU/PCS
PROJECT.

5. PCS TECHNICAL ASSISTANCE HAS ALWAYS BEEN RESPONSIVE
APPROPRIATE, FLEXIBLE, TIMELY AND OF HIGH TECHNICAL QUALITY.
FOLLOW-UP HAS BEEN ADEQUATE.

6. CONTINUATION OF TECHNICAL ASSISTANCE FROM CONSULTANTS WITH A
HIGH CALIBER OF TECHNICAL SKILLS IN THE AREAS OF PROGRAM DESIGN,
EVALUATION AS WELL AS DEVELOPMENT OF SPECIFIC MEDIA PRODUCTS IS
HIGHLY DESIRABLE. INCREASED EMPHASIS ON DEVELOPMENT OF MATERIALS
TO SUPPORT SERVICE DELIVERY PROGRAMS IS NEEDED.

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22964 AMEMB KE
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413 Received Message

09:34 04/26/89

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IFRP RTPK

EASYLINK 9859940A001 26APR89 08:29/08:36 EST
VIA: 579442

TO: 62848685

IFRP RTPK

4506 USAID LO
TO: MR. JOHN MCWILLIAM
POPTech
ARLINGTON, VA
U. S. A.

FROM: FRAN KENNEDY
LFHS (FHI-II)
PROJECT COORDINATOR
USAID/LESOTHO

SUBJECT: EVALUATION OF JHU/PCS

REF: (A) YOUR TLX DATED 21/4, (B) MASERU 666,
(C) STATE 85729/01

THE FOLLOWING ARE THE ANSWERS TO YOUR QUESTIONS ON REFTEL (A):

1. YES. JHU/PCS PARTICIPATED IN MEETING OF COOPERATING AGENCIES (2/88) FOR THE LESOTHO FAMILY HEALTH SERVICES (LFHS) PROJECT AND HELPED TO ASSESS THE IEC/FP PROGRAM NEEDS. SOME VERY USEFUL RECOMMENDATIONS WERE MADE.
2. PROVISION OF SAMPLE IEC/FP MATERIALS WAS VERY HELPFUL.
3. PROJECT HAS NOT BEEN ABLE TO UTILIZE THIS ASPECT OF JHU/PCS PROJECT.
4. NO.
5. WE HAVE EXPERIENCED DIFFICULTIES WITH SCHEDULING TA AND RECEIVING CONSISTENT AND RELIABLE SERVICES WHEN THEY HAVE BEEN REQUESTED (REF REFTELS B AND C).
6. MORE ATTENTION SHOULD BE GIVEN TO PROVIDING REGIONAL TA. IT SOMETIMES APPEARS THAT THE CONVENIENCE OF JHU/PCS IS GIVEN PRECEDENCE OVER THE NEEDS OF THE REQUESTING COUNTRY'S INSTITUTIONS/ORGANIZATIONS.

REGARDS.

IFRP RTPK

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PCS Evaluation

1) PCS undertook a needs assessment before initiating their IEC Project with the Mali Family Planning Association in 1984. Needs were indentified such as improvement of clinic-level education, provision of audio-visual materials, signs, logos, flip charts and posters to clinics, expansion of the use of radio, get information on the attitudes and practices of the population regarding Family Planning. The assessment provided strategies for IEC activities through a projece tproposal developed with the Mali Family Planning Association.

2. Aspects we found particularly useful include but are not limited to:

- Use of native storytellers to convey family planning messages to the population.

- Use of the national "Koteba" (Drama) group for plays that were shown on national Television about the benefit of Family Planning.

- Working with the National Union of Women (UNFM) through seminars to inform couples about Family Planning services and where to get them.

- Development of a Family Planning logo-which has been accepted by the Government through the Ministry of Public Health and Social Affairs.

3) Effectiveness in technology and skills transfer. Institutions which were involved in the PCS project were AMPPF (Mali Family Planning Association), DMFLA (GREF institution dealing with functional literacy). The National ART Institut, Radio Mali, Mali Television and UNFM (National Union of women). All these institutions benefited from PCS skills through technical assistance. AMPPF learned how to develop clinic signs, posters, folktales for radio, and flip charts. Seminars prepared by and for UNFM helped this organization to improve their capability in mass mobilisation and motivation.

4) PCS Project used private sector Communications resources for Family Planning activities because the implementing agency for the PCS Project was AMPPF, a private non governmental Organization which is the main provider of family planning services in Mali.

5) PCS fully responded to all Mission requests for technical assistance until there was a change in personnel assigned to Mali due to the departure of the project manager regularly assigned to Mali. Following her departure, several financial

problems emerged with the termination of the old project and design issues for the follow-on project also became apparent. Mission feels that more frequent visits were necessary at this period of time and notes that the financial issues and status of continuation proposal are still unresolved.

6) Areas to be strengthened include a more vigilant follow-up including more site visits; insuring that the entire staff of grantee organization (AMPPF), who are involved in the planning and implementation of the Project, are also included in meetings and information distribution; more frequent communication with the Grantee and USAID; and improved financial supervision and audit of grantee's accounting system for project funds.

Other suggestions for additional activities include research on radio listening habits of Malians, hiring of additional local staff to manage project activities, collaboration with Georges Collinet Productions for development of additional television themes on family planning, investigation of the popular music scene in Mali for possible musical recordings with family planning messages (Salif Keita is a locally and internationally famous singer), and assisting CERPOD in developing a strategy for a collaborating network of Journalists dealing with population issues.

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PAGE 01 ANTANA 02351 261337Z 0174 049123 AID1870
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ACTION OFFICE POP-04
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AIDAC DIRECT RELAY

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E. O. 12356: N/A
SUBJECT: DIRECT RELAY TELEGRAM

TO: JOHN MCWILLIAM
- POPTECH
- 1601 N. KENT STREET, SUITE 1014
- TEL (703) 243-8666
- TELEX 271837 ISTI UR

SUBJECT: POPULATION: ASSESSMENTS OF THE JHU/PCS
PROJECT PERFORMANCE

REF: JOHN MCWILLIAM'S TELEX OF APRIL 21, 1989

1. USAID/MADAGASCAR IS INITIATING WITH JHU/PCS A
MISSION FUNDED IEC PROJECTS IN MADAGASCAR. PROJECT
PROPOSALS DRAFTED IN JANUARY 1989 WILL BE REVIEWED BY
A. I. D. REGIONAL POPULATION OFFICER.

2. WE THEREFORE HAVE NOT YET HAD A CHANCE TO EVALUATE
THE EFFECTIVENESS OF THE JHU/PCS AND REGRET THAT WE
CANNOT COMMENT AS REQUESTED IN REFTEL. REGARDS.

BAUDOQUIN DE MARCKEN
TELEX 22202
AMERICAN EMBASSY
ANTANANARIVO, MADAGASCAR

LYNCH

NOTE: PASSED ABOVE ADDRESSEE BY OC/T

APRIL 30, 88

FROM; CARMAURETANIA/HLTH

TO: JOHN MCWILLIAM
POPTECH
1601 N. KENT STREET, SUITE 1014
ARLINGTON, VA 22208

SUBJECT: YR TLX OF APRIL 21, 88

CAR WELCOMES OPPORTUNITY TO ASSIST IN SUBJECT EVALUATION AS FOLLOWS:

PCS DID UNDERTAKE A NEEDS ASSESSMENT STUDY IN MAURITANIA IN JANUARY 1987. THEIR REPORT PROVIDED THE MISSION WITH SOME USEFUL DATA CONCERNING THE IMPROVING POLICY CLIMATE FOR POPULATION ACTIVITIES HERE. IN SEPTEMBER 1988 PCS MADE TENTATIVE PLANS TO RETURN FOR A FOLLOW-UP VISIT TO DESIGN A PROJECT. HOWEVER, THOSE PLANS WERE POSTPONED WHEN THE MAURITANIAN GOVERNMENT COMPLAINED THAT IT HAD NEVER RECEIVED ANY COMMUNICATIONS FROM PCS INCLUDING A TRANSLATION OF THE NEEDS ASSESSMENT REPORT. PCS SUBSEQUENTLY PROVIDED THIS DOCUMENT TO THE GOVERNMENT BUT APPARENTLY HAS MADE NO FURTHER ATTEMPTS TO EXPAND OR CONTINUE ITS ACTIVITIES HERE. MISSION HAD SET ASIDE APPROXIMATELY 80 THOUSAND DOLLARS FOR POSSIBLE REPORT ACTIVITIES IN THIS AREA.

WE REGRET THAT POOR COMMUNICATIONS, AND PERHAPS A LACK OF COMMITMENT OF THE PART OF BOTH PCS AND MAURITANIAN GOVERNMENT HAS BROUGHT THIS EFFORT TO A STANDSTILL.

WE ARE STILL OPTIMISTIC THAT FOLLOW-ON TECHNICAL ASSISTANCE CAN AND WILL BE PROVIDED.

P. MANDEL
HDG/USAID

, 79'

Department of State

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TO SECSTATE WASHDC 1702

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ADM AID DIRECT RELAY

E.O. 12356: N/A
SUBJECT: POPULATION: JHU/PCS ASSISTANCE TO MOROCCO
PROGRAM

TO: JOHN MCWILLIAM
- POPTECH
- 1601 N. KENT STREET, SUITE 1314
- ARLINGTON, VA. 22229
- TEL: (703) 243-6666
- FAX: (703) 358-9271
- TLX: 271827 15T1 UR

REF: YOUR TELEX DATED MAY 2, 1989

1. IMPLEMENTATION OF THE JHU/PCS SUBPROJECT IN MOROCCO BEGAN IN FEBRUARY 1989. ACCORDINGLY, ALL PLANNED ACTIVITIES ARE IN EARLY STAGES OF PLANNING AND OR IMPLEMENTATION.

2. MISSION RESPONSE TO SPECIFIC QUESTIONS RAISED REF TELEX FOLLOV:

- A. JHU/PCS COMPLETED PROJECT DEVELOPMENT ASSESSMENT MISSION IN AUGUST 1988. BASED ON THE FINDINGS OF THIS ASSESSMENT VISIT AND SUBSEQUENT DISCUSSIONS WITH JHU/PCS, USAID FINANCED A BUY-IN TO THE PROJECT CONTRACT AND APPROVED THE JHU/MOPH SUBPROJECT IN FEBRUARY 1989. THE ASSESSMENT VISIT WAS VERY USEFUL IN IDENTIFYING THE FAMILY PLANNING IEC NEEDS OF THE MOROCCO PROGRAM AND DEVELOPING A STRATEGY TO ADDRESS THESE NEEDS.

- B. THE JHU/PCS EMPHASIS ON USE OF LOCAL CONSULTANTS AND IN-COUNTRY PRIVATE SECTOR RESOURCES INCREASES PUBLIC SECTOR EXPERIENCE AND CONFIDENCE IN THIS APPROACH. WE HAVE YET TO ENCOUNTER ANY ASPECTS OF PCS OPERATION THAT ARE VIEWED AS LESS USEFUL.

- C. PCS ACTIVITIES AND STRATEGY IN MOROCCO RELY HEAVILY ON LOCAL RESPONSIBILITY AND INITIATIVE. THIS APPROACH SHOULD HELP STRENGTHEN MOROCCAN COUNTERPART AGENCY EXPERTISE AND LEAD TO GREATER INSTITUTIONALIZATION OF SKILLS DEVELOPED DURING PROJECT IMPLEMENTATION.

- D. YES. PCS HAS SUBCONTRACTED LOCAL RESEARCH, ADVERTIZING AND CREATIVE/ARTISTIC SERVICES FROM MOROCCAN PRIVATE SECTOR FIRMS.

- E. YES. PCS STAFF HAVE BEEN EXTREMELY RESPONSIVE IN SCHEDULING VISITS BY THE PROJECT DIRECTOR AND OTHER TECHNICAL EXPERTS. COORDINATION FOR THESE VISITS HAS BEEN EFFECTIVELY HANDLED, WITH FOLLOW-UP PROVIDED BY TELEY, CALLS AND TRIP REPORTS.

- F. THE PROJECT APPEARS TO BE WELL STRUCTURED AND SUFFICIENTLY COMPREHENSIVE TO ADDRESS THE FAMILY PLANNING IEC NEEDS OF RECIPIENT COUNTRIES.

CARL S. ABDOU RAHMAAN
POPULATION OFFICER
USAID
C/O AMERICAN EMBASSY
RABAT, MOROCCO
TELEX NO. 31035H
USSERY

NOTE: PASSED ABOVE ADDRESSEE BY OC/T

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MAY 09 1989

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FM AMEMBASSY KATHMANDU
TO SECSTATE WASHDC 4197

UNCLAS KATHMANDU 03577

ADM AID DIRECT RELAY

E. O. 12356: N/A
SUBJECT: DIRECT RELAY TELEGRAM

TO: JOHN MCWILLIAMS
DIRECTOR
DUAL AND ASSOCIATES (POPTech/ISTI)
1601 N KENT STREET
SUITE 1104
AIRLINGTON, VA 22209
PHONE: (703) 243-8666

SUBJECT: POPULATION: MISSION ASSESSMENT OF JHU/PCS
- PROJECT PERFORMANCE

REF: MCWILLIAM-CALDER TELEX DTD. 04/28/89

JHU/PCS ACTIVITIES THROUGH MISSION BUY-IN HAVE NOT YET
COMMENCED IN NEPAL, SO MISSION UNABLE TO PROVIDE
REQUESTED INFORMATION. FYI, THE POSTPONEMENT OF
JHU/PCS ACTIVITIES CAME AT THE REQUEST OF THE MOH AND
WAS NOT THE FAULT OF JHU/PCS. SORRY NOT TO HAVE MORE
REVEALING INFORMATION. REGARDS.

DAVID L. PIET
USAID
AMERICAN EMBASSY
KATHMANDU, NEPAL.
FRANK

NOTE: PASSED ABOVE ADDRESSEE BY OC/T

-91-

TO: John McWilliam
POPTech
FAX 703-358-9271

FROM: Margaret Neuse
USAID/Niger

DATE: May 11, 1989

REF: Your telex of 21 April

ASSESSMENT OF JHU/PCS ASSISTANCE TO THE NIGER FAMILY PLANNING PROGRAM

These comments were prepared in collaboration with the Directorate of Family Planning of Niger, which is the organization using PCS assistance.

1. PCS undertook a comprehensive needs assessment with GON personnel to design a 21 month project. The GON personnel felt that this was a very valuable exercise which helped them define IEC needs and structure project assistance.
2. In general GON personnel found all aspects of the PCS project quite useful. The visit of the PCS project director was felt to be particularly helpful. Only one TA visit (to assist in the analysis of focus groups early in the life of the project) was felt to be ineffective, due to a lack of technical expertise and/or lack of skill in communicating that expertise.
USAID/Niger would comment that since there were virtually no IEC activities in Niger at the start of the project, PCS placed a lot of emphasis on development of messages and materials, but less on actual production and distribution of the materials. Since the program is in a phase of rapid expansion, the lack of such materials is a major constraint at present.
3. GON personnel were very complementary on the PCS collaborative approach, and the GON IEC specialist felt that she had learnt a great deal from PCS. Techniques of audience research and message development were well covered. Management and follow-up of materials production still needs considerable work. The IEC specialist expressed a desire for further collaboration with PCS to continue to improve skills.
4. Most communications resources in Niger are parastatal, including radio and TV stations, a textile factory for production of printed cloth, and the national printing company. Private artists were identified and used for production of visual material and theater pieces.
5. Technical assistance was provided in a flexible and generally appropriate manner. There was a tendency to await specific

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affected timeliness of TA visits. Follow-up of project activities by PCS would have identified TA needs sooner. The baseline evaluation took a great deal (10 weeks) of TA time, with the result that the project was short on TA for actual project implementation.

6. In general the GON is very appreciative of the support provided by JHU/PCS. They felt that the personnel were qualified and flexible and adapted well socially and professionally to Niger. Production of a film using Niger as a site was seen as a major goal by the GON program but not by PCS, and the same was true for production of posters. A greater emphasis on production of such materials is desired. An informal but regular system of contact (at least once a month) with the government personnel implementing the project would allow PCS to maintain project momentum between technical assistance visits.

U.S. DEPT. OF STATE
2201 C ST. NW
WASHINGTON, DC 20520

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22209

JOHN MCWILLIAM
POPTECH
1601 N. KENT STREET, SUITE 1014
ARLINGTON, VA 22209
TEL: 703-243-8666

SUBJECT: POPULATION - JHU/PCS EVALUATION

REF: POPTECH TELEX REC'D 4/24/89

TO ASSIST WITH YOUR EVALUATION OF THE JHU/PCS PROJECT,
USAID/LAGOS OFFERS THE FOLLOWING RESPONSES TO QUESTIONS
IN SUBJECT TELEX:

1. AS PART OF THE DESIGN TEAM FOR THE NIGERIA FAMILY
HEALTH SERVICES PROJECT (620-0001), JHU/PCS PLAYED AN
IMPORTANT ROLE IN ASSESSING NEEDS FOR THE IEC ACTIVITIES
OF THE PROJECT AND ASSISTED IN PUTTING TOGETHER A
WELL-DESIGNED STRATEGY FOR AN IEC PROGRAM THAT WAS
ULTIMATELY INCORPORATED INTO THE FHS PROJECT PAPER.
UNDER ITS CONTRACT FOR IMPLEMENTATION OF THE IEC
ACTIVITIES, JHU/PCS HAS DEVELOPED AND MANAGED 36
PROJECTS IN NIGERIA. IT IS CURRENTLY IMPLEMENTING 26
ONGOING PROJECTS AND SUBCONTRACTS, AND PLANS TO DEVELOP
ABOUT 15 MORE BEFORE THE END OF 1989. IN MOST OF THESE
PROJECTS, SPECIFICALLY THE STATEWIDE IEC CAMPAIGNS,
NEEDS ASSESSMENT HAS BEEN CONDUCTED AS AN INTEGRAL PART
OF THE JHU/PCS METHODOLOGY IN PROJECT DEVELOPMENT.
NEEDS ASSESSMENT ACTIVITIES HAVE BEEN CONDUCTED IN CLOSE
COLLABORATION WITH LOCAL MINISTRIES OF HEALTH AND OTHER
AGENCIES AND INSTITUTIONS.

2. AS THE FHS PROJECT HAS BEEN FULLY UNDERWAY FOR LESS
THAN ONE YEAR, IT IS NOT POSSIBLE AT THIS POINT TO
DETERMINE THE IMPACT OF JHU/PCS'S IEC PROGRAMS.
HOWEVER, WE ANTICIPATE THAT THE RANGE AND FLEXIBILITY OF
JHU/PCS'S EFFORTS IN DEVELOPING BASIC IEC ACTIVITIES,
USER-ORIENTED PRINT MATERIALS, COUNSELING/INTERPERSONAL
COMMUNICATION TRAINING, ETC., WILL HAVE A VERY POSITIVE

IMPACT ON FAMILY PLANNING ACTIVITIES.

3. AGAIN BECAUSE THIS IS A RELATIVELY NEW PROJECT, IT IS NOT YET POSSIBLE TO EVALUATE THE EFFECTIVENESS OF THE PROJECT IN TRANSFERRING TECHNOLOGY AND SKILLS. HOWEVER, IT SHOULD BE NOTED THAT JHU/PCS ACTIVITIES ARE ALL IMPLEMENTED BY NIGERIAN INSTITUTIONS. MOST PROJECTS HAVE BEEN DESIGNED WITH APPROPRIATE INSTITUTION-BUILDING OBJECTIVES AND ACTIVITIES, WHICH TAKE THE FORM OF FORMAL TRAINING OF STAFF AND HANDS-ON TRAINING PROVIDED BY JHU/PCS STAFF AND CONSULTANTS. FOR EXAMPLE, FIVE YEARS AGO PRETESTING OF IEC MATERIALS WAS A FOREIGN CONCEPT THAT WAS OFTEN RESISTED AS CUMBERSOME AND UNUSEFUL. TODAY IT HAS BECOME THE STANDARD OF LOCAL AGENCIES WORKING WITH JHU/PCS TO PRETEST MATERIALS BEFORE SPENDING MONEY ON MASS PRODUCTION.

4. UNDER THE FHS PROJECT, PRIVATE SECTOR COMMUNICATIONS RESOURCES HAVE AND WILL CONTINUE TO BE USED TO FURTHER FAMILY PLANNING ACTIVITIES. EXAMPLES THUS FAR INCLUDE THE INVOLVEMENT OF LOCAL MEDIA EXPERTS AND ENTERTAINERS IN THE POPULAR MUSIC PROJECT, THE PHOTONOVEL PRODUCED IN CONJUNCTION WITH LEVENTIS, INC., AND THE YEAR TWO PLAN TO INVOLVE A LOCAL ADVERTISING AGENCY IN A NATIONWIDE IEC CAMPAIGN.

5. JHU/PCS HAS AN OUTSTANDING STAFF IN LAGOS, AND BECAUSE KEY STAFF HAVE BEEN INVOLVED IN NIGERIA SINCE 1984, THE QUALITY OF TECHNICAL ASSISTANCE HAS PROVEN TO BE CONSISTENT, APPROPRIATE, AND FLEXIBLE. MOST JHU/PCS STAFF AND CONSULTANTS ARE WELL-RECEIVED BY NIGERIANS AT ALL LEVELS AND ARE ALSO HIGHLY RESPECTED FOR THEIR PROFESSIONAL SKILLS AS WELL AS FOR THEIR INTERPERSONAL RELATIONS. THE DEDICATION AND RESPONSIVENESS OF THE JHU/PCS TEAM HAVE CONTRIBUTED TO WHAT WE BELIEVE IS THE MOST ENERGETIC AND SUCCESSFUL THUS FAR OF THE FHS COMPONENTS.

6. AAO LAGOS HAS CONTINUED TO STRESS THE INTERRELATION OF THE FHS COMPONENTS. WE BELIEVE THAT THE SUCCESS OF THE PROJECT WILL BE DETERMINED, AT LEAST TO AN EXTENT, BY THE ABILITY OF THE VARIOUS IMPLEMENTING AGENCIES TO COORDINATE THEIR EFFORTS. UNDER FHS, IT IS PARTICULARLY ESSENTIAL THAT JHU/PCS WORK CLOSELY WITH THE CONTRACTORS FOR THE PUBLIC AND PRIVATE SECTORS TO ENSURE THAT IEC CAMPAIGNS ARE COMPATIBLE WITH AND COMPLEMENTARY TO THOSE PROGRAMS. OTHER ACTIONS THAT WE THINK WOULD STRENGTHEN THE PROJECT'S EFFECTIVENESS ARE 1) THE DOCUMENTATION OF JHU/PCS NIGERIA PROJECTS SO THAT LESSONS LEARNED MIGHT BE SHARED NATIONALLY WITH OTHER STATES AND GROUPS, AND 2) THE IDENTIFICATION AND DEVELOPMENT OF MORE LOCAL

GROUPS TO ENSURE A HIGH LEVEL OF EXPERTISE IN TEC
PROGRAMMING THROUGHOUT THE COUNTRY.

GERALD CASHION
ACTING AID AFFAIRS OFFICER
USAID/LAGOS
AMERICAN EMBASSY LAGOS NIGERIA
7347 14861
NNNN

RCA JUN 14 0852

54270 USAID PK

REF 2815/89
TELEX SERVICE (USAID)

TO: JOHN MCHILLIAM
POPTech
1601 N. KENT STREET, SUITE 1014
ARLINGTON, VA 22209 USA

FROM: ANNE ARNES, HPN
USAID, ISLAMABAD

FOLLOWING INFORMATION IS IN RESPONSE TO YOUR TELEXED REQUEST OF APRIL 28, 1989. REGRET DEALY.

1. PCS INVOLVEMENT IN PAKISTAN DID NOT INCLUDE A NEEDS ASSESSMENT. AT MISSION REQUEST, PCS PROVIDED TECHNICAL ASSISTANCE ON TWO SEPARATE OCCASIONS TO ASSIST POPULATION WELFARE DIVISION (PWO) IN ANALYZING RESULTS OF AN IEC SURVEY PREVIOUSLY CARRIED OUT BY THE NATIONAL INSTITUTE OF POPULATION STUDIES (NIPS). MONCEF BOUHAFI WORKED WELL WITH PWO, USING SURVEY RESULTS AS A STARTING POINT AND OPPORTUNITY TO DEVELOP SOUND IEC STRATEGY WITH PWO.
2. TECHNICAL ASSISTANCE PROVIDED BY BOUHAFI WAS EXCELLENT. HIS RANGE OF TECHNICAL SKILLS WENT WELL BEYOND IEC AND HIS INTERPERSONAL SKILLS WERE VERY GOOD.
3. HOPE TO SEND SOMEONE TO THREE WEEK TRAINING SESSION AT PCS THIS SUMMER IF FUNDS ARE AVAILABLE.
4. IEC STRATEGY DEVELOPED THROUGH PCS ASSISTANCE CALLS FOR USE OF PRIVATE ADVERTISING FIRMS.
5. TECHNICAL ASSISTANCE PROVIDED WAS VERY APPROPRIATE, BOUHAFI HIGHLY QUALIFIED. BOTH VISITS OF TEN DAYS EACH WERE TOO SHORT BUT MISSION DID APPRECIATE THE CONTINUITY PROVIDED BY BOUHAFI'S RETURN VISIT WHICH WAS CRITICAL TO SUCCESS OF EFFORT.
6. MORE CENTRAL FUNDS NEEDED TO BE AVAILABLE FOR INITIAL VISITS TO ENABLE MISSION TO TAKE FULL ADVANTAGE OF OPPORTUNITIES TO INTRODUCE MOST COUNTRY COUNTERPARTS TO NEW AND INNOVATIVE APPROACHES AND STRATEGIES IN IEC. EVEN WHEN BILATERAL FUNDS ARE ABUNDANT, THEY CAN NOT ALWAYS BE MOBILIZED AS QUICKLY AS SUDDEN AND FLEETING OPPORTUNITIES PRESENT THEMSELVES. MISSION APPRECIATED THAT SECOND TDY BY BOUHAFI WAS PICKED UP WITH CENTRAL FUNDS.

END:
54270 USAID PK
271837 ISTI UR

ABV TLX SENT FROM USAID/ISLAMABAD, PAK JUNE 14 1989

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Department of State

PAGE 01 LIMA 07137 167047Z
ACTION AID-00

0626 061313 A109040

LIMA 07137 162047Z

0626 061313 A109040

ACTION OFFICE POP-04
INFO LADP-03 LADR-03 LASA-07 SAST-01 STHE-03 RELO-01
/017 A4 RL18

YES, PERSONNEL FROM THE PRIVATE SECTOR AND UNIVERSITIES HAVE ASSISTED THE PUBLIC SECTOR IN FP IEC AND IN WORKING SPECIFICALLY WITH THE PRESS AND JOURNALISTS IN AIDS PREVENTION.

INFO LOG-00 /880 W

E) HAS THE PROJECT PROVIDED TIMELY, APPROPRIATE AND FLEXIBLE TA IN RESPONSE TO YOUR REQUESTS FOR ASSISTANCE? HAS THERE BEEN FOLLOW UP WHEN NEEDED? THE ASSISTANCE GIVEN BY PCS WAS ALWAYS DESIGNED TO UPGRADE AND IMPROVE LOCAL SKILLS IN IMPLEMENTING EACH COMPONENT. PCS HAD A WORKPLAN THAT WAS APPROVED BY THE MISSION EARLY ON AND WAS SO SUCCESSFUL THAT THE MISSION HAD LITTLE NEED TO REQUEST TA EXCEPT IN THE INSTANCE OF A REQUEST TO ASSIST THE MISSION IN DEVELOPING AN AIDS PROJECT FOR THE NEXT 3 YEARS. PCS RESPONDED ALSO TO A MISSION REQUEST TO SEND 2 REPRESENTATIVES TO THE AIDS/WASHINGTON CONFERENCE. FOLLOW UP ACTIVITIES BY PCS HAVE BEEN TIMELY AND EFFICIENT, WHETHER IN PERSON OR BY TELEPHONE.

R 152038Z MAY 89

FM AMEMBASSY LIMA
TO SECSTATE WASHDC 8428

UNCLAS LIMA 07137

AIDAC

FOR: CLAYTON VOLLAN, SGT/POP

C O R R E C T E D COPY (PARA D AND PARA E)

F) WHAT AREA IN THE PCS PROGRAM SHOULD BE STRENGTHENED OR CHANGED TO INCREASE THE PROJECTS USEFULNESS AND EFFECTIVENESS IN THE FUTURE? USAID/PERU IS MOST INTERESTED IN THE CONTINUATION OF TA UNDER SUBJECT PROJECT, BUT WE ARE UNDERFUNDED FOR THIS AND SUGGEST MORE CENTRAL FUNDS BE ASSIGNED TO PERU FOR THIS PURPOSE.

E.O. 12356: 4/A
SUBJECT: POPULATION: POPTech EVALUATION OF JHU/PCS
PROJECT

REF: FAX MCWILLIAM/BURDICK APRIL 24, 1989

3. THE MISSION FEELS FORTUNATE THAT WE HAVE RECEIVED SO MUCH ASSISTANCE FROM PCS. ALL TECHNICAL ASSISTANCE FROM THIS PROJECT HAS BEEN OF THE HIGHEST CALIBRE OF PROFESSIONAL EXPERTISE. WATSON

1. USAID/PERU HAS BEEN EXTREMELY SATISFIED WITH THE TECHNICAL ASSISTANCE RECEIVED UNDER SUBJECT PROJECT.
2. MISSION'S RESPONSE TO SPECIFIC QUESTIONS IN REF. FAX FOLLOWS:

A) DID PCS UNDERTAKE NEEDS ASSESSMENT BEFORE INITIATING ACTIVITIES? IF SO, DID THIS NEEDS ASSESSMENT REFLECT THE COUNTRY IEC NEEDS AND PROVIDE A STRATEGY FOR IEC ACTIVITIES? YES, MANY TRAINED COMMUNICATION SPECIALISTS WERE FOUND IN PERU AND TRAINING THEM BECAME A CULTURALLY ACCEPTABLE AND COST EFFECTIVE WAY OF ASSISTING PUBLIC SECTOR FAMILY PLANNING AS WELL AS ALL SECTOR IN AIDS PREVENTION, INFORMATION, COMMUNICATION AND EDUCATION. SPF WAS ALREADY RESPONSIBLE FOR THE PRIVATE SECTOR FAMILY PLANNING IEC ACTIVITIES AND PARTICIPATED IN THE TRAINING. 18 COMMUNICATIONS EXPERTS WERE TRAINED IN MATERIALS DEVELOPMENT METHODOLOGY FOR FAMILY PLANNING (FP) AND AIDS PREVENTION.

B) WHAT ASPECTS OF THE PCS PROJECT HAVE YOU FOUND TO BE PARTICULARLY USEFUL IN FURTHERING FP ACTIVITIES? WHICH ARE LESS USEFUL AND WHY? TRAINING LOCAL CONSULTANTS TO SUPPORT ONGOING ACTIVITIES IN FP IEC WAS PARTICULARLY USEFUL. THERE WERE REPRESENTATIVES FROM BOTH PRIVATE AND PUBLIC SECTOR FP PROGRAMS IN THE TRAINING COURSE. PCS HAS ASSISTED USAID/PERU IN FOSTERING COLLABORATION AND SHARING, NOT ONLY IN THE PRIVATE AND PUBLIC SECTORS BUT ALSO SHARING BETWEEN FP WORKERS AND AIDS PREVENTION IEC WORKERS.

C) HOW EFFECTIVE HAS THE PROJECT BEEN IN TRANSFERING TECHNOLOGY AND SKILLS TO IMPROVE IEC CAPABILITY OF PROGRAMS AND INSTITUTIONS? VERY EFFECTIVE. 1) LOCAL IEC PROFESSIONALS TRAINED IN PERU HAVE REMAINED VERY ACTIVE IN FP AND HEALTH RELATED AREAS, 2) PERSONNEL IN THE AIDS PREVENTION PROJECT HAVE INCREASED THEIR SKILLS TREMENDOUSLY FROM WEAK TO VERY GOOD; 3) INPARFS, A PRIVATE SECTOR FP AGENCY, HAS BEEN SUCCESSFUL IN USING INNOVATIVE CHANNELS LIKE MUSIC, TO REACH PERUVIAN YOUTH.

D) HAS THE PCS PROJECT USED PRIVATE SECTOR COMMUNICATIONS RESOURCES FOR FP ACTIVITIES? IF SO, IN WHAT WAYS?

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271837 ISTI UR

RCA JUN 14 2052

248346 STATE UR
TO: JOHN MCWILLIAM
POPTCH
WASHINGTON, KENT STREET, SUITE 1014
WASHINGTON, D.C. 20006 USA
TELEX NO. 271837 ISTI UR

SUBJECT: POPULATION: JHU/PCS EVALUATION

REF: TELEX ISTI/USAID 2 MAY 1989

1. SUMMARY. THIS CABLE PROVIDES MISSION ASSESSMENT OF JHU/PCS PROJECT PERFORMANCE IN AREAS OF: NEEDS ASSESSMENT, TA CAPABILITY, TECHNOLOGY TRANSFER, USE OF PRIVATE SECTOR COMMUNICATION RESOURCES AND RECOMMENDATIONS FOR PROJECT STRENGTHENING. END SUMMARY.
2. PCS HAS ALWAYS RESPONDED POSITIVELY AND IN A TIMELY MANNER TO MISSION REQUESTS FOR ASSISTANCE. THESE REQUESTS WERE BASED ON PRE-IDENTIFIED COUNTRY PRIORITIES DETERMINED BY HOST COUNTRY COUNTERPARTS AND/OR THE MISSION. THIS PROCESS FORMED THE BASIS FOR NEEDS ASSESSMENTS. PCS RECONFIRMED THE NEEDS FOR THESE ACTIVITIES WITH THE PROPOSED IMPLEMENTING AGENCIES AND OTHER INVOLVED ENTITIES IN BOTH THE GOVERNMENT AND THE PRIVATE SECTOR. THUS, BEFORE ACTIVITIES WERE INITIATED, PCS HAD VERIFIED THE SPECIFIC IEC NEEDS OF THE COUNTRY AND FORMULATED STRATEGIES FOR THE REQUIRED IEC ASSISTANCE.
3. ALL ASPECTS OF THE PCS PROJECT HAVE BEEN FOUND TO BE USEFUL IN FURTHERING FAMILY PLANNING (FP) ACTIVITIES. THE PROVISION OF HIGH CALIBER LOCAL AND EXPATRIATE TECHNICAL ASSISTANCE TO THE NATIONAL FAMILY PLANNING PROGRAM WAS PCS'S MOST USEFUL CONTRIBUTION. PCS'S SENSITIVITY TOWARD INCLUSION OF FILIPINO TA IN PROJECT ACTIVITIES ENHANCED THE ORGANIZATION'S CREDIBILITY WITH FILIPINO COUNTERPART AGENCIES. FURTHER, PCS'S ASSISTANCE IN THE DEVELOPMENT AND PRODUCTION OF IEC MATERIALS FOR THE FAMILY PLANNING PROGRAM OF DOH HAS BEEN EXTREMELY WELL RECEIVED. THIS TA WHICH INCLUDED SPECIFIC PACKAGES OF PRINT AND AUDIO-VISUAL MATERIALS, STRATEGIES TO FACILITATE IEC IMPLEMENTATION, SAMPLE CONTRACT BIDDING FORMS, PACKAGE CONTRACTS, STANDARD PLACEMENT PLANS AND BUDGETS THAT COULD BE USED TO CONTRACT ACTIVITIES WHICH REQUIRED PRIVATE SECTOR PARTICIPATION, HAS ALSO BEEN USEFUL. PCS HAS BEEN VERY EFFECTIVE IN DEMONSTRATING TO GOP AND NGO AGENCIES THE IMPORTANCE OF UTILIZING SEVERAL COMMUNICATION CHANNELS TO ENHANCE THE NATIONAL FP PROGRAM. THESE CHANNELS INCLUDED THE USE OF ENTERTAINMENT GROUPS/INDIVIDUALS TO PROMOTE FAMILY PLANNING MESSAGES FOR YOUTH AND THE USE OF MALE FARMERS IN FARMER ORGANIZATIONS AS FP MOTIVATORS.

89

4. ANOTHER IMPORTANT CONTRIBUTION OF PCS HAS BEEN THE TRANSFER OF TECHNOLOGY AND SKILLS TO IMPROVE THE CAPABILITY OF LOCAL INSTITUTIONS. SPECIFICALLY, THE YOUNG PEOPLE'S PROJECT WHICH IS IMPLEMENTED BY THE POPULATION CENTER FOUNDATION (PCF), PCS INVOLVED PCF IN EVERY ASPECT OF CAMPAIGN DEVELOPMENT AND PRODUCTION AS WELL AS IN RECORDING/MARKETING COMPANY NEGOTIATIONS. WITH THE DOH, THE PCS-DEVELOPED CURRICULUM WAS USED FOR THE TRAINING OF TRAINERS IN INTERPERSONAL COMMUNICATION SKILLS (TOT-ICS). THE DOH HAS SUBSEQUENTLY BEEN ABLE TO CONDUCT SUCCESSIVE TRAINING IN ICS FOR DOH FP STAFF AT ALL ORGANIZATIONAL LEVELS.

5. THE PCS PROJECT USED SEVERAL PRIVATE SECTOR COMMUNICATION RESOURCES FOR FP ACTIVITIES. ADVERTISING AGENCIES, PRIVATE RECORDING COMPANIES, TV AND RADIO STATIONS WERE ALL TAPPED BY PCS FOR USE IN PROJECT ACTIVITIES OF THE FOLLOWING ORGANIZATIONS: THE FAMILY PLANNING ORGANIZATION OF THE PHILIPPINES (FPOP) TO STRENGTHEN THE IEC CAPABILITIES OF THE LOCAL FPOP CHAPTER IN CEBU, THE AGO MEDICAL AND EDUCATIONAL CENTER (AMEC) FOR AN INTEGRATED IEC CAMPAIGN IN BICOL AND SEVERAL PROJECTS WITH PCF, THE MOST IMPORTANT BEING THE MULTI-MEDIA CAMPAIGN FOR YOUNG PEOPLE, WHICH FEATURED FILIPINA ARTIST LEA SALONGA AND THE ROCK GROUP MENDUO THROUGH SONGS AND VIDEO. THE PURPOSE OF THIS ACTIVITY WAS TO RAISE THE LEVEL OF AWARENESS OF YOUNG PEOPLE ABOUT RESPONSIBLE SEXUAL BEHAVIOR, USING POPULAR YOUNG SINGERS AS ROLE MODELS. LEA SALONGA, PCF AND JHU/PCS RECEIVED AN AWARD FROM A. I. D. FOR THIS ENDEAVOR.

6. PCS HAS BEEN VERY RESPONSIVE IN THE PROVISION OF TIMELY, APPROPRIATE AND FLEXIBLE TECHNICAL ASSISTANCE. FOLLOW-UP ACTIONS ARE ALWAYS DISCUSSED WITH THE MISSION AND IMPLEMENTED WHEN APPROPRIATE.

7. THE PCS PROGRAM SHOULD BE ENCOURAGED TO CONTINUE TO PROVIDE HIGH QUALITY TECHNICAL ASSISTANCE AND TO MAINTAIN ITS ABILITY TO SWIFTLY RESPOND TO MISSION REQUESTS. THE PROGRAM COULD BE STRENGTHENED THROUGH THE INCLUSION OF A PACKAGE OF TRAINING OPPORTUNITIES WHICH WOULD INCLUDE A SHORT-TERM INTERNSHIP AT JHU/PCS OR ANY APPROPRIATE PARTNER INSTITUTION WHICH COULD ASSIST JHU/PCS TO EFFECT IEC SKILLS TRANSFER TO PERSONS RESPONSIBLE FOR THE DEVELOPMENT OF FP-IEC ACTIVITIES IN THE HOST COUNTRY RECEIVING INSTITUTION.

MISSION REGRETS THE LONG DELAY IN RESPONSE AND HOPES THAT COMMENTS PROVIDED ARE USEFUL IN THE SUBJECT EVALUATION.

OPHN/USAID MISSION
AMERICAN EMBASSY
MANILA, PHILIPPINES
TELEX NO. 27366 AME PH
18771/1098L

248346 STATE UR

9FB 05/13 16:35 D102 90-1 3B108 111 05/13/89 19:39 AR L704
271837 ISTI UR
MR. JOHN MCWILLIAM/POPTech
- 1601 N. KENT ST., SUITE 1014
- ARLINGTON, VA 22209
- PHONE: (703)358-9271

SUBJECT: POPULATION: EVALUATION OF JHU/PCS PROJECT
ACTIVITIES IN RWANDA

REF: MCWILLIAM/LAROSA TELEX DTD 4/28/89

1. A SEARCH THROUGH THE USAID FILES BY NEW POP OFFICER INDICATED THAT PCS WAS ASKED TO SEND TECHNICAL CONSULTANTS TO RWANDA IN 1986 TO ASSESS THE AUDIO-VISUAL NEEDS OF THE NATIONAL POPULATION OFFICE (ONAPO). AFTER CHECKING THEIR VISITOR RECORDS, ONAPO OFFICIALS CONFIRMED THAT CONSULTANTS PROVIDED TA IN MAY 1986 AND AGAIN IN JUNE 1987. WHILE IT IS DIFFICULT FOR THE RECENTLY ARRIVED POP OFFICER TO JUDGE THE QUALITY OF ASSISTANCE PROVIDED TWO AND THREE YEARS AGO, A TOUR OF ONAPO'S IE AND C SECTION REVEALED A WELL-EQUIPPED, WELL-TRAINED, FUNCTIONING UNIT THAT REGULARLY BROADCASTS RADIO MESSAGES ON FAMILY PLANNING AND PRODUCES PRINTED MATERIALS TO SUPPORT THE NATIONAL PROGRAM. VIDEO TAPES ARE ALSO BEING PRODUCED FOR USE IN SECONDARY SCHOOL SEXUAL EDUCATION CURRICULUM.

2. PRIVATE SECTOR COMMUNICATIONS RESOURCES ARE QUITE LIMITED IN RWANDA. THERE ARE NO TELEVISION STATIONS AND THE ONLY RADIO STATION IS OWNED AND OPERATED BY THE GOVERNMENT. THERE IS ONE WEEKLY NEWSPAPER IN KINYARWANDA, WHICH ONAPO UTILIZES TO SEND OUT FAMILY PLANNING MESSAGES.

3. ONAPO HAS ALSO SENT PARTICIPANTS TO THE PCS/CAFS COMMUNICATIONS WORKSHOPS. THIS IS AN EXCELLENT WAY TO PROVIDE COMMUNICATIONS ASSISTANCE BECAUSE PARTICIPANTS HAVE AN OPPORTUNITY TO MEET THEIR COLLEAGUES AND LEARN ABOUT FAMILY PLANNING COMMUNICATIONS ACTIVITIES IN OTHER AFRICAN COUNTRIES. USAID RECOMMENDS THAT THESE TRAINING ACTIVITIES BE CONTINUED IN CONJUNCTION WITH THE CAFS PROJECT.

4. DUE TO THE SHORT INSTITUTIONAL MEMORY IN RWANDA, YOUR QUESTIONS CANNOT BE ANSWERED IN GREAT DETAIL. I HOPE THESE COMMENTS ARE USEFUL. BEST REGARDS.

JAMES A. GRAHAM
DIRECTOR
USAID/RWANDA
B. P. 28
KIGALI, RWANDA 2116/L996

271837 ISTI UR

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271837 ISTI UR

RCA MAY 04 0401
T89-0231

TO: JOHN MCWILLIAM

FROM: USAID/TANZANIA

SUBJECT: ASSESSMENT OF JHU/PCS PROJECT PERFORMANCE

1. JHU/PCS HAS NOT HAD A PROJECT IN TANZANIA BUT HAS JUST RECENTLY DONE A NEEDS ASSESSMENT ON IEC FOR FAMILY PLANNING ACTIVITIES. THEIR REPORT IS AWAITED IN ORDER TO DETERMINE WHETHER USAID/T WILL BUY INTO AN IEC PROJECT.
2. THE TWO-PERSON TEAM DID A GOOD JOB WITHIN A LIMITED TIMEFRAME.

92

R 222021Z MAY 89
FM AMEMBASSY BRIDGETOWN
TO SECSTATE WASHDC 6043

UNCLAS BRIDGETOWN 03864

ADM AID DIRECT RELAY

E.O. 12356: N/A
TAGS: NONE
SUBJECT: POPTECH EVALUATION OF THE POPULATION
COMMUNICATION SERVICES PROJECT (JHU/PCS)

TO: MR. JOHN MCWILLIAM
- POPTECH
- 1601 N KENT STREET, SUITE 1014
- ARLINGTON, VA. 22209
- TELEPHONE (703) 243-8666

REF: YOUR TELEX DATED APRIL 24, 1989

1. NEVILLE SELMAN, HEALTH AND POPULATION ADVISOR, USAID, RDO/C HAS SUPPLIED THE FOLLOWING INFORMATION ON ASSISTANCE PROVIDED BY JHU/PCS TO THE FAMILY PLANNING ASSOCIATION OF TRINIDAD AND TOBAGO (FPATT). TRINIDAD AND TOBAGO IS AN ADVANCED DEVELOPING COUNTRY (ADC) AND THERE IS NO USAID OFFICE OR POPULATION PROGRAM. USAID/RDO/C HAS THEREFORE FACILITATED FPATT'S EFFORTS TO SECURE ASSISTANCE FROM JHU/PCS. THE FPATT IS AFFILIATED DIRECTLY TO IPPF/VHR INC.
2. IN JULY, 1987, WITH JHU/PCS ASSISTANCE AND UNDER THE AEGIS OF FPATT A SCRIPTWRITERS WORKSHOP WAS HELD IN TRINIDAD. SCRIPTWRITERS DISCUSSED THE CONCEPT BEHIND A SOAP OPERA SERIES AND SCRIPTS WERE SOLICITED. SIX SCRIPTS WERE SUBMITTED TO FPATT AND THE CARIBBEAN FAMILY PLANNING AFFILIATION LTD. (CFPA) WAS ASKED TO RATE THE SCRIPTS FOR SUITABILITY. A SCRIPT BY A GRENADIAN WAS CHOSEN AND IN JUNE 1988 FPATT FORMALLY SOUGHT JHU/PCS HELP IN DEVELOPING AND PRODUCING THE SOAP OPERA SERIES, TARGETTED TO YOUNG ADULTS IN THE 15-24 AGE GROUP BASED ON THE SCRIPT WHICH HAD BEEN CHOSEN. JHU/PCS WAS NOT IN A POSITION TO HELP FPATT FINANCE THE PROJECT TO THE EXTENT SOUGHT (USDOLS 232,400) AND THE MATTER HAS NOT BEEN PURSUED ANY FURTHER.
3. RDO/C SUGGESTED TO A JHU/PCS SENIOR PROGRAM OFFICER THAT SINCE THE CARIBBEAN FAMILY PLANNING AFFILIATION LTD. (CFPA) WAS INVOLVED IN THE DEVELOPMENT AND PRODUCTION OF IEC PROGRAMS FOR ITS FAMILY PLANNING ASSOCIATION AFFILIATES, AS PART OF ITS PROGRAM IN THE COOPERATIVE GRANT AGREEMENT UNDER THE POPULATION AND DEVELOPMENT PROJECT (532-0039), THAT IT MIGHT BE WORTHWHILE FOR JHU/PCS TO DISCUSS WITH CFPA OFFICIALS, THE PROVISION OF TECHNICAL ASSISTANCE IN THIS FIELD. A SENIOR PROGRAM OFFICER OF JHU/PCS VISITED CFPA'S OFFICE IN ANTIGUA BUT THERE HAVE BEEN NO FURTHER DEVELOPMENTS.
4. IT IS REGRETTED THAT ANSWERS TO THE SPECIFIC

UNCLASSIFIED

271837 1571 UR

FROM: DM7 89 3400

TELEX : NO. 153789
AUTH : JOHN MCWILLIAM

SUBJECT : EVALUATION JHU/PCS PROJECT

1. THIS PROJECT DID NOT HAVE AN AN ACTIVE ROLE IN TUNISIA THE NATIONAL FAMILY PLANNING OFFICE (DNFP) RECEIVED SOME OF THE IEC MATERIALS WHICH WERE DISTRIBUTED WORLD WIDE. THESE WERE OF HIGH QUALITY AND WELL RECEIVED IN TUNISIA.

RECORDS
L77081 100000

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UNCLASSIFIED
Department of State

TELEGRAM
Jim

PAGE 01 RIRBNA 09376 131039Z 4015 076403 4107331

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ACTION A10-00

ACTION OFFICE *PC-01*

INFO AFU-03 ATR-03 PPOC-01 SAST-01 POC-01 PPO-02 STOR-03
NS-09 RLB-01 /010 A2 F014

INFO L06-00 M-00 GRS-09 /000 V

100130 131039Z /36

R 131039Z JUN 89
FM AMEMBASSY BIRMGHAM
TO SECSTATE WASHDC 4015
INFO AMEMBASSY ASISJAN

UNCLAS BIRMGHAM 09376

A10AC

SECSTATE FOR ST/POP/; INFO AFU/TE/WH
ASISJAN FOR RLSA/PCA

E.O. 12376: O/A
SUBJECT: LAIRD--POPULATION: POPTECH EVALUATION OF
POPULATION COMMUNICATIONS SERVICES PROJECT (LAW/PCS)

REF: POPTECH/WR180 TELEX 21 APR 89

WR180 REGRETS DELAYED RESPONSE TO REPTEL. THE
FOLLOWING ARE THE RESPONSES OF WR180/PEND TO QUESTIONS
POURED IN REPTEL.

1. PCS CONDUCTED A BASELINE STUDY ON INFORMATION
CAMPAIGNS ON FAMILY PLANNING (FP) BEFORE ANY PROJECT
ACTIVITIES BEGAN. THE STUDY WAS EXECUTED IN
COLLABORATION WITH THREE LOCAL AGENCIES INVOLVED IN
RURAL AND/OR URBAN FAMILY PLANNING SERVICE DELIVERY:
SARNO, ALBERT AND PEND. THE FINDINGS CITED IN THE STUDY
ASSISTED PEND IN ELABORATING EFFECTIVE FAMILY PLANNING
MESSAGES FOR THE TARGET AUDIENCES. THE FURTHER
RECOMMENDED ESTABLISHING A "THIRD COMMITTEE" WHICH
WOULD AID FAMILY PLANNING SERVICES AGENCIES TO PRODUCE
EDUCATIONAL MATERIALS FOR GENERAL USE AND TO BETTER
COORDINATE EFFORTS TO AVOID DUPLICATION AND
INEFFICIENCY. AS A RESULT OF COGNITIVE MEETINGS, A
WORKSHOP ON MEDICAL INFORMATION AND EDUCATION ON FAMILY
PLANNING WAS ORGANIZED IN SEPTEMBER, 1986. DURING THIS
WORKSHOP THE NATIONAL STRATEGY FOR FAMILY PLANNING IEC
WAS ESTABLISHED.

2. OVERALL, PCS AND STAFF HAS BEEN VERY MUCH
APPRECIATED. THE DEDICATION TO AND CONCERN FOR THE
SUCCESS OF PENDING/IEC ACTIVITIES OF ALL THE PCS
CONSULTANTS HAS BEEN MOST APPRECIATED. TECHNICAL
COLLABORATION HAS BEEN POSITIVE WITH ENHANCEMENT FROM
INTERPERSONAL SKILLS OF MOST OF THE PCS STAFF.
HOWEVER, A COUPLE OF CONSULTANTS WERE NAMED AS BEING
WEAK IN INTERPERSONAL SKILLS. PENDING/IEC FELT THIS THEN
WEAKENED THE CONSULTANTS ABILITY TO MEET PENDING TECHNICAL
NEEDS.

3. BY TRAINING LEAD TECHNIQUES WHILE REINFORCING OR
CORRECTING OTHER SKILLS, PENDING/IEC FEELS THAT THE PCS
TECHNICAL ASSISTANCE ALLOWED THE STAFF TO BETTER
APPREHEND THEIR WORK AS WELL AS INCREASE THEIR CAPACITY
TO MANAGE THEIR WORK. PENDING HOPES THE ASSISTANCE CAN
CONTINUE.

4. A NUMBER OF WR180 ARE USED IN THE PRODUCTION OF
PRINTED MATERIALS FOR PRE-TESTING. THEY WERE ALSO
INVOLVED IN BOTH THE EVALUATION OF THE NATIONAL IEC
STRATEGY AND THE BASELINE STUDY MENTIONED IN POINT 1

5. ALL VISITS HAVE BEEN PLANNED IN COLLABORATION WITH
PENDING/IEC. ANY NECESSARY CHANGES WERE COMMUNICATED TO
PENDING/IEC WHILE PCS RESPECTED ALL OF ITS COMMITMENTS.
DURING EACH VISIT PCS HAS PROVIDED FOLLOW-UP OF
PREVIOUS ACTIVITIES AND APPROPRIATE INPUT TO IMPROVE
ACTIVITIES.

6. PCS SHOULD CONTINUE TO SEND COMPETENT ADVISORS WITH
STRONG SOCIAL SKILLS. STUDY TOURS AND
CONFERENCES/WORKSHOPS ARE DESIRED TO FURTHER ENHANCE
PENDING/IEC SKILLS THROUGH CONTACT WITH OTHER COUNTRY
PROGRAMS WHICH HAVE PRIOR EXPERIENCE IN FAMILY PLANNING
IEC. *WR180*

JUN 20 1989

UNCLASSIFIED

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RCA MAY 24 0615

TO: JOHN MCWILLIAM
FROM: MERCIA DAVIDS, USAID/ZIMBABWE
SUBJ: EVALUATION OF JHU/PCS PROJECT

FOLLOWING ANSWERS QUESTIONS RAISED IN FAX ON SUBJECT EVALUATION

1. A NEEDS ASSESSMENT WAS DONE IN 1982 FOLLOWED BY A STRATEGY IN 1983/3.
2. THE SECOND ASSESSMENT OF PROGRAM NEEDS BY EVALUATION TEAM IN MARCH 1987 RECOMMENDED THE FOLLOWING PROGRAM THRUST:
 - A. LIMITING FAMILY SIZE
 - B. PRIORITISING PROGRAM NEEDS

OUT OF THESE RECOMMENDATIONS THE MALE MOTIVATION CAMPAIGN WAS ORIGINATED. PROJECT MANAGED TO SHIFT RESPONSIBILITIES OF IEC STAFF FROM SPECIFIC PROGRAM IMPLEMENTATION TO PROGRAM MANAGEMENT AND BRINGING IN RESOURCES OF PRIVATE SECTOR E.G. ADVERTISING AGENCIES.
3. TECHNICAL ASSISTANCE IS OF A VERY HIGH STANDARD AND TA TEAM ASSISTED IN FORMULATING THE SPECIFIC MALE MOTIVATION PROJECT. CONSULTANTS ASSISTED WITH MATERIALS DEVELOPMENT AND PROVIDED INNOVATIVE TECHNIQUES IN INTERPERSONAL COMMUNICATION. THIS PROVED ITSELF IN THE MALE MOTIVATIONAL TALKS WITH LINKAGE TO OTHER PROJECTS NAMELY ENTERPRISE AND SOMARC.
4. PROJECT LIAISED AND WORKED WITH LINTAS ADVERTISING GROUP, QUEST MARKET RESEARCH AND PROBE MARKET RESEARCH.
5. TA HAS BY AND LARGE BEEN TIMELY. MISSION AND ZNFPC FEEL CONTINuity OF TA PERSON IS CRITICAL. TA HAS DEMONSTRATED DEFINITE FLEXIBILITY AND THERE HAS BEEN CONTINUOUS FOLLOW UP.
6. LONG-TERM ADVISOR SHOULD BE STATIONED AT IEANDC UNIT TO PROVIDE CONSTANT AND ONGOING SUPPORT UNTIL SUCH TIME AS UNIT CAN BE MANAGED USING LOCAL PERSONNELS.

REGRET DELAY IN RESPONDING.

REGARDS.

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Appendix D

Relevant Materials and Documents Reviewed

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Relevant Materials and Documents Reviewed

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Appendix E

**Total Cost of the JHU/PCS
Young People's Project in the Philippines**

Appendix E

Total Cost of the JHU/PCS
Young People's Project in the Philippines

EQUIVALENT DOLLAR AMOUNTS SOLICITED
IN SUPPORT OF PHILIPPINE'S
MULTI-MEDIA CAMPAIGN FOR YOUNG PEOPLE'S PROJECT

POPULATION CENTER FOUNDATION

<u>TYPE</u>	<u>COST BASIS</u>	<u>PESO</u>	<u>U.S.D.</u>
I. <u>THAT SITUATION</u>			
A. 10 5-minute live appearances of Menudo and Lea on different prime time TV programs.	₱7,000/minute x 5 minutes x 10 appearances	350,000	17,500
B. "That Situation" included 3 MENUDO Concerts in the Philippines to launch the song (6 days equivalent only) Menudo grosses \$400,000 a month or \$13,333 per day based on a conservative 30-day work month.	₱266,660	1,599,960	79,998
C. TV placement of music video aired free by TV stations (at least 42 placements at ₱7,000/minute). Music video is about 3 minutes.	₱7,000 x 3 minutes x 42 placements	882,000	44,100
D. Collateral Materials for Campus Tours: Posters by Pepsi, thought cards by City Clubs, calendars from Crown Notebooks.	Estimated at prevailing price	115,000	5,750
E. Free radio airplay	₱1,200/minute x 3 minutes x 2x/day x 60 days x 10 stations	4,320,000	216,000
F. Use of Pizza Hut for video location		5,000	250

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G. Cash donations for 1st, 2nd, & 3rd prizes of "That Situation" essay-writing contest	Donations came from private individuals	1,200	60
II. <u>I STILL BELIEVE</u>			
A. Lea's live appearance and singing on prime time TV (12 appearances in split-screen with Charlie Masso)	₱7,000 x 4 minutes x 12 appearances	336,000	16,800
B. Free music video placements (at least 84 placements)	₱7,000 x 3 minutes x 84 placements	1,764,000	88,200
C. Collateral materials for Campus Tours: Posters, streamers, sunvisors, Nike, Adamson and Adamson, Shower to Shower, Magnolia (San Miguel Corporation), Nestle Philippine, Photokina, Avon, Philippines Refining Company, Pepsi	estimated at prevailing prices	272,100	13,605
D. Spot donations from Pepsi in cooperation with Channel 9 (30 seconds/spots)		315,900	15,795
E. TV spot donations from PLDT (8 spots)		112,000	5,600
F. Free radio airplay	₱1,200/min. x 3 minutes 3 plays/day x 90 days x 16 radio stations	15,552,000	777,600
G. Free TV airplay			
1. "I Still Believe" used as theme music in "Loving Yours, Heler", singing of song by Dindo Avanzado and Caseyline Francisco at "Superstar" TV show, Caloocan High School campus tour and Lea Salonga interview with "EYE TO EYE" TV show, FEU campus tour featured in JUNIOR NEWSWATCH	₱10,000/5 minutes (discounted rate given to PCF)	210,000	10,500
2. Dial-A-Friend counseling service featured on Magandang Umaga" and "Bahay Kalinga"	(included in G.1 Budget)		
H. Cash donations for 1st, 2nd & 3rd prizes "I Still Believe" art competitions		1,800	90

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III. Print Media

1. Combined newspaper and magazine coverage of the two songs	Estimated by a local public relations firm (conservatively estimated at only 50% of advertising space)	606,090	30,304.50
2. Combined newspaper and magazine coverage of Young People's Project focusing on Dial-A-Friend (Newspaper: Manila Chronicle, Manila Bulletin, The Star, Manila Standard, Bongga, People's Journal, Philippine Daily Inquirer)	Based on column centimeter costings/ publication	546,067	27,303.35
Magazines: Sunday Inquirer, Philippines Free Press, Istudyante, Woman Today			

IV. Maintenance

Philippine Long Distance Telephone (PLDT) assumes salaries of telephone counselors and donates TV spot placements of Dial-A-Friend using PLDT media slots bought for 1989	₱100,000 cash plus TV airtime estimated at ₱300,000	400,000	20,000
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GRAND TOTAL: ₱27,389,117 \$1,369,455.80