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MANAGEMENT INFORMATION SYSTEM PLAN

**Population and Family Planning
Information, Education and Communications
for Egypt**

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I. INTRODUCTION

This report is in fulfillment of the MIS Plan portion of the contract between USAID and the Academy for Educational Development regarding the Information, Education and Communications Center (IEC) of the State Information Services (SIS), Government of Egypt. It addresses the following issues of concern to both USAID and IEC:

- The current need for some type of computer assistance in the administration of IEC;
- The present capabilities of the various regional and local centers for the State Information Service which fulfill various functions under the mission of IEC;
- The elements of a comprehensive Management Information System to assist in the planning, management and evaluation of IEC activities. This system is designed to aid both USAID as the chief donor agency and IEC in its management responsibilities.

The results in this report are based on:

- ten days of on-site visits to the IEC Center in Cairo as well as visits to three regional and local centers by Kurt D. Moses, Director, Systems Services of the Academy;
- interviews with various personnel in IEC in virtually every functional operation, including administration, finance, production, audio-visual, and technical writing;
- discussions with various other groups concerned with family planning in Egypt facing both distribution and management problems somewhat similar to those confronted by IEC;
- review of various background materials including the Academy's National Strategy and Plan of Work, 1983-84: Population and Family Planning, Information, Education and Communications for Egypt, reports of center visits by USAID consultants, financial and budget statistics for IEC for the past two years, samples of programs conducted and activities sponsored by IEC within the last eighteen months, and background information on the Egyptian experience during the last decade in population planning.

Because of the comparatively short time available, this report describes a system for IEC, a limited portion of which has already been implemented through other efforts. It is a blueprint for implementation which can be accomplished during the current fiscal quarter to the mutual benefit of both IEC and USAID.

The remainder of this report is organized as follows:

- | | |
|----------------------------|--|
| II. BACKGROUND | A description of the current administrative context for IEC and its regional centers. This context provides a background for the recommended MIS Plan. |
| III. OBSERVATIONS | Both general and specific observations about the current administrative activities at IEC and about the effectiveness of the current administrative procedures. |
| IV. RECOMMENDATIONS | Both general and specific recommendations on a Management Information System for IEC as well as suggested procedures for administrative operation to meet perceived needs. |
| V. NEXT STEPS | A series of next steps that can be taken almost immediately to implement the recommendations in this report. |

II. BACKGROUND

The State Information Service (SIS) role in the population, information, education, and communication (IEC) activities in Egypt did not become substantial until around 1980, despite the fact that the Egyptian government had developed a population policy in 1962 and founded a family planning program as early as 1965. In 1980 an SIS campaign was launched around the theme "Look Around You; We Have a Population Problem". The theme was aimed at the general public with the intent of creating general awareness through the use of a variety of media including radio and TV, printed materials, and various outdoor visuals. A second campaign called "Small Families Live Better" started in 1981 and introduced a national family planning symbol in part through the use of realia such as pens, tea trays, matches, and key chains.

During this time, family planning IEC became part of the portfolio of the 49 SIS centers spotted throughout the country. The centers, through a variety of training programs, received instruction in delivering the family planning message and have been used since then to assist with local promotion of the family planning theme. A subsequent campaign was slowed until the appointment of a new chairman of the governing body of SIS in 1981. Since then SIS and the present IEC Center have produced a substantial amount of materials including: a large number of newspaper ads, some 500,000 copies each of three family planning posters, 50,000 copies each of three booklets dealing with education, food and health, and a variety of special posters for other ministries. In addition, realia such as coasters and pens were produced in quantities from 20,000 to over 80,000 for distribution throughout the country.

Central IEC Administration

The administration and distribution of the various items for the SIS centers is handled by the administrative unit of the IEC Center in Cairo. This unit is one of two

major units in the Center, the other dealing with all creative activities. The purpose of the administrative unit is to monitor all budgets and finances for the IEC operation (which expended some USD 2.5 million in 1982), negotiate with and monitor any subcontractors, see to logistical arrangements involving IEC, and handle all distribution of relevant items to regional or local SIS centers. In addition, both the administrative and creative units jointly monitor the management of the SIS centers, particularly during the conduct of campaigns—which typically last between two and three months each and occur two to three times per year.

The central IEC activity is operated with a staff of some 22-26 persons who operate on a full-time basis. IEC reports its expenditures according to five major categories:

- Media
- SIS Regional Center Activities
- Training, Research and Evaluation
- Administrative Costs
- Consultants and Technical Support

In the most recent year 77 percent of the USD 2.5 million expenditures went to media, just under eight percent to regional center activities, five percent to training and research, and the remaining ten percent to administration and consultant costs. Of the media costs, just under half went to visual media, including TV and films, and to radio. A substantial portion of media expenditure was also consumed by such items as billboards and trucks to support the logistics for a national traveling exhibition. The cost categories used by IEC are those mutually agreed to between SIS and USAID and hence conform only very loosely to Egyptian government financial categories. As a result, IEC has been able to use a comparatively simple accounting system, very much like a checkbook system, to track IEC central and project activities.

SIS Centers

Exhibit 1 indicates the distribution of the current 49 SIS centers and the approximate population which they serve in groups of seven regions including Cairo. In addition, noted in parentheses are those centers which are considered small, thereby having a typical staff of only three persons rather than the usual complement of 10 to 15 people found in medium and large centers. Exhibit 2 shows a typical organization of an SIS center. As noted, virtually every center, large or small, has a full-time director, a family planning specialist, and an assistant for cinema. The largest centers include a librarian and a specialist for organizing childrens clubs. During campaigns, all parts of the SIS centers are expected to work together to accomplish the distribution and promotion of the campaign theme. At one of the regional centers (there are six plus Cairo) there were complete TV equipped training facilities and it was claimed that approximately 1,000 persons per year came to the center for health, education, or family planning training. In addition, during campaigns it was asserted that every village within the region was visited at least briefly--there being 150 villages within the geographic area served by the center. Normally, center personnel expect to visit some 12 villages per month during the rest of the year--namely when there is no campaign being pursued. Every single center has at least one VW van equipped with a portable generator, TV lights and appropriate equipment to present video demonstrations to villages during team visits.

Until recently, namely this last winter, the distribution of realia and printed material was coordinated entirely from Cairo. At one point, the material was to be shipped to the six outlying regional centers for further distribution to local centers for dissemination to the villages in their service area. Because of some difficulties noted later in the Observations section, Cairo is working towards direct distribution of materials to all 49 centers. In a brief series of interviews with regional center personnel, all indicated that they had been receiving campaign related material in time to distribute

Exhibit I

**GEOGRAPHIC DISTRIBUTION OF
SIS CENTERS**

(Approximate Population Served by 49 Centers)

Cairo (11.0 Million)

- 1 - North Cairo
- 2 - Middle Cairo (small)
- 3 - Shubra El Khima
- 4 - Helwan
- 5 - Giza
- 6 - Benha
- 7 - Embaba

Middle Delta (6.5 Million)

- 1 - Shebin El Kom
- 2 - Tala (small)
- 3 - Tanta
- 4 - Zefta (small)
- 5 - Al-Mehala
- 6 - Kafr El Sheikh
- 7 - Dessouk
- 8 - Metoubas (small)

Alexandra (6.0 Million)

- 1 - El Raml
- 2 - West
- 3 - East
- 4 - Middle
- 5 - El-Gumruk
- 6 - Sidi Gaber
- 7 - Damanhour
- 8 - El Tahrir
- 9 - Kafr-El Dawar
- 10 - Marsa Matrouh

East Delta

(7.0 Million)

- 1 - El Mansoura
- 2 - Domiat
- 3 - El Zagazig

Canal, Sinai

(1.25 Million)

- 1 - Ismailia
- 2- - Suez
- 3 - Port Said
- 4 - El Arish
- 5 - Rafah
- 6 - El Tour

North Upper Egypt

(9.5 Million)

- 1 - Beni Suef
- 2 - El Fayoum
- 3 - Nasser (small)
- 4 - El Menia
- 5 - Assiut
- 6 - El Kharga
- 7 - Mout (small)
- 8 - Suhag
- 9 - Tahta (small)

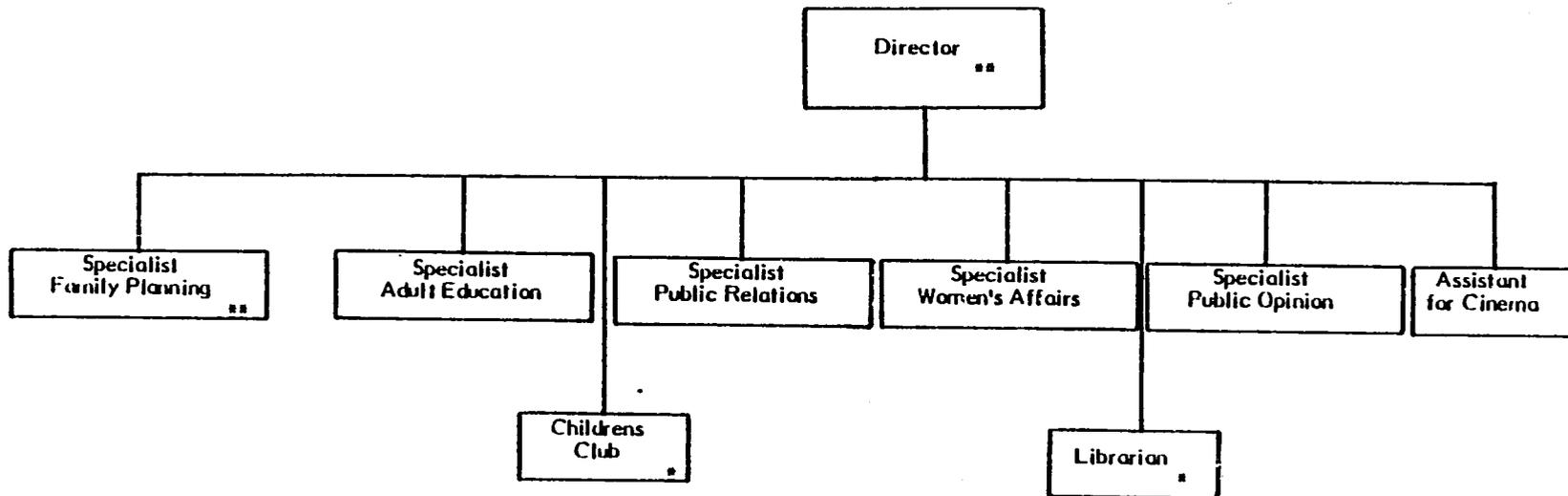
South Upper Egypt

(3.0 Million)

- 1 - Kena
- 2 - Luxor
- 3 - Aswan
- 4 - Abu Sumbol (small)
- 5 - El Ghardaka
- 6 - El Kusir (small)

Exhibit 2

TYPICAL ORGANIZATION
SIS CENTER



* At certain centers

** Receives additional compensation for annual campaigns

sufficient amounts to the villages visited. Virtually all centers had difficulty with effective storage of both printed materials and realia. Some of the larger centers also indicated that, because of the distances involved between villages, they sometimes had difficulty meeting their visiting schedules with one VW van.

In order to focus efforts on the campaign and reflect the extra time commitment (some SIS center personnel are expected to work later hours, until 10 pm during campaigns), the Director, the Family Planning Specialist (FPS), and sometimes the Assistant for Cinema receive a salary supplement (LE 15 for the FPS and LE 20 for the Director). These supplements are accounted for and funded through IEC project funds. Because the SIS centers serve multiple purposes, their core budgets are part of the overall SIS appropriation. As such, there is virtually no financial accounting short of very modest petty cash records required of SIS center personnel.

Summary

Except for the volume of printed materials and various items of realia, the total extent of IEC administrative operation is comparatively small. The majority of its expenditures are for creative efforts and for monitoring efforts which are completed by a small group of IEC personnel, by contractors, or by the media production groups which assist in delivering the family planning message. As envisaged, IEC's major responsibility for administration is effective coordination of SIS center operations as they relate to the family planning effort, and effective monitoring of subcontracts to disseminate IEC's creative message.

In subsequent sections more detailed comments are made about the relationship between IEC family planning message and IEC's actual administrative activities.

III. OBSERVATIONS

The following observations describe the situation at IEC during the study team visit and provide a series of conclusions about the needs and limitations for a management information system at IEC which matches USAID requirements. Each of the major observations has been numbered to indicate the relative priority for IEC in coming months.

- I. **The IEC component does not, at present, require microcomputers for development and maintenance of a management information system or for records control activities.**

At the present time, the volume of activity in virtually every part of IEC projects is not sufficient to warrant installation of a microcomputer. The nature of the project activities is not such that computerization would add substantially to their effectiveness. The volume of financial activity is not high enough to allow for effective use of a computer, and the number of personnel involved does not seem sufficient to warrant use of the power of a computer. The only area that might possibly have a requirement for a microcomputer is distribution, and more will be said about that later.

There are several contributing factors which suggest that a microcomputer might create more burden than it would cure. These factors include:

- the lack of a dust-free, temperature-controlled physical environment;
- insufficient, trained personnel to make such equipment useful;
- inadequate current communications facilities to allow expansion of the system to the regions.

In addition, any computerization, whether it be for a larger, central computer or a small microcomputer, would require a much clearer set of procedures and policies than

currently exist within IEC. As a result, a focus on computerization at this time would probably be inappropriate for the organization.

2. There appear to be sufficient staff for any reasonable increase in work necessary at the regional or local centers, even for new training programs.

A review of the IEC activities, in virtually every functional area, and a review of the activities at three of the centers suggest that there are sufficient personnel both at the central level, with the exclusion of managerial personnel, and at the regional and local centers to allow for a reasonable increase in workload. Should a new program be undertaken, it appears that there is sufficient staff to allow for new activities and to carry out the work at the present level of quality.

The only major bottleneck, which is currently described as staff-based is, in fact, in the area of transportation and allocation of resources. In other words, lacking sufficient automobiles, it is difficult for a staff person or several staff people to be in two different locations somewhat widely separated. This is frequently called a staff problem when, in fact, it is a transportation problem. The only other time in which staff could conceivably be considered in short supply would be at the start-up point of a major campaign — of which there are typically three each year. At a start-up, the various offices within a regional or local office have to cooperate with one another in order to complete the work at hand. In short, there are three peak periods during a year at the centers — but seemingly little shortage at any other time.

There are periodic shortages of time for some staff related to record keeping and routine procedures. Because of, in some cases, lack of training, particularly at the local level, various procedures and forms are sometimes made up on the spot which means they are not necessarily consistent with the central activity. As a result, there is extra work engendered by creating a special system and then trying to individually train on it. This particular problem can be virtually eliminated by an effective use of the kinds of forms, procedures, and policies that are suggested in this report.

3. There remains some confusion on the relative responsibilities of the central IEC office in Cairo, the individual regional offices, and the local offices.

The confusion as to responsibility for certain activities is most acute on the matter of distribution of material, particularly printed material -- but extends as well to areas of accounting for time, and provision of support to teams who go from the central office to the various governorates.

During the course of interviews, some regional offices and some local offices indicated that they expected the central office to deliver printed and film materials by truck. During other discussions, some people at the central office indicated that the local and regional offices were to pick up materials or else transfer them by means at the centers' disposal. In addition, but particularly for the smaller centers, there was some confusion as to the appropriate procedures to sign off for materials, to log materials, and the specific means of accounting for distributed material. At least two of the centers visited, which serve larger population bases, by contrast, were fairly well organized and had good documentation. This particular matter, however, needs to be investigated with some more thoroughness.

It is clear that the regional center concept is a major source of the confusion. The regions typically have poor storage facilities and frequently only sufficient vehicles for their own program. Accordingly, they can contribute very little directly to supporting local center operation. Given at least two and sometimes three possible sources for material, local centers frequently become confused.

4. The single most important improvement necessary in the relationship between the IEC central office and the governorate offices is improvement in completion and monitoring of activities.

Since the majority of materials used in the Population and Family Planning program is designed and generated centrally, the regional and local centers are quite dependent on

the central office to provide necessary material and to instruct on its actual use. In many cases, particularly with the execution of various campaigns, it was clear that the central office established the timing and, in fact, the components of the various campaigns. Given the centralized origin of the effort, there was a noticeable lack of specific follow-through and monitoring by the central office as to the real effectiveness. As a result, in certain cases where material was either defective or did not arrive, central office was sometimes the last to know. In other cases, for morale purposes, the various centers needed to know that they were an important part of the ongoing effort, and this was not clearly communicated from the central IEC offices.

Lacking this kind of direct involvement from the central office, some of the center personnel felt out of touch with the activities in Cairo, and also felt that their full contribution was not known. In a Western context, this particular need would be considered management follow-through and motivation. In the Egyptian setting, it would mean attention to individual accountability for action and for completion of various tasks involved in the Family Planning program. If such western management techniques were applied, it would be incumbent upon the central services to insure that all of the necessary support, including vehicles, material, and procedural activities were in place so that regional and local centers could concentrate on their specific tasks.

5. There is a need for an effective program and project budget in the conduct of the Population and Family Planning activity.

At the present time, as noted in the first AED report, it remains difficult to link a strategy on Population and Family Planning with the means of implementation. In financial terms, this means that there is no clear link between the expenditures for specific activities (such as television spots) and the expected outcomes for a project such as Population Awareness. Without this link, there is no way that one can determine whether additional expenditures for a particular activity (for example, TV or radio) has

more or less impact on the population than some other possible media expenditure such as films. During times of restricted funds, knowledge of this sort is essential to know where funds ought to be placed.

At present, although it is easily implemented, the IEC financial accounts are not set up for costing activities by item nor for ascertaining which type of activities, such as TV spots, link to specific projects. As a result, and perhaps most importantly, the main donor agency for IEC cannot make clear the contribution of each of the IEC activities to particular funding sources within U.S. assistance programs. Accordingly, it is not as easy for either IEC or the U.S. AID mission in Cairo to make as clear a case as is possible for the effectiveness of IEC efforts.

Summary

The foregoing observations should not be seen as exclusively critical of the IEC activity. Throughout the on-site visit, the Academy team was impressed with the dedication, intelligence, and activity of most of the IEC staff. Given the amount of time available to the current leadership at IEC, a remarkable number of things have been completed.

Most of these observations relate simply to making an already well-conceived program more effective in terms of personnel or resource use. Some changes in operation would ensure that IEC could be more closely accountable for both funds and materials that it receives and, at the same time, make the specific procedural jobs of various personnel, particularly those in the centers, easier and less fraught with bureaucratic concerns.

IV. RECOMMENDATIONS

The following recommendations relate to an effective means to improve the ability of IEC to monitor and report on its activities, both for responsiveness to the Government of Egypt, but as well to its major donor source, USAID. The recommendations relate first to the manner in which IEC should fulfill its day-to-day administration and reporting requirements, and then to the way in which it might fulfill more summary reporting requirements necessary for planning and for requesting quarterly funding.

As part of this recommendation set, we have divided the recommendations into various subcategories which interrelate one to another, but which can be approached independently by different sections of IEC. The subcategories are:

- Planning and Reporting
- Project Reporting
- Personnel Reporting
- Financial Operation and Reporting
- Distribution Operation and Reporting

Each subcategory has specific administrative requirements which require day-to-day attention, but which, when properly organized, support the monthly and quarterly effort of justifying funding. In addition, we have made suggestions that may improve the operations in each of the areas and therefore release some staff time to focus on other areas of endeavor.

Planning and Reporting

- I. **We recommend that IEC maintain its daily accounting for expenditures by type of expenditure, but that it organize its planning, execution, monitoring and reporting according to projects.**

As noted in the observations, at present, IEC accounts for its activities according to line items (eg. radio, television, printing, films) and according to very broad categories (eg. media, or training). There are presently no procedures to establish a direct link between the various line items and the specific projects which make up the funding for IEC. Rather, as noted earlier and indicated in detail in Appendix B, the budget for IEC is reported as a series of activities (typically tied to a media) which together comprise the expenditure budget. In addition, there are no specifically stated operational measures which indicate if a certain level of media activity has in fact been reached according to the plan.

We propose that IEC organize its planning according to the format indicated in Exhibit 3 which links Project, Objectives, and Measures of Objectives. As noted, Exhibit 3 provides for each project a summary of planned versus actual outcomes for each objective expected within the project. It is expected that Exhibit 3 can be completed on a semiannual basis and, as means of measurement improve in Egypt, on a quarterly basis for well established campaigns. The entries in Exhibit 3 are provided as an example of how the form would look.

In one sense, Exhibit 3 represents the most important outcome of both IEC activities and the reporting system in that the fulfillment of objectives according to projects funded represents the goal of the IEC enterprise. However, in order to ensure that the reporting system assists management analysis as well, another supporting level of reporting must also occur.

Project Reporting

Exhibit 4 links Objectives (described in Exhibit 3) to Target Audience, Media, and Outputs in a way that one can quickly see whether activities are proceeding according to plan on a quarterly basis. Since the vehicles for accomplishing the IEC objectives relate primarily to media—TV, radio, newspapers, brochures, etc., this report provides a quick

**EXHIBIT 3
PLANNING AND REPORTING**

QUARTER: _____

PROJECT	OBJECTIVES	MEASURES OF OBJECTIVES	
		PLANNED	ACTUAL
I. Families and Family Planning	Ia. Increased awareness of family planning among urban families	Ia. 60% of urban families will acknowledge FP symbol	40% acknowledged
	Ib. Increased awareness of the variety of FP measures	Ib. Sales of all FP devices will increase by 5% from 7/83 to 7/84	Target achieved

EXHIBIT 4
PROJECT REPORTING

QUARTER: _____

PROJECT	TARGET AUDIENCE	MEDIA	OUTPUTS		MILESTONES		
			PLANNED	ACTUAL	PLANNED	ACTUAL	
I. Families and Family Planning	Ia. Urban married couples, Urban unmarried youth	Ia.1 TV	Ia.1	20 - 3-minute ads (60)	19 ads	20 ads by 12/83	12/83
				2 - 5-minute ads (10)	1 ad	2 ads by 12/83	12/83
		Ib.1 TV	Ib.1	15 - 2-minute ads (30)	15 ads	15 ads by 12/83	12/83
		Ia.2 Radio	Ia.2	70 - 1-minute ads (70)	72 ads	70 ads by 12/83	12/83
		Ib.2 Radio	Ib.2	150 - 1 minute ads (150)	150 ads	150 ads by 12/83	12/84

summary of whether both quantity and timeliness according to the plan have been achieved. From this exhibit and one other to be mentioned, IEC can determine such factors as cost per audience reached or cost per specific, measurable social change. The items indicated provide an example of how the form is completed.

We are proposing that Exhibit 4 be developed on a quarterly basis to enhance management monitoring of program deadlines. Should major problems begin to occur, for example a serious set-back in a deadline (milestone), then monthly reporting might be instituted until the problem was resolved. It should be noted that while the media is a vehicle for disseminating the IEC message, people and funds expended for other items are the resources which link the entire effort together. The following sub-category addresses this issue.

Personnel Reporting

Personnel time allocation of IEC core staff is the single most important internal planning decision that IEC leadership can make with regards to their total resources. Advance planning on the allocation of personnel time (or the addition of needed personnel) determines whether objectives can be accomplished. Exhibit 5 provides the format for reporting personnel allocations in terms of time expended for each project. Prepared on a quarterly basis, this type of reporting will indicate both the relative effectiveness of IEC personnel as well as provide a useful analysis should difficulty be encountered in fulfilling certain objectives. Once again, project by project, one is comparing planned versus actual activities.

To support this level of personnel analysis will require that IEC also complete on a monthly basis an individual employee time allocation sheet as noted in Exhibit 6. This summary sheet, based on a daily recording of time, allocates an employees efforts according to project and divides effort between regular and overtime. Typically for IEC it is the overtime effort which is directly reimbursed by USAID.

**EXHIBIT 5
PERSONNEL REPORTING**

MONTH: _____

PROJECT	EMPLOYEE NUMBER	HOURS		COMMENTS
		PLANNED	ACTUAL	
I. Families and Family Planning	10870	85.0	115.0	Shifted Responsibility
	20790	30.0	15.0	
TOTAL Families and Family Planning		_____	_____	

EXHIBIT 6
TIME ALLOCATION

MONTH: _____

NAME	EMPLOYEE NUMBER	<u>REGULAR HOURS</u>		<u>OVERTIME HOURS</u>		<u>TOTAL</u>	
		PROJECT	NO.	PROJECT	NO.	PROJECT	NO.
A. Ashari	10870	302	100.0	302	15.0	302	115.0
B. Rahmektar	20790	304	100.0	302	15.0	304 302	100.0 15.0

From interviews, it is clear that reporting of time occurs already on the part of IEC central staff, the only additional requirement on them would be to summarize such records on a monthly basis. It is also quite conceivable that recognition of direct time accountability will have a systematic effect on current performance within the organization.

Financial Operation and Reporting

Financial operation and reporting is the major monitoring and control item for the primary donating agency to IEC, namely USAID. Accordingly, in the past it has received major attention. However, we are recommending that there be a slight revision in reporting format for the line item expenses (for example the media listing such as TV, or radio) so that they can be shown in terms of their contributions to individual project efforts—or for certain central expenses in terms of program efforts.

Exhibit 7 provides a summary by traditional line item, and by outputs, of planned and actual expenditures by project. We propose that this summary be prepared quarterly for submission at the time of funds replenishment. As can be noted, Exhibit 7 recapitulates the individual cost components for each project effort. Totaled together for all projects they will constitute the entire budget for IEC.

We recommend that, in completing Exhibit 7, central costs such as administration and training be allocated to individual projects according to direct costs of a project. This will, in effect, indicate the central IEC overhead incurred to undertake the project effort. The key to making allocation an effective financial tool is to use a consistent allocation each quarter when reporting.

Exhibit 8 provides the format for a ledger entry which will allow tracking of expenses according to project and according to expense category. As noted in the Background section, the IEC presently accounts for funds expended much as one would

EXHIBIT 7
FINANCIAL OPERATION AND REPORTING

QUARTER: _____

PROJECT	LINE ITEM	OUTPUTS	EXPENSE	
			PLANNED \$	ACTUAL \$
I. Families and Family Planning	I. <u>Media</u>			
	Ia.1 TV	Ia.1 20 - 3-minute ads	600	670
		Ia.2 2 - 5-minute ads	1,000	1,200
	II. <u>SIS Regional Center Activity</u>			
	III. <u>Training, Research and Evaluation*</u>			
	IV. <u>Administrative Costs*</u>			
	V. <u>Consultants and Technical Support</u>			
TOTAL		Families and Family Planning		

*These costs are allocated as overhead according to proportion of direct expenses.

EXHIBIT 8
FINANCIAL RECORD

MONTH: _____

PROJECT	EXPENSE CODE	CHEQUE	DESCRIPTION	INVOICE	AMOUNT
302	5.00	#179	Consultant Payment	#1478	LE 2,000.000
304	4.50	#183	Travel Expenses (Egypt Air)	#7857	LE 300.00

use a checkbook. A check is written to cover expenses based upon a verified invoice-- both the original document and the check number are then recorded in a ledger book and monthly a financial balance is calculated of funds expended and funds available in the cash account. Using an easily implemented three digit project code and a three digit expense code at month end, both total line item expenses for the month are available. Appendix C provides sample project and expense codes for use by IEC. The current financial staff is familiar with this classification process based on their experience in the private sector where "cost or project accounting" is often used.

Distribution Operation and Reporting

Distribution of print materials is the largest single logistics burden for IEC, and materials of various sorts constitutes at least 15 percent of the total media budget. We have proposed for this area of IEC activity that a summary report be provided by project on the disposition of various media items. Exhibit 9 indicates our view of the report.

As can be noted, for each project there is a listing of the distributable media, such as posters, pamphlets or metal signs, and an indication by major category of the destination. Once again we have configured this report in terms of planned and actual performance in terms of quantity and timeliness for each item. We think it essential that at least the destination categories indicated, namely: Ministry of Education, regional centers, local centers, and central distribution be included. The only other category that may be required is other ministries and public service groups as the distribution network for IEC materials expands.

We feel that this type of summary at the central level for distributable media will help monitor, on a quarterly basis, the flow of materials within IEC. A following recommendation will elaborate on some additional distribution control steps that we feel IEC could easily take to create a more effective process.

EXHIBIT 9
DISTRIBUTION OPERATION

QUARTER: _____

PROJECT	MEDIA	DESTINATION	QUANTITY		MILESTONE	
			PLANNED	ACTUAL	PLANNED	ACTUAL
1. Families and Family Planning	4a. Posters and Publications	- Ministry of Education	20,000	20,000	2/83	3/83
		- Regional Centers	100,000	100,000	2/83	2/83
		- Local Centers	45,000	45,000	2/83	2/83
		- Central Distribution	50,000	50,000	2/83	2/83
	5a. Metal Signs	- Ministry of Education	-0-	-0-	--	--
		- Regional Centers	100	100	5/83	5/83
		- Local Centers	750	700	5/83	5/83
		- Central Distribution	50	50	5/83	5/83
TOTAL Families and Family Planning						

Summary

We recommend that IEC adapt as a final summary form, one that can be submitted as the most summary document to USAID Washington, a report similar to Exhibit 10. This report, recommended in the Academy's first report to the IEC Center indicates comparatively both the quarterly financial progress of IEC by project and program, but as well the progress within quarters compared to the original annual plan. In effect, one then has a ready comparison between financial expectations for IEC and actual performance.

Again, as with the other suggested management reports, neither the format nor the supporting structure necessary to generate the document is totally unfamiliar to current staff at IEC.

- 2. We recommend that after the reporting system above has been tested and proven at the IEC Center in Cairo for at least six months, selected portions be extended to the SIS centers.**

As currently structured, the primary responsibilities at SIS centers are related to dissemination of information, distribution of materials, and attendance at various local functions in conjunction with particular campaigns or project efforts. As noted, there is minimal financial activity at the centers or product creation which would require additional reporting. However, we do recommend that, upon testing and refinement, Exhibits 5 and 6 be required for completion at the SIS centers in order to determine real allocation of time.

We recognize that some time reporting is already occurring since overtime supplemental payments are received by some center personnel during campaigns. However we would recommend extending the time reporting to include the full range of activities associated with the IEC function as they effect the centers.

The reports as indicated would be collected from each center on a monthly basis, summarized and analyzed by the IEC administrative staff, and provided where necessary

EXHIBIT 10
SIS BUDGET SUMMARY, 1983 - 1984

LINE ITEMS	<u>FIRST QUARTER</u>		<u>SECOND QUARTER</u>		<u>THIRD QUARTER</u>		<u>FOURTH QUARTER</u>		<u>TOTAL</u>		LINE AS % TOTAL
	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	PLANNED/ACTUAL	
I. <u>Projects</u>											
A. Families and FP	125,000	130,000	125,000	130,000	125,000	120,000	125,000	120,000	500,000	500,000	20
B. Family Planning Methods											15
C. Breastfeeding Campaign											10
D. Population Awareness											5
E. Youth Education											5
II. <u>Programs</u>											
A. Special Print											5
B. Social Drama											5
C. Training											5
D. Local Offices											5
III. <u>Training, Research and Evaluation</u> *											10
IV. <u>Administrative Costs</u> *											10
V. <u>Consultants and Technical Support</u> *											5
TOTALS											100

* Any unallocated costs—i.e., costs not assignable to specific projects or programs.

at the quarterly review session. This would allow, at least for the near future, some indication of the real time burden imposed on center personnel, and, as well, the potential hidden costs of conducting effective distribution campaigns.

3. We recommend that the following procedural changes be instituted in the collection, distribution, and accounting for distributed media items and realia.

Because of the difficulties experienced with accounting for various distributable items, we recommend that the following steps be taken immediately:

- a. Assign to each type of distributed material, for example the booklet "Impact of Excessive Population Growth on Education", an inventory identification. We recommend that the identification include: type of media, date printed or completed, and a version number. Therefore for the booklet in question the identification would be P82-1 indicating it is a booklet, completed in 1982, and is version 1 of the document. If every item had such an identification printed on the cover or on the first page there would be considerably less confusion about which items were being counted. Appendix D provides a sample inventory code for use in this system.
- b. Pursue vigorously steps to have the printers of documents also be responsible for their distribution. In effect, a member of the IEC staff should check the quality and quantity of contract items with the printer, and then arrange for items to be transported directly to the SIS centers. Other documents which may be held for later central distribution should be placed in a nearby warehouse. Pamphlets and booklets should not be stored at the IEC Center--they are both inconvenient and potentially dangerous in their current location--namely stacked anywhere there is space on the various floors of the IEC Center.
- c. IEC should institute a written log to be used for distribution of all materials. The log should include sufficient space for a signature both by the person delivering the materials and for the person receiving such materials. Exhibit II provides our recommendation for the form to be used. Each center should be instructed to check the cartons in which items arrive in order to determine the actual number being received. On a monthly basis, or after a major shipment, the various shipping logs should be reviewed--that is, the master log at IEC should be compared with the individual logs at the centers.

This policy should ensure that centers receive the planned quantities of documents, and that if there has been a problem, IEC is aware of it within a month as opposed to an indeterminate time at present.

EXHIBIT II
MATERIALS LOG

CENTER: Tanta

MATERIAL

ID: P 82-1

DESCRIPTION: Pamphlet on Education

RECEIVED				DISTRIBUTED					BALANCE
DATE	QUANTITY	RECEIVED BY	RECEIVED FROM	DATE	QUANTITY	<u>TO</u>		FROM	
						VILLAGE	PERSON		
2/5/83	10,000	M. B. Ashi	A. Jacobs	2/7/83	1,000	Tala	M. Ahmed	M. B. Ahmed	9,000
				2/9/83	5,000	Zeffa	M. Abush	M. B. Ahmed	4,000

- d. All materials should be distributed directly to the SIS centers and not inventoried at regional centers. This should be a stated policy for all center directors. The statement and implementation of this should both reduce confusion about where to obtain items and speed actual distribution.

These steps could be taken immediately and would substantially alter any current confusion about procedures and distribution of various items.

4. The IEC leadership should make clear their schedule of visits to the various centers. Such visits should be made at least twice per year by some member of the upper level IEC staff.

As noted in the Observations, while communication with some centers appeared good, there was strong indication that some centers had little direct contact with IEC Center in Cairo—either because of distance or specific circumstances. There is some indication that more effective monitoring and management follow through could be greatly aided by personal contact on a routine basis with the more remote sites.

If substantial funds are to continue to flow into various print or realia type media, such items require more effective follow-up to ensure that they remain an effective investment. The major way for this to occur is through effective application and coordination with the various distribution points. A publicized regular set of contacts between the centers and the IEC Center would solidify this portion of the IEC program.

In addition, IEC should consider the use of a small incentive program for certain types of campaigns. For example, for reaching a larger number of villages with the same average time per village and a measured similar effect in terms of audience reaction, IEC Center might be authorized to provide additional supplement to salary for SIS Center personnel. It is suggested that the incentive scheme be based on several objective measures of performance and that the incentives be provided at the end of a campaign period, or at the end of a project effort. The incentives should be provided in a ceremony setting to allow for appropriate publicity and for common recognition of good performance.

Taken together, these recommendations should provide a solid base from which IEC can sharpen its already very active program. These recommendations should provide a means to increase the focus of IEC, both in its planning and in its execution of its mission, in the coming years.

The subsequent section describes some immediate steps that can be taken by IEC to review and as appropriate implement these recommendations.

V. NEXT STEPS

The following next steps should be undertaken by IEC.

1. Review this report for factual accuracy and for clarity of presentation.
2. Begin immediate changes to develop the inventory identification.
3. With appropriate outside assistance, construct project, program, and line item identification codes for use in the quarterly reporting.
4. Recast the current year financial figures using the newly developed code.
5. Review and finalize materials logs and distribute to SIS centers. Arrange for training in log completion and use.
6. Review all reports requested and in concert with USAID make final revisions to develop agreed upon format for quarterly submission.
7. Review reporting effectiveness after six months.
8. Extend time reporting to SIS Centers and conduct training on use and procedures.

APPENDIX A

PERSONS INTERVIEWED

Mr. Mohammed Sharaf	Creative Director, IEC
Mr. Adli Hashad	Vice President, SIS
Mr. Helmi	Chief Accountant, IEC
Ms. Judith Cochran	Director, English as a Foreign Language, American University of Cairo
Mr. Samir M. Hussein	Dean, Faculty of Mass Communication Director, Public Opinion Research Center Cairo University
Mr. Timothy Seims	Population Officer, USAID
Dr. Tom Crowley	Population Consultant, USAID
Dr. Mohamed Mikdashi	Vice President, TEAM International
Staff	Tanta Regional Center
Staff	Mehalla SIS Center
Staff	Shebin El Kom Regional Center
Staff	IEC Center, Cairo

SIS/IEC Center
and Family Planning Mass Media Campaign
Detail Budget for 12 months
Grant #463-0024

(Amount in U.S. \$)
Foreign Exchange Local Currency
 (FE) 1/ (LC) 2/

<u>1. Television</u> (Production and programming costs only; commercial air time contributed by government)			
1.	Production and programming (on both national TV channels) of approximately 3 hrs. and 20 min. of programming and 12 commercial min. per week; Interviews and public service features stressing advantages of small families and the current increase in availability of Health and Family Planning Services; instruction and discussion of method use and rumor neutralization. 12 mos. \$19,503 per mo. (average)	-	235,000
2.	Production of special "social drama" serial in five 40-min. episodes. 5 segments @ \$20,000	-	100,000
	Sub Total	-	<u>335,000</u>
 <u>2. Radio</u> (Production and programming costs only; commercial air time contributed by government)			
1.	Program production and programming, interviews, panel discussions, jingles, 2 new serials, spots, etc. (Utilizing all 5 channels)	-	170,000
2.	Distribution of recordings/cassettes of programs, messages and songs to 50 SIS Centers	-	15,000
	Sub Total	-	<u>185,000</u>
 <u>3. Films and Videotape Production</u> (not including film release copies)			
1.	Five new Films (10 minutes each): <u>Impact of Excessive Population Growth on : Education, Food, Labor, Housing, Health Services.</u> 5 films @ \$15,000	-	75,000
2.	<u>Recruitment/Orientation Film (15 minutes) for rayadah rifeya</u>	-	20,000
3.	Pill Humor Neutralization Film	-	15,000
4.	TV and cinema commercials:		
a.	benefits of Small Family (3 versions on videotape: "urban", "fellahin" and "saidi")	-	14,000

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(Cont'd)

PK 1/

LC 2/

6. Eight (8) short films suitable for TV commercials on following subjects:

Family Planning Testimonial (Football personality); Husband and Wife Communication; Pill Reliability/Convenience; IUD Reliability/Convenience; Popping Tablet/No side effects; Inlay and Family Planning; Tribute to Nurses; and Tribute to Pharmacists.
8 films @ average \$3,250 ea.

- 26,000

Sub Total

- 150,000

7. Slide Print Production

processing and Distribution (no charge) of approx. 50 release prints of above and previously produced films through each of 50 SIS Centers throughout country. Prints are then distributed for local (urban/rural) showing by Ministries of Health, Labor, Education, Culture and non-govt. agencies (e.g.: UN, Egyptian Family Planning Assn.) and also for cinema houses.
3,000 prints @ approx. \$66.66

Sub Total

- 200,000

8. Press and Printed Materials

1. Newspaper and magazine displays ads in major publications as well as (for the first year) local non-dailies in Asswan, Assiut, El-Minya, etc. Advertising messages for current campaigns, special feast days, Mother's Day, tributes to nurses, pharmacists, etc. Space buying for special cartoons, editorial comment.
(e.g. health columnists). Approx. \$16,700 per mo.

- 200,000

2. Posters and Publications

a. Three (3) new posters (500,000 copies run of each at cost of L.E. 15,000 each)

45,000

- Health of Mother
- Husband and Wife should discuss Family Planning
- Theme to be determined

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L. <u>Special posters</u> for use (1 type of each) by Ministries of Education, Agriculture, Housing, Labor, Health and Social Affairs	-	40,000
c. <u>Booklets</u> five subjects, 50,000 run of each; cost per copy approx. \$.30 (most of these publications 16 to 24 pages).	-	75,000
<ul style="list-style-type: none"> - "Impact of Excessive Population Growth on Education" - " " " " " " " " Food Production" - " " " " " " " " Health Services." - " " " " " " " " Labor" - " " " " " " " " Housing" 		
j. <u>Book</u> for televised literacy course (requested by Ministry of Information), 30,000 copies @ \$1.00	-	30,000
e. <u>Materials for Ministry of Health</u> training programs (e.g., Clinic Refresher) : posters, booklets, wall charts. (Posters and charts sufficient for 3,500-plus MOH clinics; volume printing-- up to 50,000 each -- of booklets, folders, etc., for distribution from clinics, hospitals, training centers, etc.)	-	100,000
3. <u>Materials for IEC support of other Ministries</u> * On subjects of population impact, (as in I.E.2.c. above), family planning advantages to mother & child; volume printing of booklets, pamphlets; seminar and meeting support (such as provision of films, projectors/projectionists, speakers); training of selected Ministry staff at SIS periodic courses in IEC practice.	-	175,000
	-	650,000
v. <u>Signs, Billboards, Kiosks, Exhibits and Exhibitions</u>		
1. <u>Metal signs</u> For "certified" Family Planning (Ministry of Health) clinics. numbering 3,500-plus. New requirement 1,000 signs	-	20,000
2. <u>Electrically illuminated billboards</u> For placement in prominent locations: 3 in Cairo, 2 in Alexandria. Original art work, painting, construction, electric and paint maintenance and 12 months space-leasing 5 @ \$26,190 (approx)	-	131,000

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1. Lighted Billboards (unlighted):

throughout Egypt, including original art work, 12 months space rental of \$ 38,095, plus three "face changes" (at \$178.50 each change per billboard)
30 x 3 x \$178.50 + \$38,095 (approx.)

81,000

2. Portable Kiosks (aluminum demountable or equal)

for distribution of materials near high-density traffic or special locations such as bus stations, markets, sports, events, recreation areas (e.g. Has El-Barr resort near Dumyat which has 1,000,000 vacationers per year) and certain SIS Regional Centers
10 kiosks @ \$1,200

12,000

3. Special Events and Exhibits

(e.g., Cairo Int'l Fair, Ministry of Health exhibition; booths at Governorate fairs, religious festivals) professional conferences and meetings, university special gatherings, etc.

51,000 3/

4. National Traveling Exhibitions (Two)

Mobile exhibits to be transported by truck for local set-up on regular circuit itineraries throughout the year. Include 3-dimension, lighted displays, photo blow-ups, film-show capability. Design calls for construction, with light-weight aluminum panels, extruded aluminum supports; site rental, crew per item, utilities and maintenance

Two shows @ 60,000 = \$120,000 (1 for Egypt, 1 for Upper Egypt)
Two trucks @ 22,500 = 45,000
165,000

165,000 4/

Sub Total
Total for Media

460,000
1,985,000

INITIATIVES FOR SIS REGIONAL CENTERS

1. Upgrading of Facilities - 50 offices

(K)

Audio-visual equipment: 15mm motion picture and 35mm slide projectors (approx. \$750 and \$250 each, respectively), videotape playback units (approx. \$700 each), assorted spare parts (approx. \$50 per assortment) lighted outside display case for each center, locally purchased audio-visual accessories (e.g., rewinds, splicers, screens), minimal painting and electrical repairs.
\$750x250 = 700x50 = \$35,000+2,500 for spare parts = \$37,500
L.E. 1,350x50 = L.E. 67,500 for display cases, repairs & locally purchased audio-visual accessories.

67,500

67,500 5/



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	<u>EX 1</u>	<u>IC 2/</u>
<u>Centralized Program Activities</u>		
Innovative promotions, materials distribution, etc. developed on a locality-specific basis. Plans and budgets are being submitted by each SIS Regional office to SIS/IEC Center, Cairo for approval. Funds releases for year to be made on a L.E. 1,000/2,000/4,000 basis according to size of office and scope of program. This new decentralization of promotions is functioning well.		110,000
<u>Pilot Efforts: Bent Suez Governorate "Model Office"</u>		
Demonstration <u>renovation and improvement</u> (painting, minimal furniture, blackboards, PA system, display facilities "movie room, etc.) to be tied in with new joint PDP/AUC/SRC/Ain Shams Univ./ Bent-Suez Governorate/MOH intensive program.	-	20,000
Total SIS Center Activities	<u>87,500</u>	<u>197,500</u>
<u>TRAINING, RESEARCH & EVALUATION</u>		
<u>A. Training</u>		
1. <u>In-country</u> : One and two week courses in <u>Family Planning, mass communications, audio-visual practice</u> held regularly. (60 SIS employees so trained in Jan.-Feb. 1982). <u>English Language training</u> at American Univ. of Cairo (30 SIS employees currently enrolled). Special course in <u>research techniques</u> and use of small computers now in planning stage, computer to be purchased.	-	(100,000) 2/
2. <u>Overseas</u> 24 SIS employees scheduled for short-term training at U.S. universities (Chicago, Connecticut, etc..) starting April 1982. Two scheduled to begin M.A. program in development communications at Cornell University in Aug. 1982	155,000	-
<u>B. Research & Evaluation</u>		
Monitoring by SIS Research Dept. of campaign impact in various governorates through random surveys of urban and rural people. Purpose: to determine listener/viewer and reader habits and attitude patterns. Travel funds used primarily for trips outside Cairo. Researchers also pre-test IEC materials.	-	30,000
Total training, research & evaluation	<u>155,000</u>	<u>130,000</u>

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	<u>YE 1/</u>	<u>LC 2/</u>
<u>ADMINISTRATIVE COSTS</u>		
a. Rent for office space (portions of two floors, 3, Tahrir Square) and utilities (approx. \$1610 per mo.)	-	20,000 ^{1/}
b. Contingencies: add'l personnel support and local technical assistance (e.g. translators, writers, artists, extra typists for symposia, conferences and special publications)	-	50,000 ^{1/}
c. Materials distribution: transport and labor - approx. \$1900 per month	-	22,000
d. Office supplies and equipment (including add'l copying machine - LEI 5,000 urgently needed); reference books on FP, mass communications, advertising for distribution to regional centers.	-	27,000 ^{1/}
e. Vehicles:		
- 1 station wagon for materials distribution in local promotions throughout country. ✓	-	9,000 ^{1/}
- 1 station wagon for use of GOE Television and Radio Syndicates, video and audio crews doing remote FP films and interviews. Fitted with top deck for cameras, etc...	-	7,000
- 2 Audio-visual vans, mfd. and customized in the U.S.; equipped with movie and slide projectors, PA systems, tape recorder/playbacks, units, auxiliary generators, lights (estimated cost fully equipped with spare automotive and A/V parts equalling approx. 15% of basic vehicle and A/V equipment cost): \$58,325 each. For use in taking film shows and recorded messages into rural areas, accompanied by SIS field officers.	116,650	12,000 ^{1/}
f. SIS Executive Staff Travel on invitational consultations with predominantly U.S. educational institutions and other LDC Family Planning programs/organizations. (Four persons, per diem included)	30,000	-
Total Administrative Costs	<u>146,650</u>	<u>142,000</u>

2 station wagons from 1/1

CONSULTANTS AND TECHNICAL SUPPORT

a. <u>Technical Committees</u> : Made up of approx. 30 Egyptian consultants, representing various media - Most committees meet weekly. Each committee person is paid \$17.85 per meeting.	27,000
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	<u>EX 1/</u>	<u>LC 2/</u>
1. <u>Main Consultant Services</u> (in Egypt): 1- U.S. technician salary, travel & allowances <i>see Higgins</i>	64,000	-
2- Egyptian secretary, office supplies, eqpt. consultant's rent, utilities, etc. (approx.)	30,000	-
Main consultant assistance currently included in AID-funded SIS host-country contract with Robert Higgins).		
2. <u>Editorial Consultant</u> : -- short term (American) to be determined to work in Egypt	0,000	-
3. <u>Training Consultants</u> : -- short term (From U.S. Universities). to work in Egypt on new course designs and course admin.	0,000	-
4. <u>Institutional IEE Technical Assistance</u> from U.S. contractor/contractors on an ongoing basis for 12 months.		
Possible succession to Univ. of Chicago/Soc. Dev. Ctr. contract ending fall of 1982. <i>2 contracts</i>	(265,000)	-
5. <u>Workshops</u> (3) for SIS Personnel; budget approx. \$10,000 each for one-week to two-week periods, including speaker's and instructor's honoraria, teaching materials, participants' (all Egyptian) per diem and travel; facilities rental, printing, supplies, transport, labor. <i>1 Univ private</i>	-	30,000 ^{3/}
6. <u>International Symposium on Development Communication</u>	-	40,000 ^{3/}
7. <u>Home-country Conferences</u> (2): major meetings with some non-Egyptian major speakers. Shared cost of UNE population and development conference (e.g. "Egypt Tomorrow", fall of 1982, mandated by Pres. Mubarak).	-	20,000 ^{3/}
Total Consultants and Technical Support	<u>379,000</u>	<u>117,000</u>
Budget Totals	<u>768,150</u>	<u>2,572,350</u>

These U.S. dollar costs are to be submitted and paid directly by AID .
 These L.E. costs are committed under PIL 26 amendment No. 3 and are to be paid by SIS directly
 Prior A.I.D. approvals required for S.I.S. to incur costs under these budget line items.

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12 months Budget Summary (Cont'd)

<u>Administrative Costs</u>	Sub Total	146,650	142,850
<u>Consultants and Technical Support</u>	Sub Total	379,000	117,000
	Budget Total	<u>\$768,150</u>	<u>\$2,572,350</u>

Committed and
Disbursed By USMIL

^

SIS
12 Months Budget Summary

	Foreign Exchange <u>1/</u>	Amount (in U.S.\$)	Local Currency <u>2/</u>
1. TV	-		355,000
2. Radio	-		185,000
3. Films/Videotape Production	-		150,000
4. Film Release Prints to SIS Centers for National Distribution	-		200,000
5. Press Advertising and Printed Materials	-		655,000
6. Signs, Billboards, Kiosks, Traveling Exhibitions, Special Exhibitions.	-		<u>460,000</u>
Sub Total	-		<u>1,985,000</u>
11. <u>Regional Center Activities</u>			
1. Upgrading of Offices	87,500		67,500
2. Program Activities	-		110,000
3. Rent Staff "Model" Office	-		<u>20,000</u>
Sub Total	<u>87,500</u>		<u>197,500</u>
12. <u>Training, Research & Evaluation</u>			
1. Training			
a. In Egypt	-		100,000
b. Overseas	155,000		-
2. Research & Evaluation	-		<u>30,000</u>
Sub Total	<u>155,000</u>		<u>130,000</u>

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APPENDIX C
SAMPLE EXPENSE CODING**

- 1.00 **MEDIA**
- 1.10 Television
- 1.11 Production and Programming
- 1.12 Cost of air time*
- 1.13 Distribution
- .
- 1.19 Other Costs
- 1.20 Radio
- 1.21 Production and Programming
- 1.22 Cost of Air Time
- 1.23 Distribution
- .
- 1.29 Other Costs
- 1.30 Films and Videotape Production
- 1.31 Production and Programming
- 1.32 Cost of Air Time
- 1.33 Distribution
- .
- 1.39 Other Costs
- 1.40 Film Print Production
- 1.41 Production and Programming
- 1.42 Cost of Air Time
- 1.43 Distribution
- .
- 1.49 Other Costs
- 1.50 Press and Printed Materials
- 1.51 Newspapers and Magazines
- 1.52 Posters and Publications
- 1.53 Materials for Other Ministries
- .
- 1.59 Other Costs

1.60 Signs, Billboards, Kiosks, Exhibits and Exhibitions

- 1.61 Metal Signs
- 1.62 Electric Signs
- 1.63 Regular Billboards
- 1.64 Portable Kiosks
- 1.65 Special Events and Exhibits
- 1.66 National Traveling Exhibitions

.

1.69 Other Costs

2.0 **ACTIVITIES FOR SIS REGIONAL CENTERS**

2.10 Facilities Upgrade

- 2.11 Building Modifications
- 2.12 Building Equipment

.

2.19 Other Costs

2.20 Equipment Upgrade

- 2.21 AV Equipment
- 2.22 Training Equipment
- 2.23 Transportation, Vehicles

.

2.29 Other Costs

2.30 Special Efforts

- 2.31 Facilities Upgrade
- 2.32 Equipment Upgrade

.

2.39 Other Costs

3.00 **TRAINING, RESEARCH AND EVALUATION**

3.10 Training

- 3.11 In-country Training
- 3.12 Overseas Training

.

3.19 Other Costs

45

- 3.20 Research and Evaluation
- 3.21 Questionnaire Development
- 3.22 Pre-testing
- 3.23 Assembling Results
- 3.24 Evaluation Travel
- .
- 3.29 Other Costs

- 4.00 **ADMINISTRATIVE COSTS**
- 4.10 Rent
- 4.20 Materials Distribution
- 4.21 Labor
- 4.22 Transportation Costs
- .
- 4.29 Other Costs
- 4.30 Office Supplies and Equipment
- 4.40 SIS Executive Travel
- 4.50 Contingency Payments

- 5.00 **CONSULTANTS AND TECHNICAL SUPPORT**
- 5.10 Technical Committees
- 5.20 Mass Media Consultants
- 5.30 Editorial Consultants
- 5.40 Training Consultants
- 5.50 Institutional IEC Technical Assistance
- 5.51 University of Chicago, or equivalent
- 5.52 Other Universities
- .
- 5.59 Other Costs
- 5.60 Workshops
- 5.70 International Events/Symposia
- 5.80 In-Country Conferences

Note:

* Cost of air time is not presently charged to IEC. However, this cost category allows for future charging of such costs for special efforts.

** Coding scheme, for three digits is based on the following principles:

- X. = First digit indicates overall expense category, eg. media
- X.X = Second digit indicates specific type of category, eg. television or radio
- X.XX = Third digit indicates more detail on expenditures for a specific category, eg. production and programming for television, or production and programming for radio.

In some cases, the additional detail at the third digit will not be useful or easily obtained. Accordingly, it is expected that USAID reporting would be limited to costs aggregated at the second digit level of detail.

APPENDIX D
SAMPLE INVENTORY CODING
FOR IEC

Coding for inventory is based on the range of items developed by IEC, the year in which they are completed, and the versions of a particular item that are produced.

There are at present 6 major types of distributable items for IEC:

- Posters,
- Booklets,
- Books,
- Pamphlets,
- Realia, such as pens, ash trays, tea trays and cups,
- Signs.

The coding scheme should indicate the major type, the year produced, and the specific item. Hence, a pamphlet produced in 1983 which was the first in that year would be inventoried as P83-1. Similarly, the second pamphlet in the year would be P83-2. The specific coding indicated should be printed on each item as produced and then used for inventory purposes.

It is suggested that the following abbreviations be used:

- P: Pamphlets,
- O: Posters,
- B: Booklets,
- K: Books,
- R: Realia (each type of realia, such as ash trays would be noted in the number designation, i.e. -1. Pens would be listed as -2, and tea trays would be -3),
- S: Signs.

The administration unit would keep a master inventory list indicating the specific code used and a description of the item. Hence, IEC Center would always have the master index for inventory items.