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**U.S. CHILD SURVIVAL DEVELOPMENT
EDUCATION PROJECT**

Submitted to:

Agency for International Development
Office of Private and Voluntary Cooperation

Submitted by:

Academy for Educational Development
1255 23rd Street NW
Washington, DC 20037

In conjunction with:

CARE
InterAction
The Hunger Project
U.S. Committee for UNICEF
Save the Children Federation

February 1987

This report was prepared under Contract No. PDC-1406-I-00-4052-00 between the Academy for Educational Development and the Agency for International Development/FVA/PVC.

I. SUMMARY

The U.S. Child Survival Development Education Project seeks to increase the American public's knowledge of and support for international development by focussing their attention on Child Survival initiatives. Five U.S private voluntary organizations (PVOs)--CARE, Save the Children Federation (SCF), U.S. Committee for UNICEF, The Hunger Project, and InterAction--assisted by the Academy for Educational Development, will join together with the Child Survival Steering Committees of the Model Cities to initiate collaborative projects with a variety of national organizations, many of which are not currently active in Child Survival.

The overall project is divided into two phases. Phase I will emphasize the development of new organizational support for Child Survival and the preparation of a model national strategy for Child Survival public education. Phase II will focus on the implementation of the proposed national strategy, and be dependent upon successful fund raising during Phase I to support the plan. This proposal seeks USAID funding for Phase I, which independent of Phase II will make an important contribution to establishing a sustainable commitment to Child Survival through the increased number and quality of institutions actively promoting Child Survival.

The principal objective of Phase I is to increase U.S. public awareness and support for Child Survival by implementing specific projects with selected national organizations whose members are most likely to become involved in and contribute to Child Survival initiatives. In addition, a minimum of six additional PVOs currently active in Child Survival in developing countries will be recruited and assisted to increase their involvement and support for Child Survival development education activities in the United States. Each of the participating PVOs has carefully selected collaborative projects compatible with their own long-term objectives, and the objectives of this program, ensuring they are integrated with and take advantage of other initiatives they are involved with. Thus, their proposed activities under the U.S. Child Survival Development Education Project will enable these PVOs to expand their Child Survival initiatives into new areas that they are not now in a position to undertake. The result of these coordinated efforts will be to not only increase U.S. public awareness and support for Child Survival, but to also create a sustainable institutional base for future Child Survival public education activities.

A second, important objective will be to develop, design, and help implement public relations activities supportive of the "national organizations" thrust. A PR firm will: 1) help develop appropriate promotional strategies, concepts, slogans, jingles, etc. for a unified national Child Survival public education program; 2) prepare "boilerplate" (i.e., guidelines on how to prepare Child Survival materials and sample PR materials, etc.); 3) placement of Child Survival stories in the media, as appropriate; and 4) advise the project executive committee on potential private sponsors for Phase II of the project and how best to approach them.

This last activity will be particularly important as the funds needed to mount a generic, nationwide Child Survival public relations campaign have yet to be solicited. Thus, the final objective will be to identify the private sources of funds needed to improve and expand upon the activities begun under this project, including the implementation of a broad-based public relations campaign on child survival. The specific elements of Phase II will be determined during this project.

The goals and objectives of the U.S. Child Survival Development Education Project are very much in line with USAID's own interests and substantial involvement in Child Survival and its goal to reduce infant mortality in developing countries by 1990. USAID has recognized that this will only be possible if the U.S. public's awareness of and financial support for Child Support increases to augment USAID's own substantial involvement and funding for Child Survival. This project seeks to create this awareness and subsequently generate additional funds through U.S. PVOs to Child Survival initiatives in developing countries, many of which are currently supported by USAID or complementary to its efforts.

II. BACKGROUND

Over the past few years, media campaigns have successfully solicited funds in support of relief efforts in response to the African famine and other emergencies, demonstrating the American public's empathy towards and willingness to support such initiatives, including Child Survival(1). USA for Africa's and Band Aid's success in raising money for famine victims was largely the result of their effective use of media and good audience segmentation. Their experience provides a model that private voluntary organizations (PVOs) can use to increase the U.S. public's awareness of and financial support for Child Survival.

In general, however, public reaction to global problems such as Child Survival in developing countries has been one of numbing futility. Many people's perception is that there is little hope for solving problems of such enormous magnitude. The breakthroughs represented by the Child Survival revolution represent one of the most exciting and easy to understand achievements in the field of development. There are techniques now available which can save the lives of up to seven million children each year, protect the health and growth of many millions more, and contribute to stabilization of world population growth. Some of these techniques include:

- o Growth Monitoring. With the help of a 10-cent growth chart and basic advice about weaning, most mothers could prevent child malnutrition before it happens and then maintain their child's healthy growth, even with limited food and financial resources.
- o Oral Rehydration Therapy (ORT). In almost all cases, a 10-cent package of oral rehydration salts could save the lives of the more than four million children each year who die from dehydration caused by diarrhea.
- o Breast-feeding. In addition to providing nutritious food, breast-feeding gives a high degree of natural immunity from common infections during the first six months of life. Bottle feeding, now on the rise in many poor areas, is associated with a two- to three-times greater risk of death in infancy.
- o Immunization. A full course of immunization can cost as little as \$5 per child. Immunization can protect a child against the six common childhood diseases that kill an estimated five million children each year, and leave another five million permanently disabled.

1. Portions of this section adapted from the Public Education and Mobilization Program proposal submitted to USAID in September 1986.

With these inexpensive techniques (among others) readily available, the interest demonstrated by the American public in supporting Child Survival, and the vast, short-term impact that Child Survival initiatives can make in developing countries, USAID and a select group of U.S. PVOs (CARE, Save the Children Federation, The Hunger Project, InterAction, and the U.S. Committee for UNICEF) with mutual interest and involvement in Child Survival began discussions in early 1986 to identify how they might collaborate to increase the U.S. public's awareness and financial support for Child Survival initiatives. The PVOs' principal interests were to increase U.S. private contributions to their existing Child Survival projects; USAID's primary objective was to strengthen the ability of a select group of PVOs, which were already committed and involved in Child Survival projects, to sustain and expand U.S. awareness and private support for Child Survival initiatives in developing countries. Given their mutual interests, a proposal was submitted to USAID by these PVOs in September 1986. Several concerns, however, were raised during the proposal review process.

In an effort to address these concerns and reach agreement on the basic outline of a Child Survival campaign that would directly enhance the fundraising and development education activities of each PVO's organization, USAID asked the Academy for Educational Development to chair a meeting of USAID and PVO representatives on January 7, 1987. At the meeting, broad agreement and consensus was reached on the Project goals, objectives and design, the resources needed to carry it out, and the overall management structure needed for the U.S. Child Survival Development Education program. This proposal is a direct outgrowth of that meeting, and incorporates suggestions and addresses the concerns raised at the meeting. In our opinion, it represents an exciting and unique opportunity for USAID and PVOs to collaboratively raise public awareness and financial support for Child Survival initiatives, while laying the groundwork for a longer-term, sustainable public education and fundraising campaign.

III. PROJECT DESCRIPTION

A. Goals and Objectives

The U.S. Child Survival Development Education Project seeks over a one-year period to increase the American public's knowledge of and support for international development by focussing their attention on Child Survival initiatives. Five U.S private voluntary organizations (PVOs)--CARE, Save the Children Federation (SCF), U.S. Committee for UNICEF, The Hunger Project, and InterAction--will join together, assisted by the Academy for Educational Development, to initiate collaborative projects with a variety of national organizations, many of which are not currently active in Child Survival activities. Implementation of these projects will help create a climate conducive to further involvement by and financial contributions from the American public for Child Survival activities in developing countries. Thus, the goal of the U.S. Child Survival Development Education Project is to generate increased support for Child Survival as a result of activities initiated by the five participating PVOs and the national organizations with which they will work. This support and, therefore, the accomplishments of the program will be measured by:

- o more organizations involved with Child Survival projects;
- o greater public awareness of the problems associated with Child Survival; and
- o increased public donations and private funding.

The overall project is divided into two phases. Phase I will emphasize the development of new organizational support for Child Survival and the preparation of a national strategy for Child Survival public education. Phase II will focus on the implementation of the proposed national strategy, and be dependent upon successful fund raising during Phase I to support the plan. This proposal seeks USAID funding for Phase I, which independent of Phase II will make an important contribution to establishing a sustainable commitment to Child Survival through the increased number and quality of institutions actively promoting Child Survival.

The principal objective of Phase I will be to increase U.S. public awareness and support for Child Survival by implementing specific projects with selected national organizations whose members are most likely to become involved in and contribute to Child Survival initiatives, including the following segments of the American public:

- o those "predisposed" to international development issues and those with some awareness of development concerns; and
- o those "non-disposed" to international development concerns but who are considered likely to respond to Child Survival initiatives, e.g., the "politically active" and the medical community.

Three of the participating PVOs--CARE, SCF, and the U.S. Committee for UNICEF--will assist U.S. national organizations which have large American constituencies to design and implement appropriate Child Survival activities. The other two PVOs--InterAction and The Hunger Project--will focus their efforts on increasing the involvement of a minimum of six additional U.S. PVOs, which are already involved in some aspect of Child Survival in developing countries, in development education and public relations activities in the United States. And the collaborative model city programs established under the U.S. Committee for UNICEF's Campaign for Child Survival will initiate Child Survival activities, after approval by the project's Executive Committee, supportive of the project's objectives. The result of these coordinated efforts will be to not only increase U.S. public awareness and support for Child survival, but to also create an institutional base for future child survival public education activities.

A second, important objective will be to develop, design, and help implement public relations activities supportive of the "national organizations" thrust. A PR firm, selected by a competitive bidding process, will help develop appropriate promotional strategies, concepts, slogans, jingles, etc. for a unified national Child Survival public education program. The PR firm will perform three additional tasks in support of the activities of the PVOs and the national organizations they will work with: preparation of "boilerplate" (i.e., guidelines on how to prepare Child Survival materials and sample PR materials, etc.); placement of Child Survival stories in the media, as appropriate; and advising the project executive committee on potential private sponsors for Phase II of the project and how best to approach them.

This last activity will be particularly important as funds available from USAID and the participating PVOs are not sufficient to mount a generic, nationwide Child Survival public relations campaign. Therefore, while participating PVOs will develop and implement projects with national organizations which will continue after AID funds are depleted, a critical objective will be to identify private sources of funds to improve and expand upon the activities begun under this project, including the implementation of a broad-based public relations campaign on Child Survival. The specific elements of Phase II will be determined during this project.

B. Project Activities

The U.S. Child Survival Development Education Project will be implemented in two phases, each with defined objectives and verifiable outputs. Phase I of the project will be implemented over a one-year period and involve two principal activities--support to national organizations and public relations.

National Organizations

This project activity--support to national organizations(1)--seeks to expand the pool of U.S. organizations and companies involved in raising the U.S. public's awareness of Child Survival projects in developing countries and increasing public support for Child Survival initiatives. The five participating PVOs have each identified the national organizations with which they will jointly develop and implement Child Survival activities. While participating PVOs have selected a mixture of "old" organizations they have previously worked with and "new" organizations they will initiate activities with, at least 50 percent of the new groups targeted have not previously been substantially involved in Child Survival. This is designed to significantly increase the number of organizations active in Child Survival and help create an institutional base for future Child Survival public education activities.

The types of national organizations PVOs will target vary. One has narrowly focussed its activities geographically (i.e., in one large city) and will work with many national organizations at a local level, while other PVOs will work with a few national organizations on nationwide campaigns. Each PVO has indicated their intentions in short

1. National organizations in this context refers to private non-profit organizations, including foundations and PVOs, as well as profit-making companies.

concept papers, which are attached in Appendix A. Each national organizational strategy describes the national organizations or companies the PVO will target, how they will be approached, the specific outcomes expected, and the resources (both personnel and financial) needed to accomplish these tasks. The strategies also briefly describe what long-term benefits are expected (and how these will be measured), and how activities will be integrated and institutionalized within the PVO's existing organizational framework.

The targeted national organizations have been carefully selected to ensure that Phase I of the project will build the institutional base needed in Phase II to implement a full-scale nationwide Child Survival Campaign. The following table provides an overview of the types of national organizations the participating PVOs and Model Cities groups will work with, their geographical coverage, and the size of their potential constituency.

Targeted National Organizations

<u>Group(1)</u>	<u>Organization</u>	<u>Geographical Coverage</u>	<u>Size of Potential Constituency</u>
UNICEF	Religious Groups* such as the Catholic, Baptist, Lutheran and Methodist Churches	Nationwide	106,300,000
CARE	Girl Scouts*	Nationwide	335 councils
	League of Women Voters*	Nationwide	4,000,000
	Baptist World Alliance*	New York	29,000,000
	Am. Assn. of Univ. Women*	Nationwide	190,000
	Natl. Coun. of Negro Women* Adventist Dev. & Relief Agency*	Nationwide	4,000,000
		Nationwide	11,000,000
SCF	Local Chapters of National Organizations*: Kiwanis, Key, Circle K and Lions Clubs; Rotary International; Gen. Fed. of Women's Clubs; Masonic Organizations, etc.	Chicago	Citywide
THP/ InterAction	U.S. PVOs	Nationwide	Nationwide
Model(2) Cities	Local Chapters of National Organizations, Companies	Atlanta Houston Los Angeles Philadelphia Minneapolis/St. Paul	Citywide

1. UNICEF stands for the U.S. Committee for UNICEF, SCF for Save the Children Federation, and THP for The Hunger Project.
2. Assumes that the project Executive Committee receives and approves proposals from all Model City agencies.
3. Agencies marked with an asterisk (*) are considered "new" in the sense that while PVOs have had contact with them in the past, they have not been involved with them on substantial programs.

The wide geographical spread of these organizations, and the inclusion of the major U.S. media markets (New York City and Washington, D.C. can be included by extension, as the headquarters of the project's participants are located in these cities), will help ensure that most Americans will hear the Child Survival message during the project. Moreover, this "individualized approach"--allowing each PVO to determine which groups it will work with and the types of activities that will be initiated--will help ensure that their activities with national organizations are supportive of the PVO's other interests, are in line with the PVO's long-term organizational strategies, and therefore, will result in long-term benefits to the PVO and increased support for child survival. At the same time, this will better position the PVO to continue to support Child Survival activities after AID funding is finished.

A variety of mutually-reinforcing activities will be initiated with these organizations. Each will be approached, informed about Child Survival activities in developing countries, and assisted to develop and implement a Child Survival Development Education Project targeted at their constituency. Previously developed materials--e.g. the generic Child Survival audio-visual presentation prepared by the U.S. Committee for UNICEF and each organization's existing promotional literature--will initially be used in presentations to the leadership and membership of the targeted national organizations. The public relations component of the project will support these efforts by providing concepts, slogans, jingles, and other boilerplate as Child Survival campaigns for each organization get underway.

These activities are designed to complement and take advantage of each PVO's other Child Survival initiatives. The U.S. Committee for UNICEF, for example, will make Child Survival the 1987 theme of their annual "Trick or Treat for UNICEF" program which receives national publicity (Halloween has been designated as National UNICEF Day by presidential decree). Their proposed activities with religious organizations will allow them to expand this effort and take advantage of publicity they normally receive during this program. SCF has made Child Survival the major theme of its current promotional and fund raising efforts. Their proposed activities will benefit from and enhance their ongoing initiatives while beginning a long-term relationship with national organizations in Chicago, laying the groundwork for what may eventually be a regional office for SCF. CARE's fundraising and national organizations divisions have also made Child Survival a major theme for 1987. Its proposed activities, to be undertaken by its development education division, will benefit from and support these

efforts by helping to initiate relationships with new organizations and constituencies that its other divisions will continue beyond the life of this project. Lastly, InterAction, with the support and assistance of The Hunger Project, proposes to reactivate its thirty-member Child Survival task force and will encourage members such as World Vision and Foster Parents Plan to make Child Survival a major theme in their substantial fund raising and promotional activities. If successful, this could have a substantial impact on Child Survival development education and fundraising in the United States.

In summary, the national organizations component seeks to create an institutional base for a broad-based Child Survival public education and fund raising effort to be implemented during Phase II of the project. It is designed to be supportive of and serve as the conduit for the public relations activities to be implemented under the project.

Public Relations

Creative and persistent efforts with the media are critical if the American public's awareness of Child Survival concerns and support for Child Survival initiatives is to increase. Particularly important will be the development of materials to effectively portray to both the U.S. public and national organizations the unified, collaborative nature of past efforts and the synergistic effects possible when private agencies and the U.S. public work together to address Child Survival concerns. A properly designed public relations campaign will, therefore, be a critical component of the project. A PR firm will be selected by the project executive committee by a competitive bidding process to help provide the creative and strategic thinking needed to identify and elaborate on these unifying, synergistic themes.

Recognizing that implementation of a generic Child Survival campaign is beyond the resources of the project, this component will, with the assistance of a PR firm selected and monitored by the project executive committee, focus on: the development of promotional strategies, concepts, and slogans for the Child Survival Development Education Project; preparation and dissemination of "boilerplate" to participating PVOs and national organizations; preparation and placement of Child Survival stories in the national or local media, as appropriate; development of a coherent strategy for a national program; and investigation of potential private sponsors for Phase II of the campaign, including identification of the firms and/or agencies to be focussed on, and assisting to solicit funds.

The project executive committee will be very involved in this process. Using the results of InterAction's soon-to-be-released study of the U.S. public's international development interests, and by involving and using the advice of appropriate staff from the participating PVOs who have appropriate expertise built up through years of development education and fundraising activities, those segments of the American public "predisposed" and "non-disposed" toward child survival will be identified (these terms were defined on page 2). These data, with PVO staff input, will be used by the Committee to prepare a "Creative Brief" (Appendix B) to determine the broad parameters of a PR campaign directed at increasing public awareness of and support for Child Survival. The completed Brief will be ready within 20 days of grant initiation and will be used as the basis for selecting the PR firm on a competitive basis, as well as providing initial direction to the effort. At the same time, completion of the Brief early in the project will also help conserve funds by better focussing the PR firm into productive channels.

The principal focus of the PR firm's work, the scope of work for which will be prepared by the project executive committee in the first quarter of the project, will be to develop national Child Survival strategies, slogans, jingles, etc.; produce "boilerplate" for the participating PVOs and national organizations to incorporate in their media products; investigate potential private sponsors for Phase II; and provide advice to the Executive Committee on how best to utilize media to meet short-term Phase I objectives and lay the groundwork for Phase II. The PR firm is also expected to provide limited assistance to help place Child Survival success stories in either national or local media, as needed by the participating PVOs and national organizations. Financial limitations argue that this last task can not, however, be the primary focus or a significant part of the PR firm's input. The Executive Committee will monitor the PR firm's work load during project implementation and be responsible, when necessary, for prioritizing how the PR firm can most profitably utilize its time to meet project objectives.

An important objective of the public relations component, and one critical to its ultimate success, will be to identify a celebrity to serve as the unpaid spokesperson for the Child Survival Development Education Project. Concurrently with the design of Phase II of the program, approaches will be made to appropriate celebrities, using the substantial contacts of the participating PVOs. Selection will be made by the end of Phase I to allow the spokesperson to be built into the final design of Phase II.

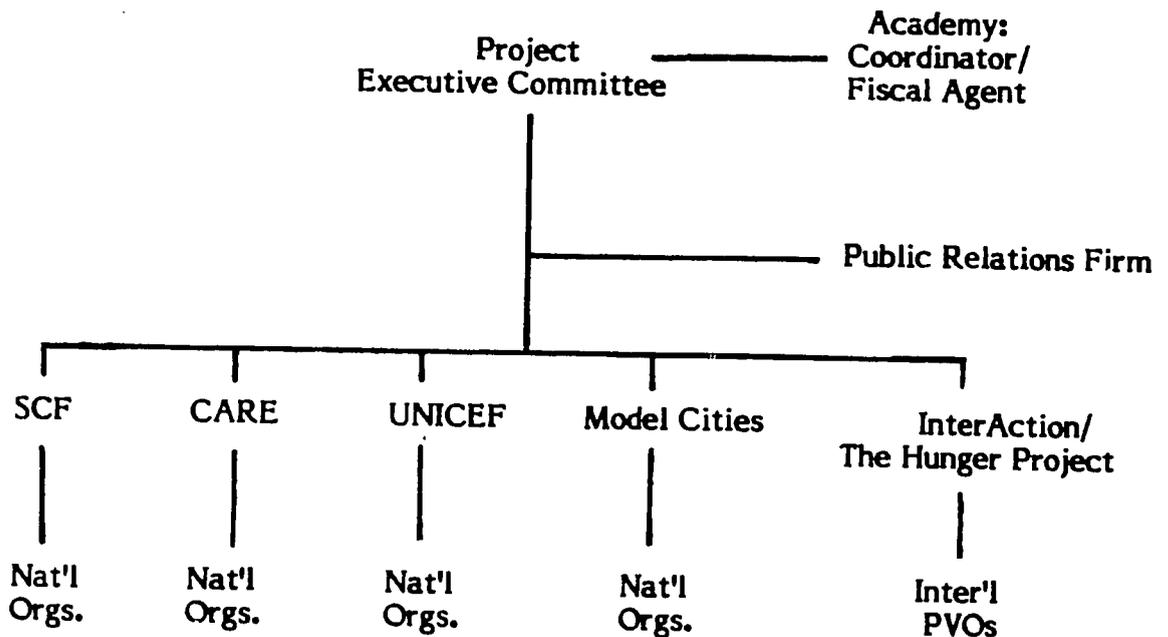
Another special feature of the public relations component, designed to stimulate competition and serve public relations objectives, will be the award of citations of achievement to participating national organizations. While the specific categories of awards will be finalized during preparation of the "Creative Brief", examples of citations might include: most innovative Child Survival program, best printed or audio-visual presentation, and most monies raised. At the end of Phase I, awards will be given to selected national organizations, signed by the participating PVOs and, if possible, by the spokesperson selected for the Campaign and AID Director M. Peter McPherson. In addition, to highlight the results of the Phase I and serve as the "kickoff" for Phase II the project will seek out alternative mechanisms to cost-effectively publicize the U.S. Child Survival Development Education Project. One promising avenue that will be explored is to determine how this effort might tie into the Hunger Awards which will be given out by USAID Director McPherson to U.S. organizations in October 1987. Preliminary conversations seem to indicate a fit between the purpose of these awards and the broad objectives of the U.S. Child Survival Development Education Project. Another good possibility is to approach the National Council for International Health (NCIH) to ascertain how we might tap into their annual conference, at which awards are presented for outstanding achievement in international health. As Phase I gets underway, we will explore appropriate ways in which "Child Survival awards" might be incorporated into these and other efforts and the publicity that accompanies them.

Lastly, the possibility of creating a central fund raising structure for the collection and distribution of public contributions will be determined by the project executive committee as the public relations strategies are designed and implemented. Certainly, it is in the interests of each of the project participants--PVOs, national organizations, AID, and the Academy--and one of the principal objectives of the project to ensure that the project not just increase the U.S. public's awareness of child survival concerns, but also their financial support for specific child survival initiatives in developing countries. Whether a central fund raising mechanism is the most appropriate means to accomplish this goal will be determined as PR campaign strategies are finalized during Phase I.

IV. PROJECT MANAGEMENT

The five participating PVOs, assisted by the Academy in its role as project coordinator/fiscal agent, will jointly implement the project according to the following project management structure.

Project Management Structure



Executive Committee. Composed of representatives of the five collaborating institutions (The Hunger Project, InterAction, SCF, CARE, and UNICEF) and the project coordinator/fiscal agent (Academy), the executive committee will be principally responsible for providing technical direction to the project. It would meet regularly (normally monthly, but at least quarterly) and have the following general responsibilities:

- o Provide overall direction to and coordination of project activities.
- o Determine national PR firm prospects, interview, and solicit proposals.
- o Select an appropriate PR firm, and finalize its workplan and timetable.
- o Provide direction to the PR firm as the promotional strategies, concepts, slogans, and boilerplate are prepared.

- o Review subproject proposals from the Model Cities and approve funding, as appropriate. Assist in monitoring their progress.
- o Assist in pursuing private sponsorship for Phase II of the project.
- o Consider the options for, and as appropriate, develop and implement a central fund raising structure for receipt of Child Survival contributions and a mechanism for their distribution.
- o Design Phase II based on the accomplishments of Phase I.

In addition, Executive Committee representatives themselves will be responsible for actively involving other appropriate staff of their organizations in the project. As appropriate, each organization's public relations, national organizations, and development education departments, among others, will play vital roles in the project. Their involvement, beginning at the earliest stages of the project, will help ensure that Child Survival activities initiated under this project are effectively integrated and institutionalized within each PVO's organizational framework.

Project Coordinator/Fiscal Agent. The Academy for Educational Development will serve as the fiscal agent for the project and be responsible for the coordination and facilitation of project activities, including the following tasks:

- o Disburse preprogrammed subgrants to the five collaborating institutions, monitor expenses, and regularly report to AID on project expenditures.
- o Assist in planning and coordinating the activities of the Executive Committee; convene and chair regular meetings of the committee.
- o Facilitate, coordinate, support, and promote the involvement of the collaborating institutions in the project. As appropriate, technically review PR and other promotional materials produced, distribute project reports, provide advice on various aspects of project implementation, assist in the identification of private sponsors for Phase II, and perform other activities, as appropriate, in support of the Executive Committee.
- o Prepare mid- and end-of-project reports to AID based on progress reports received from the collaborating institutions and other materials.
- o Provide support to the design and eventual implementation of the PR campaign, as necessary.
- o Assist the Executive Committee to design and implement an effective project monitoring and evaluation system.

The specific capabilities of the Academy to undertake these tasks and to serve as the coordinator and fiscal agent for the U.S. Child Survival Development Education Project are contained in Appendix D.

National Organizations and PVOs. The U.S. Committee for UNICEF, CARE, and SCF will initiate Child Survival activities with national organizations. As described in Section IIIA, these three PVOs have devised their own specific plans with the national organizations they will target. Their activities are fully integrated with their organization's overall strategies and institutional framework to ensure that they will be continued when project funding ceases. Each of these three organization's specific plans are attached in Appendix A.

The collaborative model cities programs in Atlanta, Houston, Philadelphia, Los Angeles, and Minneapolis/St. Paul, which were initiated by the U.S. Committee for UNICEF under its Campaign for Child Survival, will also develop and implement Child Survival programs with national organizations in their cities. Model city steering committees will prepare specific proposals for review and approval, as appropriate, by the project executive committee, which will ensure that model city activities are consistent and supportive of overall project goals and objectives.

The Hunger Project and InterAction will focus their efforts on increasing the activity of PVOs already involved in Child Survival activities and to encourage other institutions to support the activities of the U.S. Child Survival Development Education Project. At least six PVOs, from the 30 members of InterAction's Child Survival Task Force, will be targeted and encouraged to make Child Survival an important theme of their organization's work, and to provide resource materials to national organizations targeted by CARE, SCF, and the U.S. Committee for UNICEF, among other organizations. The specific plans of The Hunger Project and InterAction are included in Appendix A.

Management Approach and Personnel. The Academy's many years of experience in project direction and management for both government and private business has led to the creation of a well-developed system of internal control and management procedures. These will be called into play when working with the participating PVOs to carry out the specific tasks and assignments required by the U.S. Child Survival Development Education Project. To assure the timely provision of quality work, AED's proposed management and organizational structure for the program is its established approach used and refined by the Academy for similar projects. The elements of this approach include:

- o Policy and oversight provided by a regular officer-in-charge.
- o A dedicated project coordinator and support staff.
- o Ties to other related Academy projects and program staff in the Academy Washington office.
- o Support from the Academy's established departments for Consultant Registration, the Office of Contracts Management and Budget, the Office of Administration, and the Accounting Office.

AED involves corporate officers in the direct supervision of work assigned to the Academy. An officer-in-charge will, at no direct cost to the contractor, be assigned to the project. The functions of the officer-in-charge will be to oversee the progress of the work and the quality of its execution. The oversight function will be performed from a strategic viewpoint, compared to that of the Academy coordinator's day-to-day concern with the technical details of the work and liaison with the participating PVOs.

The principal responsibility for day-to-day project management, overall direction of the Academy's inputs to the project, and ensuring that the Academy's diverse resources are funnelled into the project will rest with the AED project coordinator. This individual will be dedicated to the project on a part-time basis (13%). He will have the authority for project planning, allocation of the Academy's resources, , communications, coordination and control functions for assignments undertaken by the Academy.

Dr. William A. Smith will serve as the Academy's officer-in-charge for oversight of the U.S. Child Survival Development Education Project. He is the Senior Officer-in-Charge for all of the Academy's international development communications programs including the Communication for Technology Transfer in Agriculture Project (CTTA), the Clearinghouse on Development Communication, the Communications for Child Survival Project, the PRITECH Project, and the Communication Support Project. As Senior Vice President of AED and Associate Director of the International Division, Dr. Smith participates with the Division Director in leading the Academy's international work in a number of development sectors. His role as Officer-in-Charge for this project will ensure that the project receives the full benefit of the Academy's established service capability for such programs.

John M. Downey is proposed for the position of AED program coordinator. He is currently working as Deputy for Operations at the Academy's International Division and was the Academy's principal consultant on the design of the U.S. Child Survival Development Education Project. As AED project coordinator, Mr. Downey will be

responsible for liaison with the participating PVOs, for the day-to-day operations of tasks to be carried out by the Academy, and for the technical quality of these tasks. His management responsibilities in the project will be approximately 13 percent of full time for the life of the contract. In addition, he can also call on AED permanent staff specialties in the areas of development communications, social marketing, and audio-visual and printed materials production to assist in the coordination of tasks as appropriate.

V. OUTCOMES AND EVALUATION

The project will be evaluated by a review of the following outcome criteria:

- o The number of new organizations involved in Child Survival;
- o The quality of organizational programs as measured by the following factors:
 - Size of the organization;
 - Influence of the organization;
 - Fund raising developed;
 - New programs created;
 - Committees created;
 - Conferences sponsored;
 - Publications sponsored; and
 - Resolutions/policies approved.
- o Adoption of PR materials by participating organizations as evidenced by the number of organizations using logos, slogans, etc. in their activities.

Participating PVOs will be requested to address these criteria in their final reports at the end of Phase I of the program. The Academy will incorporate their input into a final report to USAID, which will also include a summary of the proposed structure of Phase II, its proposed activities, and the companies and foundations that have been or will be approached for funding.

BUDGET SUMMARY

1.	Funds requested from USAID	\$155,922
2.	PVO in-kind contributions	<u>\$148,582</u>
	Total Project Cost	\$304,504

Notes:

1. In-kind contributions from PVOs do not include the following anticipated contributions:
 - o Support from the Hunger Project Staff.
 - o The full value of in-kind contributions from targeted national organizations, model city steering committees, and additional PVOs which will initiate Child Survival activities.
 - o Assistance from complementary efforts undertaken by the staff of the five participating PVOs (e.g. the U.S. Committees' Trick or Treat staff, etc.).

BUDGET

THE ACADEMY FOR EDUCATIONAL DEVELOPMENT
U.S. CHILD SURVIVAL DEVELOPMENT EDUCATION PROJECT
February 19, 1987

ACTIVITY/CATEGORY	RATE UNITS	AED TOTAL CONTRACT	UNITS (%)
1. Salaries & Wages:			
W. Smith, Officer-in-Charge		*	0.50
J. Downey, Proj. Coord.	\$3,750 /mo.	6,563	1.75
Secretary	\$1,500 /mo.	1,875	1.25
		-----	-----
		8,438	3.50
2. Fringe Benefits:		-----	-----
		2,194	26.0%
3. Consulting Fees:		-----	-----
		0	0.00
4. Travel & Transportation:		-----	-----
RT Airfare Wash DC/NYC @	\$160 /RT	640	4.00
Local Transportation		500	

		1,140	
5. Other Direct Costs:		-----	
Postage		100	
Communications		600	
Expendable Supplies		200	
Photocopying		250	

		1,150	
Subtotal Direct Costs (Lines 1-5):		-----	
		12,922	
6. Indirect Costs @ 28% of Direct Costs:		-----	
		3,618	
7. Subcontracts/Subgrants:		-----	
CARE		21,000	
Save the Children Federation		21,000	
U.S. Committee for UNICEF		21,000	
Model Cities		21,000	
InterAction		4,000	
Public Relations Firm (to be determined)		48,000	

Subtotal Subcontracts/Subgrants		136,000	
8. Subcontracts G&A @ 2% (of line 7.)		-----	
		2,720	
9. Fixed Fee @ 4% (of Lines 1-6)		-----	
		662	
GRAND TOTAL		-----	
		\$155,922	
		=====	

* As Officer-in-Charge of the project, Dr. William A. Smith's time will not be a direct charge under the grant, but will be covered by overhead.

APPENDIX A
PVO Plans for National Organizations

INTERACTION AND THE HUNGER PROJECT

PURPOSE

InterAction and The Hunger Project purpose to work jointly to enlarge the number of Private Voluntary Organizations actively promoting Child Survival themes through their programs and their own constituencies.

BACKGROUND

Both The Hunger Project and Interaction have a track record and mandate to support the Child Survival Development Education Project in a way which empowers other PVOs.

The Hunger Project has regularly published Child Survival information to its constituencies since 1982 and more general information on UNICEF and other related PVO activities since 1978.

InterAction has already established a task force of member agencies which has begun to develop interest in and support for the child Survival Campaign. In 1985, the full Board of InterAction endorsed the Child Survival Campaign.

STRATEGY

The strategy will focus on two groups (A and B) of PVOs, prioritized roughly by the size of the potential constituency they could influence.

All the PVOs will be invited to participate in the campaign, and a flow of communications will be provided to the appropriate individuals.

In addition to this open invitation, the "A" group will be targeted and approached strategically and aggressively.

While we can be assured that many PVOs will be inclined to participate, the challenge will be to have the Child Survival communication taken up by the fund raising and public policy units as an effective way to generate support. This achievement would translate into a breakthrough in the power PVOs put behind delivering this communication to the public.

ELEMENTS

PHILOSOPHY: There is now, in the InterAction fundraising circles, a growing appreciation for "increasing the whole pie" -- a sense that there is far greater prospect of increasing participation through reaching new constituencies rather than competing over the "natural" constituency. This effort will capitalize on this opportunity, both for fundraising and for influencing public policy.

CEO ENDORSEMENT: For each group, we would determine at what point it would be crucial to have the "green light" from the CEO before continuing discussions with staff.

STAFF PRESENTATION: We would develop a presentation to present to the fundraising, public policy and development education units of each organization that would convey the possibility of these themes in their own programs. For example, what would it mean to have a World Vision telecast that focused on the success of Child Survival techniques? What if the monthly reports to Foster Parents Plan donors focused on these successes, perhaps even combined with a supplemental request?

BOARDS: As early as is "politic" we would mail an informational packet on the opportunity of the Child Survival Development Education Project to the directors of the "A" group organizations. The purpose would be to build a background of understanding and support for Child Survival programs being executed by the CEO, rather than seeking some specific endorsement or action on their part.

NETWORKING: We would move the information on what was working in each organization to our contact people in the other organizations as quickly as possible.

INTERACTION FORUM: We will seek to establish all the "groundwork" prior to InterAction's annual May Forum of its PVO members, to position the Child Survival Development Education Project to springboard off the energy generated there.

BUDGET

We request \$4,000 from the budget, for InterAction, to partially fund travel and preparation of meeting materials.

	<u>InterAction</u>	<u>USAID Funds</u>	<u>Total</u>
Program Coordinator (10% time)	\$ 4,000		\$ 4,000
Child Survival Development Education Materials (1)	1,500	2,000	3,500
Office Supplies/Services (telephone, photocopying, etc.)	1,000		1,000
Travel (to visit targeted PVOs) (2)	<u>3,000</u>	<u>2,000</u>	<u>5,000</u>
TOTAL:	\$ 9,500	\$ 4,000	\$13,500

NOTES:

- (1) These materials include generic public education materials on Child Survival (developed principally from existing literature) and program ideas and action plans for sample Child Survival initiatives.
- (2) Travel includes airfare and per diem for trips to targeted PVOs to discuss Child Survival initiatives. Given the nature of InterAction's activities, it is anticipated that there will occasionally be cost-sharing of travel costs between this grant and other InterAction funds.

TARGETED PVOs

A

Adventist Development and Relief, International

Africare

American Jewish World Service

Christian Children's Fund

Church World Service

Foster Parents Plan

World Vision

YMCA

YWCA

B

American Friends Service Committee

Helen Keller International

Meals for Millions/
Freedom From Hunger
Foundation

National Council of Negro Women

Oxfam/American

Project Concern

Salvation Army World Service Organization

World Education, Inc.

TIMELINE

PHASE I: Pre-Forum

- o Strategy developed for each organization and CEO
- o Initial staff contacts made and debriefed
- o Presentation developed

PHASE II: Post-Forum

- o Mailings to Directors
- o Co-creation of programs in each PVO

**PROPOSAL TO BUILD PUBLIC AWARENESS ABOUT
CHILD SURVIVAL PROGRAMS**

Save the Children Federation, Inc.

To further the goals of the Academy for Educational Development to build public awareness, support and involvement in Child Survival projects, Save the Children proposes to focus on selected national membership organizations to encourage them to bring the Child Survival message to their membership. The organizations that will be invited to participate are the Kiwanis and their related Key Club and Circle K organizations, Rotary International, Lions International, General Federation of Women's Clubs, Panhellenic and the Interfraternity Council. At least four organizations will participate in the Child Survival campaign.

Save the Children will prepare a high quality audio-visual presentation on Child Survival suitable as a subject for the "program" or "general enlightenment" portion of regular local club meetings. To accompany the audio-visual presentation, Save the Children will design and produce effective informational materials plus an "activity" that will draw the attending members into the subject and encourage them to formulate an action plan to assist in Child Survival.

The project will be launched with a day long workshop to be held in Chicago where a number of the targeted national organizations have their headquarters. One or more contact persons from each national organization will be invited to participate. At this session, the subject of Child Survival will be explored in depth, including discussion periods with Save the Children headquarters and field staff involved in implementing the Child Survival program. The mechanics of the use of the child survival presentation by local clubs will be explained and each participant will be provided with copies of the audio-visual and printed materials. Anyone who has served as Program Chairman of a

local club knows well the difficulty of seeking, developing and presenting programs that are absorbing for the club group. An informative and interesting package that encourages involvement and further activities will have great appeal to local program charpeople. Save the Children staff will follow-up these intial contacts with frequent support and advice to ensure that Child Survival activities are effectively implemented.

The materials will be distributed with a two-part evaluation to be returned to Save the Children. The first part will ask for immediate reaction after the showing of the program at the club meeting. The second will be designed for completion at a later date requesting information about actions taken on child survival by the club or by individual members. Success will be judged on the number of times the program is used, the number of people who view it, the amount and quality of follow-up activity generated, including funds raised.

On another level, Save the Children will make the package available to the many smaller clubs and schools from which we receive frequent requests for information.



BUDGET - ONE YEAR

	<u>Total</u>	<u>Provided By SCF</u>	<u>Provided By Grant</u>
Project Coordinator (quarter time)	\$ 8,500	\$ 8,500	
Field Staff: 6 days @ \$115/day	700	700	
Audio-Visual & Printed Materials Development (1)			
Creative Staff 30 days @ \$140/day	4,200	4,200	
Writing/Editing 20 days @ \$115/day	2,300	2,300	
Design/Paste Up 9 days @ \$115/day	1,035	1,035	
Materials:			
o Film/Developing	400	400	
o Typesetting	550	550	
o Misc. Supplies	50	50	
Printing of Educ. Materials and Action Plans: 18,000 @ 69¢	12,420		12,420
A/V Reproduction			
Slide Shows, 60 @ \$100	6,000		6,000
Videotapes, 30 @ \$30	900		900
Travel	1,000	1,000	
Workshop Expenses	1,000		1,000
Postage & Shipping	1,180	500	680
Miscellaneous	1,000	1,000	
Administration (2)	<u>8,247</u>	<u>8,247</u>	<u> </u>
NOTES:	\$ 49,482	\$ 28,482	\$ 21,000

- (1) Audio-visual and printed materials are Child Survival educational materials, ideas for sample Child Survival projects, and step-wise implementation plans for such initiatives.
- (2) Administration expenses are 20 percent of all project direct costs, including grant expenditures, and will be borne by SCF.

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RELIGIOUS OBSERVANCE 1987

U.S. COMMITTEE FOR UNICEF

SUMMARY

The community of religious organizations is one of the largest and best organized constituencies in the United States. The U.S. Committee for UNICEF proposes to approach a number of the largest and/or most influential denominations to secure their participation in a Religious Observance for Child Survival to be held in late October 1987. The leadership of at least six denominations will participate in the Observance and commit to communicate with their faithful by means of a pastoral letter, encyclical or other appropriate means requesting that each congregation focus on the plight of Children and the hope offered by the Child Survival Revolution. Participating religious leaders will also participate in a joint press conference calling on the public to support Child Survival as a moral imperative. Their local congregations will undertake activities such as special Saturday/Sunday school classes, an educational program such as a lecture or film showing, and/or a congregational collection to support Child Survival projects overseas.

Rationale

Religious institutions in the United States represent a collective total of over 140 million people. Each denomination has its own interests and programs, however, a significant number have, over the years, been involved in missionary and relief efforts. The membership of these denominations, therefore, has both a historical and moral interest in the kinds of issues represented by the Campaign for Child Survival. In the past, religious leaders including the Pope, Archbishop Iakovos (Greek Orthodox Church) and Bishop David Preuss (American Lutheran Church) have all issued statements

supporting Child Survival efforts. The Religious Observance takes this one step further seeking not only the endorsement of religious leaders, but also the direct involvement of local congregations in Child Survival education, advocacy and fundraising efforts.

The U.S. Committee for UNICEF has had long-term relationships with many of the largest denominations, largely on a local level through its "Trick or Treat for UNICEF" and Greeting Card programs. This year, the U.S. Committee has designated Child Survival as the theme of the Trick or Treat program. The Religious Observance program will allow expansion of this program and build on this strength, allowing the U.S. Committee to work with these organizations more systematically on a national level and to involve denominational leaders in a highly visible way. The U.S. Committee is well placed, both through its national outreach program and through its extensive regional and local volunteer network, to follow-up on the 1987 Religious Observance Day, and hopes to make this an annual event involving progressively larger audiences each year. It is expected that the 1987 program will demonstrate the feasibility and usefulness of the Religious Observance concept and that denominations will commit to participation in future years without further USAID funding.

Program

The Religious Observance for Child Survival will be focused on the weekend of October 29-31, 1987, although many preparatory activities will occur in the months of May-October. The primary elements of the program are as follows:

1. Religious Observance Steering Committee: A small group of denominational leaders will be convened in May 1987 and will issue a Call to Action to all denominational leaders to support and participate in the Religious Observance. A press release will be issued by U.S. Committee announcing this group's formation and their support for the national Religious Observance.

2. Individual Denomination Activities: U.S. Committee staff will work with each denomination to develop or adapt educational materials on Child Survival for use by congregations across the country. Materials will include brochures announcing the Religious Observance in which the denominational leader will announce his support, and in which specific activities (such as educational programs, volunteer projects and collections) are recommended; background papers on Child Survival issues; special curricula for Saturday/Sunday school, etc.

3. Religious Observance: The Religious Observance will begin on Friday, October 29th with a morning press conference at which denominational leaders will announce the Observances of each individual denomination, in services, religious classes, community events, etc.

The specific educational activities to be undertaken will vary from one religious organization to another, however, they may include special Saturday/Sunday School classes, a special Child Survival Prayer, lectures or film showings on Child Survival, groups writing letters to the Editor, etc. Materials to support these activities will include brochures, background papers, or copies of a special prayer. It may also be appropriate to place articles and/or advertisements in denominational publications.

While the Religious Observance will be a national event, it will also provide a useful focal point for activities in the five Model Cities. U.S. Committee staff will keep the Model Cities informed of denominational commitments and activities thus allowing Campaign staff and volunteers to develop local relationships with participation denominations.

Targeted Audiences

While the list of denominations who will participate cannot be finalized until preliminary discussions are held with each, the following is a list of the denominations the U.S. Committee would target.

<u>Denomination</u>	<u>Number of Members</u>	<u>Past U.S. Cttee Relationship</u>
African Methodist Episcopal Zion Church	1,134,179	no
American Lutheran Church	2,346,710	yes
Assemblies of God	1,879,182	no
Church of God in Christ	3,709,661	no
Church of Christ	1,605,000	no
Episcopal Church	2,794,139	yes
Greek Orthodox Church	1,950,000	yes
Jewish Denominations	5,725,000 (total)	*
American Jewish Committee		
Union of Hebrew Congregations		
United Synagogue of America		
Lutheran Church in America	2,925,655	no
Lutheran Church - Missouri Synod	2,630,823	no
Presbyterian Church USA	2,342,441	yes
Roman Catholic Church	52,088,774	yes
Southern Baptist Convention	13,991,709	no
United Church of Christ	1,716,723	yes
United Methodist Church	9,457,012	yes

* The U.S. Committee has strong relationships with some organizations, such as the National Federation of Temple Sisterhoods which comprise these groups.

Budget

The primary expenses associated with the Religious Observance will be in three areas: Staff, Meetings and Travel, and Materials. The U.S. Committee has committed a substantial portion of its own National Organization Liaison budget to this project and expects that individual denominations will assist with materials to support the program. In addition, although separate from this project, the U.S. Committee's "Trick or Treat" staff will actively promote Child Survival as the theme of their 1987 Campaign and thus contribute indirectly to this program.

<u>Category</u>	<u>USAID Funds</u>	<u>US Committee Funds</u>	<u>Denomination Funds</u>	<u>Subtotal</u>
<u>Staffing</u> (1 @ \$30,000 x 50%) (1 @ \$30,000 x 33%) (1 @ \$18,000 x 25%)	--	\$29,500	--	\$29,500
<u>Meetings & Travel (1)</u>	\$ 5,000	\$10,000	\$ 5,000	\$20,000
<u>Materials</u> (8 educational pieces @ \$2,000 ea.)	<u>\$16,000</u>	<u>\$ 5,000</u>	<u>\$ 8,000</u>	<u>\$29,000</u>
TOTALS	\$21,000	\$44,500	\$13,000	<u>\$78,500</u>

NOTE:

- (1) Travel costs include airfare and per diem (at standard U.S. government rates) for UNICEF staff to visit religious organizations. Meeting costs are for miscellaneous expenses associated with the May 1987 gathering of the Religious Observance Steering Committee.

Evaluation

There will be three primary measures of success for the Religious Observance:

Increased organizational involvement in Child Survival issues as evidenced by statements of support by denominational leaders and participation of individual congregations in the program;

Greater awareness of Child Survival issues as evidences by congregational participation in educational programs connected with the Observance and by orders placed for educational materials;

Increased public donations and private funding. Because past denominational contributions have been tracked on the U.S. Committee's computer, any increases in income will be readily measurable.

U.S. CHILD SURVIVAL DEVELOPMENT EDUCATION PROJECT

NATIONAL ORGANIZATION CONCEPT PAPER CARE

I. Goal:

To increase awareness and understanding of Child Survival issues among the leadership and membership of a minimum of four national organizations.

II. Rationale:

CARE has a working relationship with a number of national organizations and, as part of the Child Survival coalition, believes these organizations would be interested in and effectively serve as a natural extension in disseminating information and understanding of the issues and solutions outlined in the Child Survival Development Education Project.

III. Objectives:

1. To develop audiovisual and print materials to educate members of national organizations on issues of Child Survival (based on the campaign materials previously produced by the Child Survival Coalition).
2. To select and train key leaders from the organizations (henceforth to be known as Child Survival representatives) to promote the Child Survival Development Education Project within their respective organizations.
3. To produce and conduct a one-day training session for the Child Survival representatives and selected CARE Board members.
4. To coordinate an intra-departmental education outreach effort at CARE on Child Survival.

5. To coordinate CARE's National Organization outreach with the Child Survival Development Education Project and model cities activities, as appropriate.

IV. Implementation Strategy

1. Identify one key leader within each selected national organization.
2. Provide the identified leadership with proper training and guidance.
3. Provide guidance to the national organizations in identifying appropriate plans to implement Child Survival public education programs.
4. Develop specifically-targeted media materials to promote and facilitate implementation of such projects.
5. Monitor and direct the organizations' activities to encourage project success in a timely manner.
6. Seek out other organizations as future participants in the Child Survival Development Education Project.
7. Maximize the project's impact by the collaboration of three units at CARE (National Organizations, Development Education and Board Outreach).
8. Further expand the project's outreach by jointly sponsoring additional Child Survival initiatives with Save the Children, U.S. Committee for UNICEF, and InterAction and The Hunger Project, as appropriate.

V. Expected Outcomes

Each National Organization will:

1. Conduct a minimum of one training session for at least 50 participants within their membership.
2. Publish no less than two articles in their in-house publications.
3. Disseminate Child Survival PR materials in a media outreach program such as newspaper ads and radio spots.
4. Promote an overall awareness of Child Survival issues with their constituents and the general public over a period of one year.

VI. Description of Organizations

1. This project will be attractive to the targeted national organizations because it provides them with an opportunity to attend a training seminar led by recognized experts in the field of Child Survival via a grant from USAID. Most national organizations are having difficulty recruiting new members; this additional publicity will make their organization appear more vital and, hence, more attractive to potential members.
2. The selected organizations will be in the forefront of a national campaign which will have domestic, as well as international ramifications. We have had preliminary discussions about the Child Survival Development Education Project, and solicited the interest of the following national organizations.

Adventist Development and Relief Agency

Founded in 1956, ADRA is a Volunteer Relief Agency which maintains continuing projects in developing countries. ADRA provides aid without reference to ethnic, political or religious associations and responds to natural or human disasters of all

kinds. It is among the eight largest development private voluntary agencies headquartered in the United States and is a CARE board member organization.

Baptist World Alliance

Founded in 1905, BWA is a federation of national Baptist bodies representing more than 34 million members in 145 countries. Their primary divisions of activity are: communications; evangelism and education; Baptist World Aid; study and research. The alliance of 136 conventions, unions, and federations conducts relief work, including gifts to distressed peoples and assistance in the rehabilitation of refugees from political and other oppressions. Our child survival activities will focus on the Baptist Women.

Girl Scouts of the USA

Founded in 1912, GSA is comprised of 335 USA Councils which administer and develop Girl Scouting troops within each council's jurisdiction. There are 166,000 troops, including USA Girl Scouts Overseas in 59 countries. GSA is affiliated with the World Association of Girl Guides and Girl Scouts which is comprised of 108 National Girl Guide/Girl Scout Organizations with a total membership of 8 million, making it the largest voluntary organizations for the girls in the world.

GSA has developed Program Emphases which encourage self-awareness, interaction with others, development of values, and service to society. GSA offers leadership training, international exchange programs, and conferences and seminars on topics ranging from management to child development. They maintain a library and archives. GSA is a board member organization of CARE.

National Council of Negro Women

Founded in 1935, NCNW is a coalition of 27 national organizations with a total membership of 4 million. NCNW assists in the development and utilization of the leadership of women in community, national and international life. It provides a center of information for and about women in the black community; stimulates cooperation among women in diverse economic and social interests. NCNW maintains the Women's Center for Education and Career Advancement in New York City and the Bethune Museum and Archives for Black Women's History. It is one of CARE's board member organizations.

3A

League of Women Voters, New York State Chapter

League of Women Voters of USA has a total membership of 110,000 with 50 state groups. It is a voluntary organization of citizens 18 years old and over. Members select and study public policy issues at local, state and national levels and take political action on these issues. Leagues at all levels, distribute information on candidates and issues and campaign to encourage registration and voting. National concerns include government, international relations, natural resources, and social policy.

American Association of University Women

Founded in 1881, AAUW has 190,000 members and 51 state groups. AAUW works for the advancement of women through advocacy and emphasis on lifelong learning, engages in action and research. has one of the largest lobbying teams on women's issues. They conduct a study-action program on topics selected each program cycle and other programs of continuing interest in the areas of international relations, education, the community, women and culture. The AAUW supports the Fellowships Programs and Research and Projects Grants of the AAUW Educational Foundation. The Foundation sponsors conferences and facilitates the building of endowments for fellowships research and public service projects.

<u>Caterories:</u>	BUDGET	
	<u>CARE Contribution</u>	<u>Monies Requested from AID</u>
1. Salaries & Benefits		
Dev. Ed. Director @ 1/6 time	\$ 6,000	-----
Nat. Orgs. @ 1/6 time	5,000	
Board outreach @ 1/8 time	4,500	
	<u>\$ 15,500</u>	
2. Printing (reprinting of brochure for each organization)	1,000	3,000
3. A-V production and duplication (add leader to existing Child Survival video and reproduce in additional format slide/tape)	500	4,500
4. Training & Session Support (2)		
CARE training session/ CARE staff & support	2,500	
6 orgs. training support @ 1,200/ea.		7,200
Training Materials		532
5. Travel & Per Diem		
CARE staff 5 trips @ 500/ea. (3 staff people)	2,500	
For CARE Training Session:		
10 nat. org. participants, airfare @ \$250 ea. (partial subsidy)		2,500
10 participants @ \$100 ea., one day per diem		1,000
6. Telephone/telex 12 mos. @ 50/mo.	600	

7.	Postage & Delivery (Film & mailing)		
	Overseas		
	Domestic	500	300
8.	Overhead CARE/AID		1,968
	Subtotal	<u>\$ 23,100</u>	<u>\$ 21,000</u>

Total request from AID: \$21,000

NOTES:

1. In-kind contributions from each organization, estimated at \$5,000 per organization from 6 organizations, are not included. The following contributions are anticipated:

\$30,000 in-kind from organizations
 +23,100 in-kind from CARE
\$53,100 in-kind contribution to Program

2. There are two types of "Training Sessions" to be conducted by CARE. First, training of national organizations staff will be held at CARE headquarters in New York City. The content of this session is discussed in the proposal; budget line items for the CARE training session include CARE's contribution of staff support, partial coverage of airfare and one day per diem in New York City for 10 participants from national organizations (CARE's policy is to pay less than the U.S. government per diem rate for New York). Separately, each national organization will subsequently hold training sessions on Child Survival for their staff and constituents, based largely on the guidance, program ideas, and audio-visual training materials they receive from CARE. The "Training Support" line items (\$1,200 per organization) will assist these organizations to partially cover the costs (rooms, rental, training supplies, etc.) for these sessions.

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APPENDIX B
Creative Brief Outline

The Creative Brief: Laying the Foundation for Effective Creative Products.

Good advertising begins with the creative brief, a useful tool for PVOs to transmit critical information to the PR agency about the specific characteristics of the services for which it has been retained. Often overlooked, the brief is vital to the agency and will critically affect the quality of the advertising it ultimately produces.

The creative brief is precisely what its name suggests: it is a briefing, or summary, of all information relevant to the creative product to be developed. Furnished by the PVO to the agency, it functions to educate the agency about the PVO's interests and activities it wants to publicize while providing a "blueprint" for creative thinking that can keep the agency on track.

Traditionally, the brief is presented in writing and in person. The brief serves to: 1) bring key PVO and agency personnel together; 2) generate enthusiasm; and 3) get the relationship going in a positive, interactive manner. In this context, it can also give the agency an opportunity to ask questions and raise objections, where appropriate.

Preparing the brief requires that the PVO client assemble and analyze as many salient facts as possible pertaining to:

- o **The Program's Objective(s).** Derived from an evaluation of problems and opportunities. What is the advertising expected to do?
- o **The Market.** The environment in which the PVO's proposed campaign will be situated
- o **The Competition.** An analysis of the PVO's "product" and competitive "products".
- o **The Audience** Demographics, audience behavior by economic grouping, geographical area, age, etc.
- o **Existing Advertising in the Market.** An analysis of the marketing communications used by competing PVOs or similar agencies and by the client PVO for previous campaigns.
- o **Constraints and Restrictions.** Particular PVO or government restrictions that may limit advertising content, activities, or media.

In sum, the creative brief lay the foundation for effective creative products by providing the information necessary to do a good job. It is important to remember, however, that the brief is a summary. It is the responsibility of the person(s) preparing the brief to synthesize the available data to insure that only salient points are brought into perspective.

APPENDIX C

Resumes of Project Personnel

Academy for Educational Development

AED
International Division

WILLIAM A. SMITH

SENIOR VICE PRESIDENT AND ASSOCIATE DIRECTOR
INTERNATIONAL DIVISION

Ed.D.

Spanish

PROFESSIONAL EXPERIENCE

Academy for Educational Development

Senior Vice President and Associate Director (1981-present). Reviews and approves specific project expenditures amounting to some 3 million dollars annually, and assists in the overall management of the International Division including new project development, staff supervision, contract management, policy creation, and representational responsibility.

Supervises seven programs of long-term technical assistance including a staff of 27 professionals dispersed in six countries of Africa, Asia, and Latin America. Programs provide assistance in teacher training, public health education, radio-assisted language instruction, water-borne disease control, educational software development, and development communication.

Senior Project Director, Mass Media & Health Practices (1980-1981). Responsibilities include coordination and direction of a five-year USAID-funded project to use mass communication to assist rural mothers in preventing and treating infant diarrhea. Project takes place in two developing countries and includes use of radio, graphic materials, and health worker training to teach mothers childcare and oral rehydration techniques.

Assistant Director, Clearinghouse on Development Communication (1978-1980). Responsibilities included: 1) technical staff administration, 2) production of newsletter/journal, 3) review and selection of communication material, 4) generation of 39 Project Profiles on successful communications projects, and 5) dissemination of information to 6000 readers.

Media Production Director (1978-1980). Involved production of color videocassette case study of successful application of communication technology to nutrition project in Tunisia. Responsibilities included script writing, technical staff selection, negotiation with host government, on-site film production, editing and coordination of final production.

Chief-of-Party, Educational Administrative Reform Project, La Paz, Bolivia, South America (1976-1977). Originally hired as a rural education planner and was later asked to assume leadership of the project.

Academy for Educational Development (Continued)

The Bolivian project was designed to reform the administrative system of the Ministry of Education and involved a 10-person technical assistance team and an 11 million dollar USAID loan.

Responsibilities included direction and coordination of several components including: 1) the construction of eight educational support centers, 2) the improvement of a long-range planning capacity, 3) financial reform, 4) introduction of computerized information system, 5) curriculum reform, 6) school planning and construction, and 7) decentralizing educational administration.

Previous Experience

Administrator/Materials Development Specialist, Ecuador Adult Education Project, Quito, Ecuador (1970-1976). This project, administered through the University of Massachusetts, was aimed at creating innovative approaches to adult education in rural Ecuador. Negotiated this contract with an Ecuadorian team and acted as project administrator. Program utilized peer learning networks, educational gaming techniques, radio, video-tape, and human relations training techniques to develop community-based learning systems. 3000 adult education teachers trained.

Educational Consultant/Graduate Student, University of Massachusetts, Amherst, Massachusetts (1970-1972). During this period, worked toward an Ed.D. and did consulting work in micro-teaching, youth education, non-formal education and audiovisual materials design.

United States Peace Corps, Washington, D.C., (1965-1970). Training Director and Audiovisual Coordinator in Ponce, Puerto Rico, in preparing volunteers for work overseas. Also served as a volunteer in Colombia, South America, in urban community development.

Consultancies

For Ford Foundation in Cali, Colombia: Was responsible for the design of a program of educational innovation and the introduction of micro-teaching in the Universidad del Valle.

To the National Council of Rectors of Brazilian Universities at the First National Conference of Educational Technology in Brazil: Presented portable videotape technology and flexible scheduling as innovations in rural education.

To Stanford University: Was responsible for the design and implementation of a workshop on the application of nonformal education to Third World Countries.

To the South Pacific Commission: Directed an in-service workshop for out-of-school youth leaders on problem-solving techniques.

To the Ecuadorian National Audiovisual Service: Designed the audiovisual capacity to support a national education program. This included a survey of nonformal educational opportunities and the development of new users of low-level technology.

To USAID/Paraguay: Trained a team of Paraguayan educators in the design and development of nonformal educational materials.

EDUCATION

Ed.D., University of Massachusetts, Amherst, Massachusetts, Principal Field: Nonformal Adult Education. Secondary Field: Curriculum Design, 1976.

Degree earned within a program of action-oriented research in international education at the Center for International Education.

Ed.D., dissertation resulted in a behavioral coding system for the developmental concepts of Paulo Freire, summarized as "conscientizacoo." Coding system is used to evaluate consciousness levels of disadvantaged/oppressed populations in a structured behavioral approach to consciousness growth through established developmental stages. System was developed in Ecuador and has been applied with groups of North American women, blacks and Spanish-speaking minorities. Title: The Meaning of Conscientizacoo: the Goal of Paulo Freire's Pedagogy.

B.A., University of South Florida, Tampa, Florida. Major: Education. Minor: Art History, 1965.

INTERNATIONAL SERVICE

Bolivia, Brazil, Cameroon, Colombia, Dominican Republic, Ecuador, Egypt, The Gambia, Guatemala, Haiti, Honduras, New Guinea, Panama, Paraguay, Puerto Rico, Senegal, Tanzania, and Tunisia

PERSONAL DATA

██████████
Citizenship:

████████████████████
United States

Academy for Educational Development

AED

JOHN M. DOWNEY
DEPUTY FOR OPERATIONS

B.S.
French, Kiswahili

PROFESSIONAL EXPERIENCE

Academy for Educational Development

Deputy for Operations (1987-present) Responsibilities include coordination of Division commitments, investigation and identification of development opportunities, and review and monitoring of internal operations. Assists in the overall management of the International Division including new project development, staff monitoring, contract management, policy creation, and representational responsibility.

Volunteers in Technical Assistance (VITA)

Director of Latin America and Asia/Pacific Operations (1983-1986). Responsible for new project development and implementation, staff selection and supervision, and contract management of \$1.7 million annual budget. Supervised four long-term technical assistance projects, including ten professional staff, in Belize, Honduras, Thailand, Haiti, and a global renewable energy program. Technical areas included: cocoa production and marketing; crop diversification; agribusiness; water supply and sanitation; reforestation; and cookstoves.

Acting Director of Africa/Middle East Operations (1982-1983). Responsible for the planning, implementation, and evaluation of technical assistance projects in five African countries, including supervision of eight professional staff and contract management of \$2.5 million annual budget. Technical areas included: energy planning and policy development; cooking systems; reforestation; low-cost housing; and food preservation.

In addition, served as project manager of an USAID-funded global renewable energy project. Worked closely with the Science and Technology Bureau's Office of Energy in setting renewable energy priorities and ensuring good communication on renewable energy issues between USAID regional bureaus and field missions and VITA staff.

Energy Advisor (1981-1982). Provided technical advice and assistance to African organizations requesting aid from the USAID/VITA Renewable Energy Small Grant Program in the area of biomass, e.g., anaerobic fermentation/fertilizer production, agricultural residue utilization, agroforestry, and cookstove technologies. This position involved the preparation of technical manuals and reports and provision of technical information and consultant services.

Volunteers in Technical Assistance (VITA) (continued)

Technical Inquiry Coordinator (1980-1981). Responsible for the analysis of bioenergy inquiries from developing countries and compilation of information profiles. Prepared state-of-the-art packets detailing current, available small-to-medium-scale technologies in alcohol production, sugar processing, anaerobic fermentation, water pumping, wood gasification, and agro-processing.

Other Previous Experience

Staff Assistant, Office of Voluntary Citizen Participation (OVCP), ACTION (1979). Worked as assistant to OVCP Special Projects Director to design and implement community energy conservation program and management workshops for ACTION and voluntary agency personnel, and prepared a wide variety of speeches, reports, and audio-visual presentations.

Volunteer, U.S. Peace Corps, Kenya (1975-1978). As headmaster of vocational training school, formulated five-year school development plan in conjunction with the community; designed and built 13 classrooms, workshops, and laboratories. Planted and managed 24 acre coffee, mango, and avocado plantation. Designed and installed community water system.

CONSULTANCIES

To the Academy for Educational Development: Assisted in the design and preparation of a U.S. Child Survival Development Education campaign, investigation and identification of new project development opportunities, and preparation of proposals.

To USAID/Sudan in Kenya and Somalia: Reviewed selected water supply, agroforestry, cookstove, women, private enterprise, and PVO projects in Kenya and Somalia. Presented recommendations to USAID/Sudan on how to incorporate lessons learned in these projects in the Sudan Regional Finance and Planning Project.

To VITA, Inc. in Washington, D.C.: Developed a proposal for a commercial ceramic project to be implemented as a joint venture with VITA, a Haitian firm, and a New Jersey ceramic company, each taking an equity position in the enterprise. Helped solicit commercial financing for the venture.

To USAID/Sudan in Khartoum: Assisted in the implementation of a conference for U.S. PVOs and Government of Sudan officials on the potential role of PVOs in western Sudan development initiatives. Assisted in preparation of project paper amendment for a broad-based PVO rural development project in west Sudan.

To USAID/Honduras and Pan American Development Foundation in Roatan, Honduras: Served as Project Manager for a community water supply and sanitation project in Roatan. Responsible for supervision of well site selection and drilling, economic and technical analysis of pumping options, water pump selection and installation (photovoltaic, electric, and diesel-powered pumps), and development and implementation of a self-financing water maintenance scheme.

CONSULTANCIES (Continued)

To the National Science Foundation: Served on end-of-project evaluation team of the USAID-funded Postharvest Institute for Perishables project at the University of Idaho.

To the Federacion de Asociaciones de Productores y Exportadores Agropecuarios de Honduras in San Pedro Sula, Honduras: Team leader of cocoa project design team that prepared five-year cocoa production and marketing project, subsequently funded in 1985 by FEPROEXAH.

To The Ministry of Natural Resources in Belize: Member of project design team for a three-year cocoa extension project, subsequently funded in 1984.

Coptic Evangelical Organization for Social Services in Minia, Egypt: Identified small business opportunities based on use of small-scale technologies, developed project to facilitate technology transfer, solicited funds for two-year \$1 million project.

To USAID/Morocco in Marrakech: Evaluation of technical and economic feasibility of anaerobic fermentation for processing or agrowaste.

EDUCATION

B.S., University of Michigan, Ann Arbor, Michigan. Major: Zoology, Minor: Biochemistry, 1974.

Graduate Study, University of Michigan. Major: Biology, 1974-1975.

INTERNATIONAL EXPERIENCE

Belize, Burundi, Djibouti, Dominica, Dominican Republic, Egypt, Haiti, Honduras, Jamaica, Kenya, Morocco, Panama, Philippines, Rwanda, Somalia, Sudan, Tanzania, Thailand, Zimbabwe

PERSONAL DATA

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██████████ ██████████

Citizenship:

United States

APPENDIX D

Capability Statement
Academy for Educational Development

ACADEMY FOR EDUCATIONAL DEVELOPMENT INSTITUTIONAL CAPABILITIES

A. OVERVIEW

The Academy for Educational Development, Inc., (AED) a private nonprofit organization founded in 1961 to help educational institutions to solve some of their long range educational, administrative, and financial problems, has expanded steadily over the past 25 years to become an international development assistance organization with projects in a variety of sectors. Since its founding, the Academy has successfully undertaken more than 750 programs in some 90 countries.

The International Division is currently operating some 20 long-term overseas projects, each with resident overseas staff of from several to 30 professional personnel.

The Academy has more than 20 years of experience in international development assistance, including management and planning, information systems development, personnel administration, evaluation, applied research, teacher training, curriculum planning, audiovisual and graphic materials development, vocational skills training, rural development, student placement, and commodities procurement. The Academy program emphasis has grown from an initial focus on formal education to include communications systems planning; nonformal education and information services; and media applications to health, agriculture, nutrition, and population, as well as to integrated sector activities.

The principal services of the Academy include:

- o Participating with client institutions in policy analysis and long-range development initiatives.
- o Providing planning and design services for new programs.
- o Development of audio-visual and graphic materials and design and implementation of communications programs.
- o Project implementation through long- and short-term technical specialists in health, communications, education, agriculture, and vocational training.
- o Establishing information management systems and carrying out worldwide information dissemination programs.
- o Planning and conducting training programs.

- o Providing operational services to educational institutions.
- o Student placement and training.

Other specialized Academy services include manpower studies, personnel recruitment, visitor exchange programs, space and facilities planning, and equipment and materials procurement.

The following section highlights Academy projects of particular relevance to the U.S. Child Survival Development Education Program. The final section presents a general overview of the Academy's management and backstopping capabilities.

B. HEALTH AND POPULATION PROGRAMS

Health and Population is a prime area of interest for the Academy. In recent years, the institution has applied its resources and skills to improvement of maternal and child health through innovative approaches to assessing health behavior, applying communication technologies, and devising service delivery strategies for health products such as oral rehydration solutions and contraceptives. The Academy now operates 10 major health and population programs, with long-term commitments in Honduras, The Gambia, Ecuador, El Salvador, Peru, Egypt, Swaziland, Malawi, Somalia, and Indonesia. In Washington, a staff of eight health management and communication specialists direct the Academy's overall health and population activities, which include technical assistance to dozens of countries, information systems on primary health care and population communication, and policy planning and seminars and workshops in Asia, Africa, and Latin America.

Recently, the Academy has been applying its expertise in health education/training and health management to such activities as:

- o Assessment/determination of health and family planning goals and objectives; determination of needs for information, education, and communication (IEC) activities.
- o Strategy planning using behavioral and social analyses as the basis for developing effective messages, designing multichannel media strategies, and developing family health curricula.
- o Management planning of IEC activities.
- o Interorganizational coordination, design, and implementation.

- o Training, using advanced instructional design and human relations techniques to conduct training in IEC skills.
- o Curriculum development related to family health objectives.
- o Message research and pretesting.
- o Media design, particularly radio and simple print materials.

The Academy has directed five successful health education programs, including the Mass Media and Health Practices Program in Honduras, where infant mortality was reduced by 40 percent after one year, as well as similar programs in The Gambia, Ecuador, Peru, and Swaziland. At least five more large-scale national programs have been designed and are now being, or about to be, implemented. These include Lesotho, Malawi, Indonesia, Pakistan, and the National Ecuador Program. In all of these programs, social marketing has been the organizing principle, taking these programs out of the genre of simple advertising campaigns and traditional health education and planning the full range of inputs (product planning, distribution, training, pricing, and promotion) as a single integrated strategy. It was this comprehensive strategy that was responsible, in large part, for the successes in Honduras, The Gambia, Ecuador, and Swaziland.

In addition to these long-term programs, the Academy provides extensive short-term technical assistance to dozens of countries a year in health and family planning through its subcontracts with Management Sciences for Health (MSH) on Technologies, Primary Health (PRITECH I), The Futures Group on Social Marketing for Change (SOMARC), and The Johns Hopkins University on Population Communication Services (PCS). Other select programs include the following:

Health Communications (HEALTHCOM)

The Academy was recently awarded by USAID a five-year project which will expand the MMHP experience. This project, HEALTHCOM, is designed to help developing countries and USAID Missions to improve the impact of their child survival programs by increasing consumer demand for child survival services. The project is part of the Agency for International Development's overall strategy to reduce infant mortality and works with other AID programs such as PRITECH, SOMARC, Combatting Childhood Communicable Diseases (CCCD), and the Agency's Child Survival Action Program. HEALTHCOM also works with international agencies, such as WHO and UNICEF, to improve consumer education and to promote the correct use of ORT, immunizations, and other child survival technologies.

Through resident advisors HEALTHCOM is now working in Ecuador, Honduras, and Indonesia and will add some 14 countries, adapting lessons learned from past programs to the special needs of each country. Primary

attention is given to diarrheal disease control, immunizations, breastfeeding, Vitamin A, infant nutrition, vector control, and personal hygiene.

HEALTHCOM provides assistance in social marketing, mass media planning, advertising and promotion, behavioral studies, ethnographic research, and program evaluation. Additional objectives of HEALTHCOM are the diffusion of its concepts and methods to other countries and the institutionalization within countries of social marketing and the use of mass media for child health.

Salvadoran National Family Planning Program

The Academy, in collaboration with Health Information Designs, Inc., has recently begun to provide assistance to El Salvador's National Family Planning Program which has been in existence since 1974. The USAID-assisted Population Dynamics project is a multifaceted project to increase contraceptive prevalence, combining activities in program management; logistics and maintenance; information, education and communication; and training of health and outreach workers. The Ministry of Public Health is responsible for the overall communication program and the Salvadoran Demographic Association administers the contraceptive social marketing activities.

Somalia Family Health Services Project

The objectives of this project are to strengthen the capabilities of Somali institutions to promote, support, coordinate, and sustain family health programs.

In order for these institutions to be strengthened, the knowledge and skills of family health personnel needed to plan, implement, coordinate, and continually refine family health services activities are being developed as well as management systems for conducting the program. The project consists of four interrelated components: population data and policy; information, education, and communication; clinical family health services; and operations research.

As a principal subcontractor to the University Research Corporation, the Academy is providing short-term technical assistance in the design and implementation of curriculum development under the IEC component and contraceptive social marketing under the Operations Research component.

Population Communication Services

Population and family planning programs are important components of national social and economic development. These programs operate under a variety of policies and assume different shapes in different countries. A key feature of Academy work in population/family planning information, education, and communication activities is this orientation to the needs and goals of host country organizations and donor agencies. The Academy's approach of working for and with host organizations and donor agencies to design and carry out social marketing programs rests fundamentally on the recognition of the unique needs and directions that characterize family planning programs in different countries and at different times.

In 1982, a consortium of institutions led by the Johns Hopkins' Population Information Program, and including the Academy, Needham Porter Novelli and Associates, and PIACT (the Program for the Introduction and Adaptation of Contraceptive Technology), began a five-year program to improve population communication through:

- o Needs assessment and planning
- o Project funding
- o Evaluation
- o Technical Assistance
- o Meetings and Workshops. PCS organizes national and international workshops and meetings to teach new skills and to promote information exchange.

The Academy's responsibilities include mass media planning, IEC program design, international seminar and workshop organization, and information services. Academy staff have led needs assessment and planning missions to Colombia, Nepal, Peru, Senegal, Sri Lanka, Zimbabwe, Kenya, and Mali, thereby helping to develop project proposals to be funded under the project's grant program.

Egypt Population Communication

Since 1978, the Egyptian State Information Service (SIS) has provided information, education, and communication services on population and family planning to improve public awareness of the need for limiting family size and to furnish information concerning the availability of contraceptive services.

To assist in meeting the challenges of improved cooperation among the agencies involved in family planning and an increased capacity to plan and implement a comprehensive family planning communication strategy, the Academy is providing technical assistance and in-country training to SIS, aimed at expanding and improving the use of communications in support of the family planning and population programs in Egypt. This technical assistance and training involves four major activities:

- o Developing an integrated IEC strategy, management, and evaluation plan
- o Increasing interorganizational linkages
- o Developing and implementing the systems necessary for improved management
- o Establishing effective use of commercial marketing and advertising agencies.

C. MANAGEMENT AND BACKSTOPPING

The Academy's ability to organize and manage both short- and long-term development programs has been demonstrated in numerous projects throughout the world. The management structure of the Academy testifies to its ability to develop and implement organizational, administrative, and logistical procedures. The Academy's capacity for institutional support is evidenced by the organization of the International Division. Stephen F. Moseley, Executive Vice President, directs the division. The Associate Director is William A. Smith. Together they comprise the division's management core for policy direction on the one hand and operational aspects on the other. Formal accounting records are maintained in the Academy's New York office, which provides monthly statements of project expenditures for management control.

While directed by a field coordinator, each International Division project is coordinated in the home office by a home office coordinator who, in turn, receives support from the home office staff in general administration, travel and logistics, contract and financial administration, and editorial services. The personnel who provide these services are experienced in all aspects of backstopping international development programs. Thoroughly familiar with travel and logistics, procurement, and financial and contract administration, they have successfully supported field operations in all regions of the world. Their responsibilities include fielding of long- and short-term personnel; maintaining liaison between the home office and the field, and among subcontractors or consortium members; monitoring local imprest funds; and procuring and shipping materials and commodities. They arrange travel itineraries, including actual transportation, visas, inoculations, and predeparture briefings. They ensure that all work is carried out in accordance with the terms of the contract as cost-efficiently as possible.

In addition, the Academy's Washington, D.C., office contains the necessary communications equipment, including direct access to telex, telegram, and telecopier channels, as well as a microcomputer system, to ensure the flow of information to and from the field and to facilitate personnel recruitment.