SIS/IEC FAMILY PLANNING PROJECT

PROCESS EVALUATION AND RECOMMENDATIONS

December 9, 1987
Executive Summary

Team composition: From Nov. 11 to Dec. 10, 1987, a two person team, consisting of S. Mahmud Roshan (team leader) and S. Jahangeer Haider, visited Egypt to evaluate the USAID-Cairo assisted SIS/IEC Center's process of performance and organizational development.

Purpose: The purpose of the team's visit was to assess the SIS/IEC Center's capacity: 1) to plan, manage, and implement an IEC program; 2) to coordinate with other agencies working in the field of family planning; 3) to produce and distribute IEC materials. It also was to examine its financial management and future needs requirement in technical assistance and the activities of the SIS local offices.

Methodology used: This evaluation has been conducted ad interim. The sources of data for this evaluation are: (1) interviews with 90 people in the SIS/IEC Center, other Government ministries, the private sector, AED, USAID, UN agencies, organizations related to Egyptian family planning, and others (See List of Persons interviewed in Appendix H), (2) review of several reports/documents (See Appendix J), (3) review of 40 IEC material items (videofilms, TV spots and printed matter, See Appendix I), (4) observation of eight local level motivational meetings and training programs, (5) visit to six local and three regional SIS offices, and (6) observation of three FP seminars for University students.

Project Background: The SIS/IEC Center was created in 1979 within the State Information Service of the Ministry of Information. The primary purpose of this Center was to create general awareness of the population problem in Egypt, to develop useful strategies for promoting the benefits of family planning, to give legitimacy to the concept of family planning in the Egyptian society, and to raise the level of family planning acceptance through dissemination of effective knowledge on contraceptives and solutions to medical and socio-cultural contra-indications.

SIS/IEC has been funded by USAID since its inception in 1979. Its total allocation for the contract period until May 1988 has been LE 2.3 million. At the end of October 1987, a total of LE 1.6 million had been spent. The funding by USAID has gradually been increasing with the increase of the Center's program activities. The technical assistance of the Center has been provided by AED under a subcontract with USAID for Egyptian F.P. Program since 1983.

Achievements: SIS/IEC Center has made appreciable progress in (1) establishing a viable organization with trained manpower having specific responsibilities, (2) developing workplans, scheduling activities, developing mechanisms for the planner/designer to collaborate with section heads, (3) preparing quarterly and annual technical and financial program reports, (4) determining the appropriate themes for IEC multi-media strategy, (5) initiating IEC and management training programs in-country and abroad, (6) developing an effective financial management system responsive to the needs of other sections, (7) undertaking research, pre-testing, and involving national mass media personnel in the design of materials, (8) distributing communication materials throughout the country, (9) expanding the IEC program at the local level, (10) conducting at the central level, seminars, opinion leaders' orientation meetings, specific audience training programs with University students, youth, women, laborers in factories, religious leaders and journalists and, at the village level, public meetings, (11) involving the private sector in the production of material under subcontracts, (12) recruiting national consultants for planning, mass media production, research and pretesting, (13)
effective utilization of technical assistance for activity coordination, organizational development, planning, management, activities scheduling, mass media design/production, research and pretesting, and developing and using innovative IEC techniques.

Analysis and recommendations: (1) With the expansion of IEC activities, the responsibilities of the Director have increased which limits his participation in professional activities including coordination. To enhance the performance capacity of the SIS/IEC Center, a partial reorganization has been recommended. The use of qualified and experienced professionals to bridge the gap between the Director and the 11 sections has been suggested. Greater interaction between national consultants and the respective sections has been proposed. (2) The Training and Local Activities sections are not well staffed. A large number of personnel both, in the SIS/IEC Center and in the local offices, require further training. There are no comprehensive training and evaluation plans. Development of a long term training plan with curricula, manuals, place of training and cost estimates have been recommended. (3) The Center is making efforts to develop common themes and to disseminate them through a multi-media approach. Expertise from private agencies have been tapped to design messages, materials, and approaches based on these themes. Assessment of the past IEC mass media programs and studies should be used for future programs. (4) The Coordination with public agencies for designing, producing and distributing material require strengthening. Materials should be produced in sufficient quantity to meet the needs of other agencies and local offices. (5) Research/evaluation, including pre-testing, is progressing. Special attention should be given to studies establishing priority needs. A comprehensive plan for IEC material pretesting taking into account the IEC program objectives and target audiences should be developed. Printed material and films should be made more attractive and realistic. Pictorial material should be produced for illiterate and for the rural population. (6) IEC local activities have been organized and are being implemented. At the village level, in urban localities, in factories, a group of selected family planning educators should be organized for sustained motivation of others in their respective areas. University students should be encouraged to work as family planning educators during their vacation. (7) Program areas like material designing, training, evaluation, and assessment of target audience needs should be strengthened. Short-term technical assistance is recommended. (8) Additional funds for AV equipment, transport, furniture, logistics and the expanding needs of mass media and local activity should be provided.

The performance of the IEC Center was appreciated by our all individual and agency contacts. They suggested expansion of mass media activities especially television and video films, to reinforce the inter-personal communication at the grass root level.

The team acknowledge the extreme cooperation extended by the Director, SIS/IEC Center, his staff, USAID, and AED in completion of this assignment.
List of Abbreviations

AED Academy for Educational Development
AV Audio Visual
CDC Center for Development Communication
FOF Family of the Future
FP Family Planning
IEC Information Education Communication
LE Egyptian Pounds
MOH Ministry of Health
NPC National Population Council
PIACT Program for the Introduction and Adoption of Contraceptive Technology
SIS State Information Services
UNFPA United Nations Fund for Population Activities
USAID United States Agency for International Development
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. EXECUTIVE SUMMARY</td>
<td>i</td>
</tr>
<tr>
<td>LIST OF ABBREVIATIONS</td>
<td>iii</td>
</tr>
<tr>
<td>TABLE OF CONTENTS</td>
<td>iv</td>
</tr>
<tr>
<td>2. SIS/IEC Center</td>
<td>1</td>
</tr>
<tr>
<td>2.1 Organizational Development and Management</td>
<td>1</td>
</tr>
<tr>
<td>2.2 Development of Workplans and Activity Scheduling</td>
<td>1</td>
</tr>
<tr>
<td>2.3 Training</td>
<td>4</td>
</tr>
<tr>
<td>2.4 Financial Management</td>
<td>5</td>
</tr>
<tr>
<td>3. MASS MEDIA</td>
<td>6</td>
</tr>
<tr>
<td>3.1 Material Design</td>
<td>6</td>
</tr>
<tr>
<td>3.2 Countrywide Material Distribution</td>
<td>7</td>
</tr>
<tr>
<td>3.3 Research and Pre-testing</td>
<td>8</td>
</tr>
<tr>
<td>4. LOCAL ACTIVITIES</td>
<td>8</td>
</tr>
<tr>
<td>4.1 Central Seminars</td>
<td>8</td>
</tr>
<tr>
<td>4.2 Opinion Leaders Orientation</td>
<td>9</td>
</tr>
<tr>
<td>4.3 Village Level Public Meetings</td>
<td>9</td>
</tr>
<tr>
<td>4.4 Specific Audience Training Meetings</td>
<td>9</td>
</tr>
<tr>
<td>4.5 Students Symposia/Seminars</td>
<td>9</td>
</tr>
<tr>
<td>4.6 Special Features of Community Meetings</td>
<td>10</td>
</tr>
<tr>
<td>5. OTHER PROGRAMS</td>
<td>11</td>
</tr>
<tr>
<td>5.1 Private Sector Involvement</td>
<td>11</td>
</tr>
<tr>
<td>5.2 Coordination with other Agencies</td>
<td>12</td>
</tr>
<tr>
<td>5.3 Technical Assistance</td>
<td>12</td>
</tr>
</tbody>
</table>
APPENDICES

A. Minutes of debriefing meeting with USAID/Cairo, Egypt
B. Team MISR
C. Village-Level Nucleus Groups on FP
D. Job Specifications of the National Consultants
E. Short-Term Technical Assistance Program
F. Area-wide Action Format of SIS/IEC
G. Organizations, Offices and Agencies visited
H. Persons Interviewed
I. Meetings Attended
J. Documents/books reviewed
K. Films, spots, and printed material reviewed
L. Evaluation scope of work
2. SIS/IEC Center

2.1 Organizational Development and Management

The Center has two main divisions: Technical and administrative/management. The technical division contains seven sections: audio-visual, radio, television, press and publications, public relations, local activities, and research. The administrative/management division consists of the administration, finance, training, purchase, and store sections. Current organizational structure is given on page 2.

Currently each section is staffed by one of three persons and the most senior is the head. The Director of the SIS/IEC Center is responsible for supervision and professional guidance to all eleven sections.

SIS/IEC Center has been expanding its activities. Considering the current and planned programs and future direction, the team felt that: (1) The Director is overburdened with the responsibility of supervising too many sections alone. A good amount of his time is consumed in dealing with administration and public relations leaving limited time for professionally creative work for which he is competent. (2) The eleven sections are not categorized by functional areas, e.g. training is located in administration. (3) Both Local Activities and Training Sections are inadequately staffed. Senior professionals are needed to accelerate the expansion of IEC activities. (4) The recruitment of four national consultants has contributed to the improvement of program planning, mass media designing, and pretesting of IEC material. However, their involvement with their respective sections is limited.

To enhance the capacity of the SIS/IEC Center, to meet the expanding challenges and to consolidate its functions, a partial reorganization is recommended. The reorganization suggests three main operational divisions: Program Development, Program Implementation and Program Support. Each division is to be headed by a qualified Director, either internally promoted or recruited from outside. The national consultants will work with the respective Deputy Directors. (See Organizational draft p.3)

The Deputy Directors and the national consultants under the leadership of the Director of the IEC Center will constitute the critical task force to develop and implement the program. This team work will reduce the present burden of the IEC Director, strengthen the implementation of field programs and increase the communication among different operational units.

The future plan envisages expansion and intensification of the IEC activities and IEC training at the local level. The SIS/IEC Center Sections are presently understaffed, and if the activities which are planned are to be carried out, it will be necessary to add three qualified persons in each of the two sections. Each person would be responsible for one regional area (Lower, Upper Egypt, and Cairo). This will reinforce the training, supervision and feedback.

2.2 Development of Workplan and Activity Scheduling

The SIS/IEC Center started developing workplans in 1983. The planning by objective started in the 1986 plan. The plans and objectives are developed on the basis of information from previous surveys, NPC meetings, population policy seminars, field visits, experiences from previous performance, and recommendations of the IEC coordination committee.
The development of a detailed workplan including strategies and activities follow these steps:

1. The section heads with their staff prepare an outline of the activities necessary to achieve the major objectives determined as priority by the Director and the other agencies.

2. The section heads along with the planner/designer constitute a task force on planning and finalize the workplan specifying strategies, activities, responsibilities and cost estimates.

3. The task force presents the plan to the Director of the IEC Center who reviews it with consulting and funding agencies. After necessary modification, the workplan is approved by relevant authorities in SIS.

Once the workplan is approved, the Director of the IEC Center has full authority to implement it.

The copies of the plan are provided to each section-head. The section-head along with the staff prepares a quarterly activity schedule including manpower, monetary resources, time and other logistical requirements.

The local offices prepare activity schedules on central seminars, opinion leaders' orientation, and community meetings specifying the date, time, place, participants, resources persons, cost and other logistical requirements. These local level activities plans are sent to the head of Local Activities Section in the SIS/IEC Center.

Most of the quarterly schedules are based on the annual workplan. Once in a while, an opportunity to sensitize the people for family planning such as an IEC campaign during an international football match is used by the SIS/IEC Center which feels that the utilization of such opportunities both at the national and local levels is conducive to strengthening the program.

1987 workplan focused on four themes for messages: health, religion, correct contraceptive use, and husband/wife communication. This was an appreciable shift from the previous general awareness messages.

Prior to conceptalizing the major objectives and planning the strategies, the local level IEC planning workshops should identify the obstacles to adoption of family planning at a local level and devise strategies addressing these obstacles for the SIS/IEC plan. The participants in these planning workshops should be community influential, selected contraceptive users, extension workers like Rada Rifia, and relevant staff of the local offices. The responsibility to organize and conduct these planning workshops should be entrusted to the local SIS office with logistical and resource support from the national SIS/IEC Center. To strengthen the usefulness of planned activities in mass media production and application, it is recommended that special experimental and evaluative studies should be undertaken.

The SIS/IEC Center personnel responsible for planning need to be trained in program evaluation. This may initially include section heads and local SIS directors.

2.3 Training

The SIS/IEC Center plans to train two broad categories of people: their personnel
and community people. Most of the training of IEC personnel is to be in three areas: (1) training in IEC, (2) training in equipment operation and (3) management training. IEC training has been provided to some national and local level officers abroad and in Alexandria. The training in equipment operation and management is mostly given in Egypt (one management course took place in Morocco).

The community level training is given to five main groups: (1) religious leaders, (2) other opinion leaders, (3) journalists and mass media persons, (4) university students, and (5) army recruits.

Organization and implementation of these training programs are the responsibility of the SIS/IEC Training Section staffed by one person. There is also a shortage of training material. A long term training plan specifying areas for training, persons to be trained, place to be trained, duration and cost does not exist. We found a great commitment on the part of the SIS/IEC Center to strengthen training programs; however, meagre financial resources and lack of trained manpower are major constraints to the implementation of their planned activities.

Management training received by a few SIS/IEC Center and local officers is already showing positive results indicated by the development of workplans, quarterly reports, activity scheduling, record-keeping, internal coordination and organizing community meetings.

To improve the training programs, the following measures are recommended: (1) needs assessment of training programs by objectives, (2) development of a comprehensive training plan, (3) design, development and production of training manuals and materials, (4) identifying the requirements for training abroad, (5) expansion of management training to the local level, (6) design of training oriented research and evaluation, (7) placement of additional suitable persons in the SIS/IEC Training Section, (8) training of the SIS Regional Directors as trainers/supervisors and (9) contraceptive training of pharmacists.

The team recommends allocation of adequate funds to meet the increasing needs in training material, equipment, local level training activities, training abroad and other logistics including transport.

2.4 Financial Management

The finance section of the SIS/IEC Center consists of three offices, two assistants and the head of the section. Prior to June 1987, there were several bank accounts; records were not organized consistently with the workplan; it was difficult to trace expenses and balance by line item; and regular reporting on financial performance was not done. After June 1987, the section closed the bank accounts Nos. 101 and 102 keeping only the account No. 103 in operation, systematized the accounts records, distributed the job assignments in the section, and regularized the accounts reporting on a monthly basis.

The section is now functioning effectively. The finance section has been providing needed information on funds available by line item. This has facilitated the development of the work plans and of the activity schedules and the preparation of the quarterly progress reports.

The problems of delay in receiving funds no longer exist. The financial progress report is submitted regularly and the quarterly advance of funds is also received on time.
from USAID. Similarly, the SIS/IEC Center allocates funds every other month for local activities to local SIS offices according to their budget estimate and the workplan.

The cash status is now easily traceable as the Finance Section obtains monthly statements from the Bank. The section always maintains a petty cash amount of LE 1000 in the office to meet the recurring and contingency expenditures. Any request which exceeds LE 200 is disbursed by cheque.

The head of the Finance Section is also chairing the quality control sub-committee which assesses the quality of the materials produced and procured by the Center. The sub-committee examines the quality of the articles on a sample basis and thereafter clears the same for payment and acceptance by the store. Only one of the assistants has received some training on financial management in Tangiers.

The Center's audit up to 1986, as reported by the head of Finance Section, has been completed, while the current year's audit is due in early 1987.

The three persons of the Finance Section could be sent for short-term training on development program financial management in the U.S.A. The SIS local office personnel should also be given training on financial management. A financial manual on SIS/IEC program management should be developed. The SIS/IEC finance section could be provided with a suitable (PC) computer.

3. Mass Media

3.1 Material Design

Since its inception in 1979 the SIS/IEC Center has been heavily involved in the design and production of printed materials, television and radio programs, cinema spots and other promotional items. The materials are designed through: (1) subcontracting with private agencies, (2) involvement of three task force committees on television, radio and the press, (3) pre-testing of materials, (4) social research findings, (5) involvement of national mass media personnel and (6) innovative idea contests.

The Center with assistance from AED has already systematized material design using the sequential steps of (1) identification of material suitable for different target audiences, (2) design of material by experts, (3) pretesting of material with influentials, (4) production through subcontracts and (5) assessment of its impact.

Contacts with other agencies revealed a great appreciation for the work being carried out by the SIS/IEC Center in this field. However, they showed concern about the quality and quantity of materials including films. They suggested that materials should be closer to the life situation of the target audience. The printed materials like booklets and pamphlets should contain colored pictures depicting relevant scenes.

The IEC Center is planning to produce non-verbal communication material for the illiterate population with technical support from PIACT. The project is at the pre-development stage. Use of non-verbal communication material as observed by the team in village Klay, Beni Suef Governorate, may be very effective with the Upper Egypt rural population.

Many appreciable advances in the design and production of mass media material like TV spots and video tapes on the basis of research findings have been made. For example, the TV spots produced by CDC and Americana are based on research findings.

- 6 -
The plan to develop a series of social dramas to be telecast on one or more television channels is progressing as per schedule. Two famous persons, Mr. Osama Anwar Okasha (Playwrite) and Mr. Mohamad Fadel (TV Director) along with relevant staff, have already been engaged to prepare the script. They are traveling to different parts of Egypt in order to learn about life styles, normative structures, and other sub-cultural sensitivities.

It is felt that the SIS/IEC Center needs to review and categorize already designed and produced materials by objective and target population.

Television time should be bought to broadcast the question and answer contests among youths and other important people regarding the population problem, health risk of a large family, false rumors and correct use of contraceptives. Narration of personal experiences by satisfied users on television may be presented.

3.2 Countrywide Material Distribution

The SIS/IEC Center produces three types of materials; (1) printed materials including booklets and newspaper publications, (2) video films and cinema spots and (3) promotional material like billboard/neon signs, calendars and diaries.

Printed material, excluding newspaper publications, and video films are provided to the local offices. The distribution of materials takes place at the time of community meetings and seminars when the central office persons visit the local officers or when the local officials come to the SIS/IEC Center. The distribution of materials from the local offices to community health facilities, pharmacies, youth centers, other local offices, training institutes, and community influentials needs improvement.

The organizations which receive material from the IEC Center indicated that the current supply meets only 25-30 percent of their requirements. Those organizations indicated a strong need for more material. The team also observed significant demand for material from the people who come to attend community meetings and seminars. For example, the materials placed on the tables during community meetings and students' seminars in Mansoura, Boelak and Old Cairo local offices could hardly meet the demand of a few people.

Discussion with the SIS/IEC Center Director and the SIS Chairman as well as our own observations indicated a shortage of audio-visual equipment and means of transportation in local offices. This shortage impedes the distribution of materials.

The SIS/IEC Center needs to undertake (1) the development of a comprehensive distribution plan by type of materials, target audience, quantity, place, scheduling and program functions like motivation, training non-verbal communication and mass media, (2) a listing of local level distribution points in villages and urban localities, (3) the training of persons concerned with the material distribution system, i.e. with packing, record-keeping, follow-up, scheduling (4) and the development of a monitoring system of material production, distribution and use in order to reduce the time gap and to ensure better utilization.

To improve the material distribution system and to meet the demand, additional financial resources are necessary to procure AV equipment and cover cost of production for increased material.
3.3 Research and Pretesting

The Research Section has two full-time staff members, one of them joined the section recently (November 87). During the past year, research and pretesting activities have been strengthened with the recruitment of two Cairo University Faculty as national consultants. Some of the studies conducted are analyses of: (1) a cartoon contest published in the newspapers for selection of messages, (2) a question-answer contest to assess the awareness of the population problem in Egypt in order to develop new IEC material and (3) a question-answer contest on family planning methods to ascertain the prevalence of mis-conceptions and rumors.

The Section has just completed an audience survey for television, radio and the press in Upper Egypt. The survey includes information on preferred programs and times. Another important research effort already completed is the review of IEC studies by SPAAC. This background brief is being used for the development of the TV spots and the social drama.

Pretesting of material is done either through contractual arrangement with private agencies or directly by the Center staff and consultants. In pre-testing, scientific research methods such as focus group interviews are being used. Some focus groups are composed of members of the target audiences and others of religious, medical, and social influentials and public officials. The results of the pretest are used for revision of the IEC material.

Future research studies should concentrate on developing effective strategies specifying type of media, material and messages to reach rural population. For example, how can the same message be conveyed effectively through different media, formats and contents.

The national consultants should work in the respective sections helping their counterparts to develop their research skills and becoming able to carry out most research activities. The first step toward this direction would be that consultants should start sitting in their respective sections and collaborate with their section colleagues to identify and develop study proposals.

4. Local Activities

The family planning local activities of the SIS/IEC Center are implemented through 55 local SIS centers. The Director of each local office along with one or two staff members is responsible for family planning IEC work. The local level IEC activities are:

4.1 Central Seminars

These one-day seminars are held at the Governorate level and are attended by 40-50 public officials, local influentials, local professionals (i.e. medical doctors, journalists, and religious leaders). The purpose of these seminars is to sensitize the participants to the population problem, provide them with knowledge on family planning methods, gain their support for the program and use some of them as educators in the orientation of opinion leaders and village level meetings. From September to October 31, 1987, a total of 38 seminars, with an average participation of 50 persons per seminar have been held.
4.2 Opinion leaders Orientation Meetings

The participants at these three-day meetings are village influentials including local religious leaders, extension workers and other interested individuals. The average number of participants is 40. A total of 51 orientation meetings have been held from September to October 31, 1987.

The purpose of these meetings is to create family planning supportive leadership at the rural level. Some of these participants assist in organizing and implementing village level public meetings. Contents of these orientation programs are health risks of large family, rumors and misconceptions concerning contraceptives, family planning methods, their correct use, and family planning from the religious viewpoint.

4.3 Village Level Public Meeting

These meetings are mostly held in community centers, or in the house of an important community leader in the evening. They last two to three hours. These meetings are attended by adult males, females, young girls and boys from the village. Attendance in each meeting ranges from 150-500 persons. Between September 10 to October 31, 1987, a total of 286 village level meetings have been held. The subjects of discussion in these meetings are (1) national policy on family planning and its importance for development, (2) health risks and economic problems of a large family, (3) family planning from the religious viewpoint, (4) correct use of contraceptives and medical contra-indications, (5) hazards of frequent pregnancies.

These topics are presented by a local Sheikh (religious leader), a medical doctor either from the Ministry of Health or University Medical School and a local level official from the Ministry of Social Affairs. The coordination for these meetings is done by the local SIS office Director. The Director of the SIS/IEC Center is invited to some of these meetings as a guest speaker.

4.4 Specific Audience Training Meetings

These meetings are arranged by the local SIS offices for specific groups like factory workers, company employees, students, farmers, women, religious leaders and journalists. Fifty-three such meetings have been held between September 10 to October 31, 1987, with an average participation of 40 persons per meeting. The topics covered in these meetings are the same as those in village level public meetings. Sometimes, an additional subject concerning the specific participant group is also discussed. The resource persons in these meetings are the same as those for village level meetings.

4.5 Symposia/Seminars for Students

This activity is a relatively new addition to the SIS/IEC Center's face-to-face communication approach. Three categories of youth received family planning orientation/training under this program: the students of the Mass Media Communication Faculty, Cairo University, fresh university graduates ready to do their national social service for one year, and youths involved in work camps during summer vacation.

4.5.1 Graduate Students Training on FP

The Mass Media Communication Faculty students in the final year of their undergraduate work have to complete a one term course in family planning communication. Once every week, they attend a seminar at the SIS/IEC Center. The faculty for
this course consists of the SIS/IEC Director, national consultants and other staff. The students are taught the problems of population, normative barriers, family planning concepts and methods, mass media, interpersonal communication, research and also received some practical training.

Graduating students are given training three days a week for three months on population problems, family planning and other related areas including religious, medical and cultural constraints. After three months of training, these graduate students will serve for one year as family planning promoters in different locations throughout the country as a part of their national welfare service. Approximately 80 graduates are being trained on family planning in the Cairo office.

4.5.2 FP Orientation in Student Camps

During summer work camps, a larger number of students aged 16-22 years are provided information on the population problem and family planning. Specific subjects dealt with are their perceptions of population problems, their interest in the issue, and their future responsibility. Last summer, these orientation sessions were held at (1) Shabab Club, Alexandria, (2) Abu Keer, Ismailia and (3) Port Fouad, Port Saeed. In these camps, a total of 450 students have been exposed to this training.

4.6 Special Features of Community Meetings

The messages given in these meetings reinforce mass media messages in four ways: (1) question and answers on family planning circulated through newspapers are repeated in these meetings; (2) distribution of printed material in these meetings cover the same messages as given in cinema spots, video films, and television programs; (3) video recording of meeting proceedings for subsequent telecast; and (4) presentation of messages by The opinion leaders.

Observation of the proceedings and interaction with the participants indicated that the meetings generated a good deal of interest in the locality. The presence of television, use of video camera, and small monetary incentives during question-answer sessions appeared to stimulate the active participation of the people. These were very innovative techniques for generating interest among the rural people. The team felt that the presence of the television crew, their paraphernalia and the opportunity to come into contact with people from outside the village may have additional contribution in increasing the interest of the community.

These meetings are organized by the SIS local office with support from the SIS/IEC Center which has to arrange the participation of a television crew and provide equipment support for implementing these programs. Greater availability of video equipment and trained personnel will facilitate the holding of these meetings frequently.

The Local Activities Section of the SIS/IEC Center has developed a mechanism to obtain information about these meetings from the local SIS officers. The SIS/IEC Center provides a standard form to the local SIS directors for reporting the information on meetings. On receipt, the Local Activities Section of the SIS/IEC Center transfers the information in a register. The section has prepared regular reports analyzing the data on these meetings.

The team observed five unique features supporting the family planning program rarely observed in a rural community in a developing country:
1. The number of people attending the meeting were always very large, crowding even outside the meeting hall.

2. A mixed gathering of men and women of different age groups including children aged eight to ten.

3. Open demonstrations of contraceptive methods with detailed explanation of their use.

4. Serious and long presentations of the Islamic viewpoint on family planning by local religious leaders.

5. Complete attention of participants during the meeting.

The community people can be encouraged through further training and follow-up to work as family planning educators. These persons can form a nucleus of active family planning supporters in their respective communities. Later, they can be used as organizers of community meetings. Similar groups can be created in urban localities and factories. The selected individuals can serve as distributors of family planning materials in their own communities. The University students trained in family planning may be encouraged with some incentive and course credit to work in their own communities as family planning educators. The television system should be approached to telecast village level community meetings organized by the proposed village level nucleus group members. The video films made of these meetings should be provided to the village level nucleus group for using in their meetings. Selected photographs of these meetings may be printed in posters, booklets, leaflets, etc., for general circulation in the rural communities. Photographs from a polaroid camera can be distributed on the spot as an incentive.

5. Other Programs

5.1 Private Sector Involvement

The SIS/IEC Center has been using the private sector in designing and producing printed material, video films, cinema spots, television programs, and is carrying out training and research activities. Private agencies used for these activities are: TEAM MISR, CDC, MOHEEB, AMERICANA, SPAAC and others. Some of these agencies like TEAM MISR and CDC are working currently on assignments given by the SIS/IEC Center. Individual contracts have also been awarded to famous writers, TV directors, and actors/actresses for writing booklets, producing video films and other items.

The contracting procedures used by the Center conforms to existing government rules. The use of the private sector by the SIS/IEC Center can be systemized by (1) identifying and listing private local and national organizations by their area of expertise, resources available and past performance and (2) identifying and briefly describing the programs/activities to be contracted out as a part of the annual workplan.

Sometimes public sector programs operate under constraints. To accelerate the implementation of a family planning program, it is recommended that a complete program component contract may be awarded to private organizations. For example, the design, production and distribution of non-verbal communication material for rural Upper Egypt could be awarded to one contracting agency. Another instance could be the training of community opinion leaders and extension workers on IEC skills in rural upper Egypt. The contract for training could include planning, curriculum and training material.
development and implementation of the trainings. Evaluation of these activities can be undertaken by another organization such as the University.

5.2 Coordination with other family planning agencies

There are four major organizations involved in family planning IEC work: (1) The National Population Council, (2) The Ministry of Health - Family Planning Project, (3) the Ministry of Social Affairs, and (4) The Ministry of Information - SIS/IEC Center. The other agencies involved in focused IEC activities are the Family of the Future, the Egypt Family Planning Association and Hospital Foundation. The Ministry of Waqf and Religious Affairs and the Universities provide support to the IEC program.

The inclusion in the media of the themes of health benefits of family planning and of health risk of a large family is the evidence of complementary efforts between SIS and the Ministry of Health. At the local level, the SIS/IEC Center involves one medical doctor from MOH, one or more persons from the Ministry of Social Affairs and religious leader to implement their activities. This is another example of the Center's efforts to coordinate IEC activity of different officers.

Inter-ministerial coordination of the IEC program through a formal committee is just beginning. An IEC coordinator committee was created in the Spring 1987 when Americana TV spots were developed. This committee meets when needed. It is chaired by the SIS/IEC Center Director. The Evaluation Team feels that the SIS/IEC Center is a viable organization to mobilize the coordination efforts.

The SIS/IEC Center can improve its efforts in material design by combining its resources with other organizations. The SIS/IEC Center can produce all types of material needed by other agencies. The Center has the capacity to meet the audio-visual and printed material demand of other agencies.

5.3 Technical Assistance

AED technical assistance has been effective in (1) assisting the SIS/IEC Center in developing the annual workplans, (2) preparing the quarterly activities scheduling, (3) preparing quarterly progress reports (technical), (4) helping the SIS/IEC Center to recruit the four national consultants, (5) assisting the SIS/IEC Center to arrange management training for its personnel through Team Misr, (6) assisting SIS in the reformulation of the IEC strategy including messages and media, based on the findings of SPAAC social research and of contraceptive prevalence surveys, (7) providing assistance in designing and implementing local level meetings and (8) assisting SIS/IEC to undertake pretest and designs of materials through involvement of private agencies.

Through its technical assistance, AED has been effective in improving the organizational, planning, management and implementation capacity of the SIS/IEC Center. With regard to the improvement of the financial management capability of the SIS/IEC Center, AED technical assistance has been very effective. AED has also been very effective in promoting a new direction to the SIS/IEC program.

There is a clear need for short term consultants in specific fields such as training, material design, evaluation, target audience analysis, etc.

Technical assistance needs to be continued for the next few years to maintain the gains already made, develop new program strategies for mass media and interpersonal communication, training, research and evaluation.
APPENDIX A

DEBRIEFING MEETING WITH USAID ON PROCESS EVALUATION AND RECOMMENDATION ON SIS/IEC FP PROJECT, MINISTRY OF INFORMATION GOVERNMENT OF EGYPT

Place: USAID Office
Time: 8:30 hours
Date: 6th December, 1987

Participants:

SIS/IEC: Mr. Galal El-Rashidi
USAID: Mr. Terry Tiffany
Mrs. Janna Laudato
Mrs. Laila Stino

AED: Mr. Mark Lediard
TEAM: Dr. S. Mahmud Roshan
Mr. Syed Jahangeer Haider

Upon Mr. Lediard's arrival in Cairo, a meeting to review the Executive Summary of the Draft Report submitted by the Evaluation Team was convened.

The Executive Summary was reviewed by the participants. The discussion focused on the fifteen recommendations (attached to this memorandum) made by the Evaluation Team. The discussion of each recommendation is summarized below as well as a few important points which were discussed at the meeting.

1) DISCUSSION OF RECOMMENDATION:

Recommendation 1: The Director, SIS/IEC Center, agreed with the Evaluation Team's assessment that he needed some assistance, but he felt that one Deputy Director - not three - was needed. He did suggest that the person recruited for such a position should be dedicated, committed and able to share the Director's load of work. The Director felt that a senior SIS officer would be a suitable choice.

The second part of this recommendation concerned the effective use of the national consultants. The Team recommended that they interact and collaborate more with the personnel of the respective SIS/IEC Center Sections personnel. This recommendation was accepted, however, it was suggested that their roles be modified. The Team was asked to specify what their future role should be.

Recommendation 2: The Director, SIS/IEC Center, agreed with the recommendation in principle. However, he indicated that the participation of the local leadership, use of research findings and involvement of other organizations may take some time. Some incentive payment to local leadership would ensure their participation in the planning process.
Recommendation 3 to 11: These were acceptable in full.

Recommendation 12: This recommendation on the creation of a selected group of educators in rural communities, factories and urban localities was appreciated by the Director, SIS/IEC Center. However, he indicated they would need resources like equipment, means of transportation and funds.

Recommendation 13 and 14: These were accepted in full and the need for A.V. equipment, means of transportation and funds were strongly advocated by the Director, SIS/IEC Center.

Recommendation 15: With regard to the issue of replacing AED commuting project manager with a long-term Resident Advisor, as proposed by the Team, the Director SIS/IEC confirmed the need for Technical Assistance for the coming two years, especially in the areas of training, evaluation, assessment of target audience need, and material design, however, he did not agree to the change.

With regard to AED's technical assistance role, the Team indicated that AED had been very effective in strengthening the IEC Center organization, management, planning and finances. However, the Team felt that not enough assistance had been given to other areas such as training, research, evaluation, material designing and local activities.

2) DISCUSSION OF OTHER ISSUES

The Chief of the Population Section, USAID/Cairo suggested that the Team should assess the performance of Team MISR and provide a functional framework for future activities of SIS/IEC Center.

The meeting concluded that the project has done an appreciable work and its future plans and programs should be supported by the USAID.

In his closing remarks, Mr. Terrence Tiffany, Chief, Population Section USAID/Cairo, observed that the Team has done an excellent job. The Director, SIS/IEC Center, also appreciated the assessment of the Team and their hard work.

RECOMMENDATIONS DISCUSSED AT THE DECEMBER 6, 1987 MEETING

Recommendations:

1) To enhance the performance capacity of SIS/IEC Center a partial reorganization has been recommended. Need for qualified and experienced professionals to bridge the gap between the Director and II sections has been suggested. Greater interaction between national consultants and respective sections has been proposed.

2) Involvement of local leadership, use of findings from research and opinions of other organizations be used in the formulation of plans, objectives, and IEC multi-media strategies.
3) Development of a long term training plan with curricula, manuals, place of training and cost estimates has been recommended.

4) Assessment of the past IEC mass media programs and studies should be done to provide guidance for future programs.

5) Expertise from private and public agencies should be tapped to design themes, materials and approaches.

6) Printed material and films should be made more attractive and realistic.

7) Pictorial material should be produced for an illiterate, rural population.

8) Materials should be produced in sufficient quantity to meet the needs of other agencies and local areas.

9) A comprehensive distribution plan identifying and listing local points should be developed.

10) A comprehensive plan for material and media pre-testing by objectives and target audience should be developed.

11) At the village level, in urban localities, in factories, a group of selected family planning educators should be organized for sustained motivation of others in their respective areas.

12) University students should be encouraged to work as family planning educators during vacation.

13) Sufficient provision of additional funds for AV equipment, means of transportation, furniture, logistics requirements and expanding needs of mass media and local activities be made.

14) A long term advisor supported by specific short term consultants has been recommended.
APPENDIX B

TEAM MISR

Team MISR is a private Egyptian organization established in 1980. Team has been a sub-contractor to the Academy for Educational Development since 1983. According to the first contract between Team and AED, Team was required to undertake: (1) train SIS personnel for the establishment of a management information system, (2) recruit local Egyptian consultants to work at the SIS/IEC Center, (3) provide translation services and other administrative support and (4) assist in the training for local audio and visual productions.

When AED's contract was extended in 1985, their sub-contract was extended up to May 1988. Conditions for the sub-contract remained the same. Also in the center of this sub-contract, Team was requested by AED to undertake different training and management activities whenever the need arose at the SIS/IEC Center. Team completed the following activities in response to work requests: (1) Study of IEC organizational system, (2) Development of a mechanism for the distribution of materials produced by SIS/IEC Center, (3) Assessment and training of the IEC Center personnel in filing/record keeping, (4) organization of four family planning workshops on problem solving, managerial skills, follow-up, and evaluation. Currently, Team is conducting a training course for local office directors and A.V. technicians. The total number of participants is 15.

The Evaluation Team's observations and interviews with concerned contacts indicated that Team MISR has been able to contribute effectively in systematizing the financial procedures and financial record keeping at the SIS/IEC Center. Team MISR was also able to arrange services for translation and other routine administrative support to the Center and AED, whenever required.

Team MISR, however, was less effective in organizing management information training, in assisting in recruiting national consultants, and in training for local office personnel (including audio visual production training) as stipulated in the first contract of 1983. Team MISR has not been able to contribute to the mass media and inter-personal activities of the SIS/IEC Center. The primary reason for this lack of involvement in IEC activities is that Team has neither previous experience nor current IEC manpower to assist in family planning IEC programs. The Evaluation Team also felt that its secretarial support to the SIS/IEC Center was becoming less efficient. For instance, the administrative support provided to the Evaluation Team was minimal.

The Evaluation Team, during their visits to Team MISR head office in Heliopolis, and to the garden city office, became aware that Team MISR is heavily involved in engineering and construction type contracts with other Arab countries. The size of those contracts is much bigger than the one being carried out for the SIS/IEC Center. Therefore, Team MISR's interest in the IEC Center's work both in terms of time and technical support is limited, Kasr-el-Ainee Street office, specially created for IEC work, is hardly used.
Given the lack of interest and manpower for IEC work on the part of Team MISR and their below than average performance on other job specifications, the evaluation team recommends that their contract extension be reconsidered when their present contract expires in May, 1988.

Since several other private agencies with expertise in IEC and training are emerging in Cairo, one of these, such as CDC, may be engaged for future work. Some of the secretarial support services can be built in the existing SIS/IEC Center's structure now that the Center has a computer.
APPENDIX C

Use Of Village-Level Nucleus Groups for Family Planning Motivation

ASSUMPTION: Modernization of rural societies is occurring through the influence of mass media. Mass media reach the gatekeepers initially. The gatekeepers, who are the opinion leaders, in turn, influence the general people. The influence of mass media is reinforced by the support of the opinion leaders in a community.

BACKGROUND: The SIS/IEC Center has been implementing F.P. communication programs through mass media all over Egypt. Recently the Center has organized community level seminars, orientation programs, and meetings in the rural area. The seminars and the orientation programs are held with opinion leaders, while community level meetings are held with village men, women, youths, extension workers, and the community influentials.

PROGRAM: In order to strengthen the community level motivation-education programs, the following specific program steps are suggested to combine both mass media and face-to-face communication (some of these actions are already on-going):

1st Step
IDENTIFICATION
(On-going)

1. Identify a village community, its facilities (i.e. community centers), or one influential's house which can be used for IEC programs.

2. Identify the village level extension workers (Raida Rafia) and the community influentials, i.e. religious leaders, teachers, dais, members of the business community, important farmers, elected village leaders (Umdah) and others who are regarded as leaders.

2nd Step
INVolVEMENT OF LEADERSHIP AND THE GENERAL PUBLIC:

3. Training (3 days) of selected opinion leaders in a "center" village. The training includes information on the population problem, contraceptives and motivation-education skills on F.P. (On-going).

4. Conduct a public meeting with community influentials, village men, women and youths (On-going).
SUSTAINED MOTIVATION-EDUCATION PROGRAMS THROUGH SMALL GROUP MEETINGS

5. It has been observed that in the community meetings, 400-500 rural people, a sizable number of adult men, women, and youths participated in discussion during question-answer sessions. These meetings generate interests for family planning. The SIS/IEC local officers attending the meeting can identify these participants for their further involvement in small group discussions at village level.

6. These common villagers can meet with opinion leaders trained earlier in small group meetings to discuss village level population, health, MCH and sanitation problems, contraceptive rumors about side-effects and their solutions, sources of supply of contraceptives. These discussion meetings may be initially attended by the extension workers of the department of Social Affairs (Raida Rafia) and the proposed Health Unit nurses of MOH. These small group meetings may also be attended by satisfied users and other potential users. The objective behind this program is to organize "a village level nucleus of F.P. supporters", who may ultimately: (a) continue the discussion of the points dealt with in the large meetings, among themselves, at their own initiative and (b) avoid waiting for governorate level SIS/IEC officials to come and conduct their meetings.

STRENGTHENING VILLAGE LEVEL FACE-TO-FACE SMALL GROUP MEETINGS

7. These meetings of "village level of F.P. supporters" may further be strengthened by telecasting proceedings of selected meetings through the national T.V. Channels. This will allow rural communities in other areas to observe and be motivated to replicate the same. In addition, the people participating in the small group meetings will be encouraged to further continue their participation in such meetings.

8. The SIS/IEC local offices may be involved in providing guidance to these "village level nucleus F.P. supporters" through up-to-date and accurate information on F.P. and supply of printed material.

9. A monitoring system may also be developed to collect information on the frequency of these meetings, the participants, and important issues, if any, raised. The central SIS/IEC office is already in the process of developing a monitoring system. This system would be extended to the local SIS offices.
APPENDIX D

Job Specification of National Consultants

I. TRAINING

Mr. Mohammad Hashem Moursi, Planner/Designer, in addition to his current responsibilities of Planning Coordination will work for training programs. He will work with Mahmoud Sumaida, Head of the Training Section, SIS/IEC Center, and the assistance of appropriate consultants on the following specific training functions. It will:

1. Assess the overall training needs of SIS/IEC Center for the coming year and later on an annual basis.

2. Develop an overall training plan for the following areas: i) Management, ii) IEC and iii) operation of audio-visual equipment, for the SIS/IEC Center and the local office personnel, identifying foreign and local training possibilities. The plan will include i) training objectives ii) training areas, iii) training methodology, iv) materials needed for training v) training materials, vi) other training resources, transports, equipment and costs.

3. Develop specific training curricula for each area of training. The training curricula will give details of training content for each major area of the overall training plan. It will identify the training methodology, including the need for practical field-based training.

4. Prepare a plan for the Training of Trainers program, identifying the source of the trainer manpower. The sources of training manpower may be SIS, SIS/IEC, SIS local centers, the Ministries of Health, Social Affairs and Religious Affairs, private agencies including universities and community opinion leaders.

5. Identify other resources e.g. training materials, financial support and training institute capacities available within SIS and other concerned ministries for possible use in the SIS/IEC training programs.

6. Develop the eligibility criteria for selection of trainees for each course and suggest the method of selection, such as a selection committee (especially for foreign training).
7. Prepare a list of possible countries and institutes for foreign training, for which contact with relevant agencies in Cairo, such as, USIS, British Council, Arab League Secretariat, WHO, UN agencies may be made. Attempts may also be made to develop a small library on communications training. AED's assistance may be sought in this regard.

List the possible areas of foreign training needed for next year, specifying the possible number of trainees, country, duration of training and cost.

8. Suggest design, content and format of training materials needed for all kinds of local training programs and contact the Mass Media and Research Sections of the SIS/IEC Center to involve them in a timely fashion in the process of designing and producing the training materials.

9. Provide a plan for developing training evaluation and monitoring system.

II. MEDIA AND MATERIAL DESIGN

Mr. Mohammad A. El-Tohamy, Mass Media Consultant, will work with Mrs. Magda El-Howary, in-charge of the T.V. Section, Mr. Mohamed Juma Iffat Mowan, in-charge of the Press Section, and Mrs. Affifa Fahmee, in-charge of the Radio Section.

With appropriate technical assistance, they should carry out the following specific functions:

1. Prepare an inventory of all mass media programs and materials produced by SIS/IEC Center since 1979 and review these in order to determine the appropriateness of materials for future use including the message content. Determine the number of copies available and the number required for the material judged to be appropriate for future use. Classify these materials by type, messages and purpose of use.

2. Assess the future need of materials by type, such as, printed materials, films, video, audio cassettes and others. Classify the future needs of materials by program, such as objectives, training, motivation for opinion leaders, and education of potential and continuing acceptors.
3. Determine message and media content by program objectives coordinating with agencies other than SIS, such as Radio, T.V., Newspapers, private agencies and the Ministry of Health and Social Affairs. A common theme for F.P. communication through multi-media involvement should be designed and developed.

4. Coordinate with the Research Section of the SIS/IEC Center to plan for pretest of all the newly designed materials.

5. Contact the officials of SIS local Centers, the extension workers and the opinion leaders on a selective basis in order to identify and design appropriate and innovative media and material depicting a realistic life situation of the people, especially in the rural areas. Also review all of the studies relevant to this exercise.

6. Develop a comprehensive distribution plan for all communication materials produced by the SIS/IEC Center. The distribution plan will (i) identify the distribution points within SIS, specify the requirements for each local office, training centers and different sections of the SIS/IEC Center, (ii) determine the need for other ministries working in family planning, (iii) identify community level distribution points and selected opinion leaders.

7. Suggest areas for media training and pretesting to Training and Research Sections of SIS/IEC, respectively.

8. Devise a plan for monitoring effective distribution of materials through random checking with agencies receiving materials.

9. Furnish information related to actual distribution of materials to the Research section of the SIS/IEC Center and request them to conduct evaluation studies on media and materials used at least once a year.

III. RESEARCH AND EVALUATION

Dr. Mukhtar El-Kheir and Dr. Yassin Ahmed Lashin, Research Consultants will work with Mrs. Nafeesa Mustata who is in charge and the new research officer of the SIS/IEC Research Section.

Functions may be distributed between the two consultants and in the future Dr. Mukhtar and the new officer may carry out research activities, while Dr. Yassin and Mrs. Nafeesa may undertake pretest and evaluation activities.
A. **Specific functions in research are:**

1. Prepare an annual or bi-annual research activity plan identifying the areas of priority research, matching the need of the on-going SIS/IEC programs. In preparing this plan, the consultant and the SIS/IEC representative will jointly interact with the concerned sections, especially Planning Mass Media, Local Activities.

2. The consultant and the SIS/IEC representative will develop complete study proposals including study design.

3. Assess what resources are needed for the SIS/IEC Center to conduct the studies. They will also determine the need for participations of other private organizations in conducting selected studies. Usually studies involving longer time and increased resources may be conducted in collaboration with private organizations and the university. For these studies, the consultant and the SIS/IEC office will prepare the RFP's and assist in reviewing the proposal for the selection of the organization to which the sub-contract will be awarded.

4. For the studies to be conducted by the SIS/IEC Center, the Research Consultant and SIS/IEC officer will prepare budget and mobilize resources and manpower for data collection and analysis and conduct the studies. Such studies should preferably be of short duration (3-4 months) and problem-specific, so that the researchers can provide quick feedback to the administrators, programmers and policy-makers for improvement of the SIS/IEC program.

5. They will collaborate with Mr. Hashem and Mr. Sumaida to prepare the future training plan for the development of personnel working in the research section.

6. The priority areas of research are:

   a. Investigation of the process of decision making on family planning in urban and rural communities.

   b. Study of the role of community influencers in the family planning program.
c. Study of effective communication strategies in family planning, delineating the appropriate media-mix and messages.

d. Assessment and analysis of target audience needs and identifying their values and norms relevant for the family planning and the IEC programs.

e. Delineating effective methods of training for local level officials and the opinion leaders.

B. Specific functions in evaluation are:

1. Identify the need for undertaking pretest activities specifying the media, material and message.

2. Identify the need for undertaking evaluation activities specifying the programs, such as training and local activities (meetings); the manpower, such as job performance of trainees and extension workers; and the organization, such as local office section of the SIS/IEC Center.

3. Interact with the other SIS/IEC Sections and identify their needs for pretest and evaluation. Maintain close liaison with the Mass Media, Planning and Training Sections in order to undertake pretest and evaluation activities on proposed media and programs.

4. Once the results of the pretest or evaluation activities are obtained, the consultant and the SIS/IEC officer will share and discuss them with the personnel of the respective sections and will jointly work out the steps to improve the pretested materials and the programs.

5. Once every quarter, evaluate the performances of the SIS/IEC Center for the previous quarter as per work-plan: Assess how much of the program targets have been effectively implemented and whether the designated target audiences have been reached. This will constitute their task of undertaking routine process evaluation of IEC programs/activities.

6. Determine the need for undertaking an impact evaluation of the program. This will be a relatively longer-term involvement and other agencies (private and outside technical assistance) will participate in such activities. The evaluation consultant and the SIS/IEC evaluation person will provide necessary program support and also partly coordinate such an activity.

7. Undertake evaluation of all SIS/IEC media materials produced by the SIS/IEC Center or by private organization under contracts with the Center.
8. Monitor the on-going programs in television, radio and cinema in-order to assess the reactions of the target audience and suggest changes if needed.

9. Propose studies on assessment of job performance of specific IEC personnel, such as A.V. technicians, extension workers, local SIS/IEC officials.

10. Train the personnel in the Evaluation Section in the specific skills of evaluation and also propose their participation in formal training programs, both within and outside the country as and when needed.

11. The priority areas of evaluation are:

   a) Undertake pretesting of all proposed IEC materials to be produced by the SIS/IEC Center.

   b) Conduct an evaluation of all proposed training and orientation programs to be undertaken by the SIS/IEC Center or by other agencies for the SIS/IEC Center personnel.

   c) Assess the strengths and weaknesses of all on-going communication programs involving different media, materials and messages.

   d) Evaluate all programs conducted by the SIS/IEC Center at the community level.
### Detailed of Short Term Technical Assistance
#### January 1988 to December 1990

<table>
<thead>
<tr>
<th>Major Areas</th>
<th>Specific Functions</th>
<th>Number of Consultancies</th>
<th>Duration (Person Months-PM)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Training</td>
<td>Planning: Development of three-year long-term training plan including assessment of training needs, future requirements, determination of the areas of training, duration, place of training cost, etc. Plan will include short and long term training as well as local and foreign training.</td>
<td>1</td>
<td>3 PM</td>
<td></td>
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<tr>
<td></td>
<td>Curriculum Development: Different kinds of curricula will be needed for different courses: training of trainers, community education programs, correct use of contraceptives including new methods, design of mass media material, and other courses which will be identified on the basis of the needs assessment.</td>
<td>6</td>
<td>12 PM</td>
<td>The Consultant may provide guidance for more than one curriculum during a consultancy</td>
</tr>
<tr>
<td></td>
<td>Implementation: The consultants in this field will offer guidance in developing and selecting appropriate training tools, teach training techniques, field-based training and other modern techniques of knowledge and skill impartation as related to the job.</td>
<td>2</td>
<td>4 PM</td>
<td>These consultants will mainly demonstrate how to implement training programs effectively.</td>
</tr>
<tr>
<td>Major Areas</td>
<td>Specific Functions</td>
<td>Number of Consultancies</td>
<td>Duration (Person Months-PM)</td>
<td>Remarks</td>
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<tr>
<td>4. Impact of Short- and long-term training programs:</td>
<td>The consultant will inventory the different training programs, assess the utility of training on actual jobs, assess the retention of training contents, assess the utilization of trained personnel and make recommendations for curriculum modifications.</td>
<td>1</td>
<td>3 PM</td>
<td></td>
</tr>
<tr>
<td>Material Design</td>
<td>To inventory the available material suitable for different media like television, radio, printed material and messages as suited to target audience. The consultant will assist in using modern material pre-testing techniques. He/She will also assist in determining the quantity of material required for different sectors or population. He/She will particularly focus on assisting in the design and production of material for television, video film and printed material for different target audiences. Assisting in the assessment of the impact of different media and material on target audiences.</td>
<td>6</td>
<td>12 PM</td>
<td>Two consultants every year for 2 months each.</td>
</tr>
<tr>
<td>Target Audience Analysis</td>
<td>The consultant in this field will assist in identifying different groups of people in defined urban and rural areas using characteristics such as social status in the community, use of methods, status of use, source of inform-</td>
<td>2</td>
<td>6 PM</td>
<td>One consultant should go in at the beginning of the plan period and the others in the middle of 1989.</td>
</tr>
</tbody>
</table>
### Detailed of Short Term Technical Assistance
**January 1988 to December 1990**

<table>
<thead>
<tr>
<th>Major Areas</th>
<th>Specific Functions</th>
<th>Number of Consultancies</th>
<th>Duration (Person Months-PM)</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Audience</td>
<td>Information concerning F.P., categorization of reaction to different media, materials and contraceptives, relationship of socio-economic and demographic characteristics to the type of message, material and media.</td>
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<tr>
<td>Evaluation and Research</td>
<td>The evaluation consultant will guide the IEC Research Section in identifying the priority research areas suitable for program improvement, improvement of the research and evaluation methodology by imparting relevant skills. The consultant will assist in the Impact Evaluation being considered and will also assist the IEC staff to develop procedures and forms for continuous evaluation and feedback for different programs.</td>
<td>2</td>
<td>6 PM</td>
<td></td>
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<tr>
<td>Local Activities</td>
<td>Consultants in this area will guide the SIS/IEC program in designing innovative face-to-face programs, integrating mass media with interpersonal communication, developing a reporting system, formulating and implementing village-level groups, designing orientation workshops for local leaders and identifying potential candidates for training from local offices.</td>
<td>2</td>
<td>8 PM</td>
<td>One in the beginning of the plan and the other in the mid 1989.</td>
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</table>
APPENDIX E

SHORT TERM TECHNICAL ASSISTANCE

The evaluation team felt that the need for technical assistance to the SIS/IEC Center on a short term basis for 2-3 years is still needed in the following areas:

1. Training
2. Material design
3. Target audience analysis
4. Evaluation and Research
5. Local activities

The details of the functions and duration for the proposed technical assistance are enclosed. Some of the technical assistance can be obtained from amongst the qualified nationals.
APPENDIX F

ACTION PLAN FORMAT

In the debriefing meeting of December 6, 1987, one important suggestion was to prioritize the recommendations specifying the responsibility of each implementing unit. This is presented in the action plan format below. Under each major area, the recommendations are listed in order of priority.

<table>
<thead>
<tr>
<th>Recommendation by Priority</th>
<th>Implementing Unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. PROGRAM SUPPORT</td>
<td></td>
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<tr>
<td>1. Re-organization</td>
<td></td>
</tr>
<tr>
<td>1.1. Recruitment of three qualified Deputy Directors</td>
<td>SIS</td>
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<tr>
<td>1.2. Interaction between national consultants and respective sections</td>
<td>SIS/IEC</td>
</tr>
<tr>
<td>1.3. Placement of additional staff in the Training and Local Sections</td>
<td>SIS/IEC</td>
</tr>
<tr>
<td>1.4. Coordination with other public agencies in designing, producing and distributing mass media materials</td>
<td>SIS/IEC</td>
</tr>
<tr>
<td>1.5. Subcontracting with private agencies for designing, producing and distributing materials</td>
<td>SIS/IEC</td>
</tr>
<tr>
<td>1.6. Provision of additional funds, means of transportation and logistics to meet the expanding need of mass media and local activities</td>
<td>USAID</td>
</tr>
<tr>
<td>2. PROGRAM DEVELOPMENT</td>
<td></td>
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<tr>
<td>2. Training</td>
<td></td>
</tr>
<tr>
<td>2.1. Training needs assessment by objectives</td>
<td>SIS/IEC</td>
</tr>
<tr>
<td>2.2. Development of a comprehensive training plan</td>
<td>SIS/IEC</td>
</tr>
</tbody>
</table>
2.3. Design, development, and production of training manuals, materials, and tools. SIS/IEC
2.4. Design and development of training curricula SIS/IEC
2.5. Extension of management training to local level SIS/IEC
2.6. Training of SIS local office Directors as trainers/supervisors SIS/IEC
2.7. Training of pharmacists in family planning SIS/IEC, MOH, FOF
2.8. Assessing the needs for training abroad SIS/IEC
2.9. Designing research and evaluation projects with an in-service training component SIS/IEC
2.10. Development of a training manual for financial personnel SIS/IEC
2.11. Training on material distribution, packing, dispatching, record-keeping, and replenishing SIS/IEC

3. Mass Media

3.1. Development of common themes for multi-media approach SIS/IEC, NPC, MOH
3.2. Review of past studies for development of future IEC materials SIS/IEC
3.3. Review of past programs and materials SIS/IEC
3.4. Categorisation of communication programs and materials by purpose of use SIS/IEC

4. Planning

4.1. Organizing planning - workshop at the SIS/IEC national and local levels. SIS/IEC
4.2. Planning television programs depicting rural life and involving target audiences SIS/IEC
5. Research

5.1. Conducting research studies for target audience analysis

6. Technical Assistance

6.1. Making provision for short-term technical assistance in training, evaluation, target audience analysis, material design and local activities

7. Evaluation

7.1. Development of a comprehensive evaluation plan

7.2. Developing a monitoring system for IEC material distribution and replenishment.

III. PROGRAM IMPLEMENTATION

1. Material Production

1.1. Production of IEC material in sufficient quantities

1.2. Pretesting of IEC materials by objective and target audience

1.3. Design and production of pictorial material for illiterate population

2. Local Activities

2.1. Organizing support groups in village, urban localities, factories for sustained family planning motivation

2.2. Strengthening local support groups with A.V. equipment, material and incentive

2.3. Integration of mass media and face-to-face communication in local activities
3. Material Distribution

3.1. Development of a comprehensive material distribution plan by target audience

3.2. Identifying and listing all local points and contacts for material distribution

4. Other Programs

4.1. Designing and implementing family planning innovative programs for communication

4.2. Use of university students and family planning motivators in their communities during vacation

4.3. Awarding contract to private agencies for specific activities (including planning, design, and implementation.)
Organizations, Offices and Agencies Visited

1. Academy for Educational Development (AED), Washington, D.C., USA
2. United States Agency Internal Development (USAID), Cairo, Egypt
3. World Health Organization, Cairo, Egypt
4. United Nations Fund for Population Activities (UNFPA), Cairo, Egypt
5. State Information Service (SIS), Ministry of Information, Government of Egypt, Cairo
6. Ministry of Health, Government of Egypt, Cairo
7. National Population Council, Cairo, Egypt
8. Hospital Foundation, MOH, Cairo, Egypt
9. Family of the Future, Cairo, Egypt
10. Team Misr, Cairo, Egypt
11. Corporation for Development Communication, (CDC) Cairo, Egypt
12. SIS Regional Office, Mansoura, Egypt
13. SIS Regional Office, Alexandria, Egypt
14. Nile Centers, Ministry of Information, Cairo, Egypt
15. Fawzi Maaz Hospital, Alexandria, Egypt
16. Boulaq Community Youth Center, Cairo, Egypt
17. Tukh Al-Aklam Community Center, Mansoura, Egypt
18. Beni Suef, Egypt
19. Ckay Village, Beni Suef, Egypt
20. SIS/IEC Centers, Head Office, Cairo, Egypt
APPENDIX H

Persons Interviewed

MINISTRY OF INFORMATION

1. H.E. Dr. Mamdouh Beltagi, Chairman, SIS
2. Mr. Galal El-Rashidi, Director SIS/IEC Center
3. Mr. Mohammed A. El-Tohamy, Mass Media Consultant, SIS/IEC Center
4. Mr. Mohammed Hashem M. Moursi, Planner/Designer, Consultant, SIS/IEC Center
5. Dr. Mokhtar Mohammed Fouad Abo El-Kheir, Research and Evaluation Consultant, SIS/IEC Center
6. Dr. Yasin Ahmed Lashin, Research and Evaluation Consultant, SIS/IEC Center
7. Mr. Mahmoud Sumaida, Training Section, SIS/IEC Center
8. Mrs. Rafia Yousaf, Local Activities Section, SIS/IEC Center
9. Mrs. Magda El-Howary, Television, SIS/IEC Center
10. Mr. Abd El Moneim Mohamed El-Kasabi, Finance Section, SIS/IEC Center
11. Mr. El Sayed Shaban El Sayed, Public Relations Office, SIS/IEC Center
12. Mr. Mohamed El-Aadi Farghali, Audio-visual, SIS/IEC Center
13. Mr. Mustafa Attiya, Press Section, SIS/IEC Center
14. Mr. Mohamed Juma Iffat Mowari, Press Section, SIS/IEC Center
15. Mrs. Affifa Fahmeen, Radio Section, SIS/IEC Center
16. Mrs. Nafeesa Mustafa, Research Section, SIS/IEC Center
17. Mr. Yahya Mursy, Administration Section, SIS/IEC Center
18. Mrs. Saher Abaza, Television, SIS/IEC Center
19. Mr. Azhar Abdel El-Hafiz, Press and Publication Section, SIS/IEC Center
20. Mr. Mohamed Samy Taha Sultan, Public Relations, SIS/IEC Center
21. Mr. Saeed Younis, Information, SIS/IEC Center
22. Mrs. Tawfik Bishbishi, Secretary of Director, SIS/IEC Center
23. Mr. Mustafa Khaled Etaiba, Follow-up, SIS/IEC Center
24. Mr. Umar Ibn Khatab, Stores, SIS/IEC Center
25. Mr. Mahmoud Diab, Director, SIS Local Office, Mansoura
26. Mrs. Rafia Helmis, Regional SIS Office, Alexandria
27. Mr. Ahmad El-Badri, Regional SIS Office, Alexandria
28. Mrs. Amal Hamdi, Regional Director, SIS Office, Alexandria
29. Mr. Shakir Subahi, Hizul Waqf, Cairo
30. Mr. Ahmad Mukhtar, Television, Cairo
31. Mr. Ahmad Rushdi, Television, Cairo
32. Mr. Mohamed Fadel, TV Director, Alexandria

MINISTRY OF HEALTH (MOH)

33. Dr. Mushira El-Shafii
34. Dr. Nabil A. Aziz
35. Dr. Samir Mohamed

UNFPA

36. Mr. Bal Gopal K.C., Deputy, Representative

WHO

37. Mrs. Aisha Hitata

FAMILY OF THE FUTURE

38. Mr. Effect Ramadan
39. Miss Mushira Qadi

NATIONAL POPULATION COUNCIL (NPC), CAIRO

40. Dr. Fawzi A. Ghani
41. Mr. Guirguis Rizk Assad
42. Mr. Wadiat A. Rizk

CENTER FOR DEVELOPMENT COMMUNICATION (CDC), CAIRO

43. Dr. Farag Elkamel
TEAM MISR, CAIRO

44. Dr. Mohamed Ismail Youssef
45. Mrs. Abla Zidan

HOSPITAL FOUNDATION

46. M. Sameer Fayyad

SIS LOCAL OFFICES/VILLAGES

47. Mr. Hajarhyat, Head of Village Council
48. Mr. Ahmad Shaishan
49. Mr. Mohamed Mahally, Director Local Office

ACADEMY FOR EDUCATIONAL DEVELOPMENT (AED)

50. Mr. Mark Lediard
51. Dr. Michele Lioy
52. Ms. Andrea Usiak
53. Ms. Sabayna Ballard
54. Dr. Richard Burke (previously Field Manager for AED, now at Indiana University)

USAID, CAIRO

55. Mr. Terry Tiffany
56. Mrs. Charlotte Cromer
57. Mrs. James Laudato
58. Mrs. Laila Stino
59. Mr. Torhan Noury

OTHERS - COMMUNITY INFLUENTIALS, EXTENSION WORKERS

60. Mr. Osama Anwar Okasha, playwright
61. Dr. Nabil Yousaf, Al-Azhar University
62. Dr. Suzamel Maghloub, medical doctor
63. Shaykh Taha Abdul Salam, religious leader
64. Dr. Bernard, medical doctor
65. Dr. Amin Mohamed Fattah, medical doctor
66. Dr. Mohamed Abd Salam, medical doctor
67. 10 local level officials including from Ministry of Social Affairs were interviewed by The team.
68. 15 village and urban men and women were interviewed.
PLACES WHERE MEETINGS WERE HELD

1. AED, Washington
2. USAID, Cairo
3. SIS, Cairo
4. SIS/IEC Center, Cairo
5. SIS local office, Cairo
6. Bulaq Youth Center, Cairo
7. SIS local and regional office, Mansoura
8. Community Center, Tukh Al-Akhlam village
9. SIS regional office, Alexandria
10. National Population Council (NPC), Cairo
11. Ministry of Health - FP Project, Cairo
12. Liaison Office, WHO, Cairo
13. UNFPA, Cairo
14. Hospital Foundation of Cairo
15. SIS local office, Bani Suef
16. Meeting in the house of a rural of opinion leader, Ckay village, Bani Suef
17. Pediatric Hospital, Maaz, Alexandria
18. Nile Center, IET, Ministry of Information, Alexandria
19. Communication Development Center (CDC), Cairo
20. Family of The Future, Cairo
21. Team Misr, Cairo
22. Faculty of Mass Communication, Cairo University
23. Students Seminars, Cairo SIS office
APPENDIX J

DOCUMENTS AND PUBLICATIONS

1. Population, Housing and Establishment Census 1986, Arab Republic of Egypt
2. Egypt, Facts and Figures
3. Fertility and Family Planning in Egypt 1984
4. USAID's Population Program in Egypt: Assessment and Recommendation, February 1986
5. Research Brief for Family Planning TV Social Drama, March 1987
9. Letter of Dr. Richard C. Burke on end of term project assessment, July 1986
14. Population Information on Egypt, UINFPA, Cairo
15. Project Profiles, Clearinghouse on Development Communication, Washington, D.C
16. Request for Proposal for SIS and The Production of Television Spots IEC Center
18. Important correspondence between AED and SIS/IEC Center
19. Booklets and pamphlets printed by the SIS/IEC Center
APPENDIX K

IMPORTANT IEC AV MATERIALS

1. Moheeb Cartoons: 6
   1. Waheed
   2. Abu Kitier
   3. Rumors
   4. Forgetting the pills
   5. Advantage of a small family
   6. Having advice from doctors not neighbors

2. Americana Spots: 2
   1. Aziza and her mother
   2. The doctor and the ambulance

3. Short films/movies
   1. Set El Dar (lady of the house)
   2. Egyptian women
   3. A story from Qaha

4. Feature film
   1. Feature film of 120 minutes duration on a lady physician's diary (not produced with the budget of the Center) under production.

5. Video films
   1. Cairo...why (under production).

6. Printed material
   15 booklets, pamphlets and leaflets produced by the SIS/IEC Center on the population problem, family planning methods, contraceptive indications and the religious viewpoint on family planning have been reviewed.
APPENDIX L

EVALUATION

SCOPE OF WORK

a) Introduction

The evaluation will review and discuss objectives one and four of AED's contract with USAID. By focusing on these objectives, the evaluation will be focusing on AED's role as technical assistant to the SIS/IEC Center and will be examining the bulk of the contractor's activities. As explained below, the other three original objectives resulted in a very small volume of activities, not because the contractor chose to ignore them but because of changes in the population political situation. A brief discussion of why objectives two, three and five will not be included in this evaluation follows for each objective.

- Objective 2: "Assist IEC user organizations (except FOF) to develop the capacity to assess and express their IEC needs, and to effectively procure these needs through outside source such as SIS and private advertising agencies."

Early in the contract, it was decided that AED should concentrate on assisting SIS. This is documented in the project files.

- Objective 3: "Assist SIS to develop the capacity to respond competitively to the IE&C material needs of other organizations."

The Academy has assisted SIS to develop new procedures to use the private sector expertise and to contract with the private sector. In addition, AED has assisted SIS in developing mechanisms that facilitate its cooperation with other agencies. In addition, SIS materials are being used by other agencies. However, the climate has never been such that it was possible for SIS to produce materials on request for other agencies.

- Objective 5: "Advise USAID/Cairo regarding its response to requests for IEC grant funding, training and procurement approvals from SIS and other Egyptian organizations. Assist such organizations to improve proposal development and institutional capacities."

USAID only asked AED on a few occasions for its advice on requests for IEC grant funding, training, and procurement approvals. This activity represented only a minor function for the contractor. During the first year of the contract, some proposals were developed but because of the population political climate could not be implemented and were set aside (this is documented in project files). Later, as it is mentioned in the discussion of Objective 1, it was decided that AED should concentrate on assisting SIS.
b) **Key Questions**

For each of the objectives to be reviewed, key questions which need to be addressed are listed below.

**Objective One: "Assist SIS to improve its management capacity to plan, coordinate with other organizations, and implement a comprehensive IE&C strategy".**

- **Strategic planning and management by objectives:** How is SIS developing the objectives for its workplan? How is the SIS workplan developed? To what degree does SIS take other organizations into consideration when developing its workplan and its annual IE&C strategy? Are reporting mechanisms put in place to assist monitoring the project useful to AID? To SIS? Does SIS plan to have a good media mix? In the plan are the various media coordinated and reinforcing each other? Does the interpersonal communication plan reinforce the mass media plan?

- **Work scheduling/management interaction with staff:** How are quarterly action plans developed for work scheduling? How does management inform staff of activities to be carried out? How much input has the staff in work scheduling? Do activities adhere to the plan?

- **Management training and organizational development:** How were individuals who received management training selected? Is there a training plan for management training received by the IEC Center employees? By the local information office? Have management practices improved? At the central level? At the local office level? What is the impact of the designer/planner expertise on management of the Center? Has it assisted the director of the Center? Is there a need for a new management training needs assessment?

- **Procedures for using private sector:** Are SIS procedures for contracting with the private sector adequate? Should procedures be spelled out more clearly? Does SIS used the private sector expertise efficiently?

- **Uses and techniques of marketing research and pretesting methodology:** Does SIS use techniques of marketing research? Does SIS pretest all its IEC materials? What methodology do they use? What does SIS do with pretest results? What are the target audiences SIS uses for its pretest?

- **Material design:** How does SIS develop its materials? Films? TV spots? Radio spots? Radio social drama? Promotional materials? Is the materials development process adequate or should SIS use a different process? Are the materials developed of high quality? Are they adapted to their primary target audience? Are they acceptable to all audiences?

- **Organizational development:** Has SIS developed an organizational structure that matches SIS's functions, e.g. broadcast (radio and TV), press, print materials, face to face communication, and research? How do the consul-
tants—media experts and researchers—contribute to the new organizational structure? How does SIS use its young experts? Is SIS training staff to replace the consultants? Is SIS getting closer to graduating from the need for technical assistance?

- **IEC training:** Does SIS personnel have training objectives? Is there a tracking system to assist them in their achievement? Is there an IEC training plan? For the IEC Center? For local information offices? How useful to SIS IEC activities has the IEC training of the IEC Center staff and the local information office been? Is a new IEC training needs assessment necessary?

- **Soap Opera:** Is work on the Soap opera progressing satisfactorily? Has the necessary research been done?

- **Objective 4:** Assist SIS to improve its financial management capability.

- **Cash Flow:** Does SIS track its cash position effectively? Does SIS prepare its cash requests in time to avoid lack of funds?

- **Training:** Did staff receive training in accounting? In financial management? What type of training is still necessary, if any?

- **Implementation of recommended changes:** Did SIS implement changes which make its accounting compatible with the budgeting mechanisms of the Center? Are the books set up in a way which makes it easy to prepare financial progress reports? Cash reports?

- **Cost tracking:** Is it possible for SIS to track level of spending for any particular item? For material production? For administrative expenses? For equipment purchase?

In addition to these key questions which relate directly to Objectives 1 and 4 of AED's contract, the following three questions should be addressed:

- **Coordination with Other Family Planning Agencies:** Is the IEC coordinating committee, created by SIS to review media products, effectively ensuring coordination between agencies? E.g., Are the messages complementary? Do they reinforce each other? Or do they contradict each other? Is there an underlying theme followed by all agencies? Should another mechanism replace this committee? Is the membership of this committee too large? Too narrow?

- **Countrywide material distribution:** The SIS/IEC Center distribute directly some of the materials it produces—print, promotional, video—but the bulk of these materials is distributed through its local offices. How are the materials distributed to local offices? Is the lag time between production and distribution too long? Are different materials distributed differently? Should a different distribution system be set up? If so, what would the SIS/IEC Center need to implement this new system? At the local level, how
are SIS materials distributed? Are they distributed to clinics and pharmacists systematically? What would be necessary to improve the existing system?

Local office activities: Local office activities are a new emphasis in the SIS/IEC program. SIS's 54 local offices have the potential to reach a large audience. Some of the local information officers have been trained in IEC and face-to-face communication, but their activities have never been evaluated. How do local offices organize meetings and seminars? How are they informed of the themes to use to promote family planning? Do their activities reinforce media activities? Who are their target audiences? Are their meetings/seminars interesting, informative, accurate? Is the monitoring/supervising system set up by the SIS/IEC Center adequate? Do they receive enough support from the IEC Center? Is there a feedback mechanism for the local offices to communicate back with the IEC Centers?

All of the above questions should be answered in terms of SIS performance and, for each, AED's TA role should be examined. An assessment of the amount, type and quality of the TA provided by AED will permit the evaluation team to make recommendations to USAID/Population Office regarding future TA needs, type of TA (ongoing versus specialized for specific tasks) and mechanisms to provide logistical support and liaison should be examined. Finally, the team should assess whether TA can be gradually decreased over the next three years or whether the present level should be maintained.

The evaluation team should also make recommendations with regard to future activities to be funded, media mix, message strategy for future campaigns and degree of cooperation necessary between agencies.