

REVISED EDITION.

EASTERN AFRICA REGIONAL OFFICE

Draft Regional Recommendation

PROJECT FOR TRAINING IN COMMUNICATIONS

FOR  
SOCIAL DEVELOPMENT

Eastern and South-Central Africa

Three and a Half Year Project

UNICEF PROJECT \$624,610

PROGRAMME SUBMISSION - REGIONAL PROJECT, EASTERN AFRICA

"TRAINING IN COMMUNICATIONS FOR SOCIAL DEVELOPMENT"

JUNE 1981 TO DEC 1984

FUNDS REQUESTED - US \$624,610

1. Objectives of the Project

To improve community action for the benefit of mothers and children through basic services (health, water supply, nutrition, women's programmes, etc) by strengthening the training of extension workers in the skills of inter-personal and group communications through a programme of regional cooperation based on existing resources within the region and eliminating the present dependence of countries in the region on overseas models and institutions.

In operational terms, the objectives are to institutionalise the collection, development and testing of suitable methods of instruction and curriculum materials in inter-personal and group communications within the region and to promote their introduction into the training programmes for extension staff already being conducted by the countries through a series of phased activities.

2. Description of Activities

Activities will be carried out at three levels: regional, sub-regional and country.

3. Regional activities will centre on a core of staff based at the East African Regional Headquarters. This will comprise of the Project Co-ordinator and an Assistant Co-ordinator who will also combine the

duties of the Material Resources Development Specialist. This core regional staff will work very closely with the UNICEF, P.S.C. and Programme Officers within the region in co-ordinating country workshops as well as the remaining sub-regional workshop planned for March 1983 at Addis-Ababa, Ethiopia. The core regional staff will also work closely both at regional and country level with the following institutions within the region:-

Schedule A

1. The Institute of Adult Studies (IAS), University of Nairobi, Kenya.

2. The Centre for Continuing Education, University of Zambia. Lusaka, Zambia.

The regional project office will be in close consultation with the UNICEF Country Offices and the above named institutions to identify in what specific area an institution will participate. For example; dissemination and production of curricula material, consultancy, publication, filming and any other functions that may be identified.

Schedule B

The following additional institutions have been identified as collaborators in the programme.

- ✓ 1. Ministry of Economic Planning and Development. Kenya.
- ✓ 2. The Adult Education Advisory Board, Ministry of Education and Culture, Zambia.
- ✓ 3. Department of Extra Mural Studies (DEMS), University of Swaziland.
- ✓ 4. Lesotho Distance Teaching Centre.
- ✓ 5. Institute for Development and Management. University of Botswana.

6. Post Basic Health Training Section. Somalia.
7. School of Administration, University of Mauritius.
8. University of Zimbabwe Adult Education Department.
9. Education Mass Media. Ethiopia.

Training experts will be drawn from the institutions both in schedule A and B. The aim here is to localise communications training experts as much as possible.

- (a) A UNICEF programme co-ordinator and his staff based at the E.A. Regional Headquarters will be the regional administrative and co-ordinating centre to co-ordinate the regional, sub-regional and country activities including advisement and co-ordination of curriculum development and production. Co-ordination of training of trainers and Extension Workers as well as Community Workers in skills and strategies of communications for Basic Services. Training of country co-ordinators, monitoring and evaluation of the programme, liaising with funding organisations.
  - (b) At regional level there will be a training course for 30 days in the early part of the project for coordinators or organisers selected from 14 countries - a full programme to acquaint them with all the concepts relevant to communication for social development, with the emphasis on inter-personal and group communications, plus programme administrative skills. A second regional training course, or workshop, will be held for the same country co-ordinators at the mid-point (November 1983) of the project to review its directions.
4. The regional centre will co-ordinate the general organisation of the sub-regional and country level courses discussed below, including identification of outstanding lecturers and resource persons from within the region.

Sub-regional activities will focus on the training of key trainers from smaller groups of countries to be carried out at three or four collaborating institutions in countries of the region. The sub-regional workshops will be designed to prepare trainers to return to their own countries to run in-service workshops for extension staff and to help improve the pre-service training of extension staff in inter-personal and group communications.

Training materials and curricula will be supplied by the project through the above identified collaborating institutions. Country co-ordinators will also provide the organisational and training expertise in addition to sub-regional workshop participants.

Country activities: The ultimate object of the project is to strengthen the training of extension staff to act as organisers and promoters of community action for development through popular participation. While the project cannot cope directly with more than a very small fraction of in-country training needs in this respect, it will cater to these needs by the training of trainers at the sub-regional level, by making available appropriate materials and syllabi and by sponsoring training courses in a few countries to demonstrate in depth how extension staff may be trained in inter-personal and group communications. The training methodology developed with project funds will be applied to other countries of the region with funds from country submissions.

All countries in the region are presently devoting substantial resources to extension staff training. UNICEF's own country programmes include substantial training components, as do programmed supportes by

other agencies (UN, bilateral and NGO). The country level training envisaged in this project is seen as a starting point to mobilise these other resources for training of extension staff in communication skills; a process which would be pursued by UNICEF and Governments in their country plans as the project progresses.

The in-country training courses will be carried out at national or sub-national centres close to field areas, if possible on an intersectoral basis. Feedback from these in-country courses will play an important role in formative evaluation of the project as a whole.

The type of fully fledged in-country training foreseen as being developed as a result of the project would include:

- identification of communities' learning needs leading to extension agents' training requirements in order to equip them to help solve communities' needs.
- formulation of training curricula, development, testing and adaptation of core training materials and aids to suit local conditions and clientele groups.
- implementation of plans for training trainers and the next level of extension agents in regular institutional pre-service courses and ad hoc inservice reorientation of staff in the field. Assistance to run the country train the trainer workshops shall be sought from the two identified centres within the region.

- monitoring, follow-up and evaluation of programme impact and effectiveness in the communities as well as observations of the agents' use of skills and their behaviour. The evaluation will be undertaken by the national coordinator assisted by several selected sub-regional consultants and programme staff from the Regional Resource Centre.

#### Plan of Action

The regional project will be based on preparatory activities which are already in hand. Funds for the development of this sub-mission were made available during 1980 from the UNICEF Interregional Fund for Planning.

Under IFP funds, extensive discussions were held in 1980 with governments and training institutions in the 12 principal countries of the region. About 150 senior medium-level government officers and officers of NGO, UN, etc were contacted. All were keenly interested in improving the effectiveness of their field extension cadres through a programme of regional cooperation in communication training. A core curriculum outline was developed by experts at the IAS. Two special international consultations were held; one with experts in the field of training and one with government policy makers and planners. The present submission is based on the results of these discussions and consultations, at which the proposals drafted by the UNICEF Regional Office were considerably modified.

In the first half of 1981, preparatory activities will continue, particularly in regard to the development of curricula and core materials, in cooperation with the IAS. Copies of the draft curricula will be printed and widely circulated to all those who have been consulted.

5. Project activities proper will start with the recruitment of a UNICEF Project Coordinator, who will be assisted by an Assistant Co-ordinator/ Material Resources Development Specialist, and a Secretary.

The schedule of activities shows the subsequent plan of operations as it will develop. Note that experimentation with the adaptation of curricular materials and testing of these materials will begin at the country level almost immediately. Also note that there will be two sub-regional workshops, one in 1982 and one in 1983.

The following is a summary of the training courses and workshops to be conducted:

#### Regional Courses and Workshops

In 1981 one four week training course for 14 country coordinators/organisers.

In 1983 the second course for 14 country coordinators (two weeks). (To process a mid-point review and to plan new directions).

In October-November 1984 - Terminal Evaluation.

#### Sub-Regional

1982 - One workshop for training teams: 20 participants over four weeks.

1983 - One workshop for training teams: 20 participants for four weeks.

#### In-Country Activities

1982 - 3 Workshops - 30 persons each for 20 days each

1983 - 3 workshops - 30 persons each for 20 days each.

1984 - 2 workshops - 30 persons each for 20 days each.

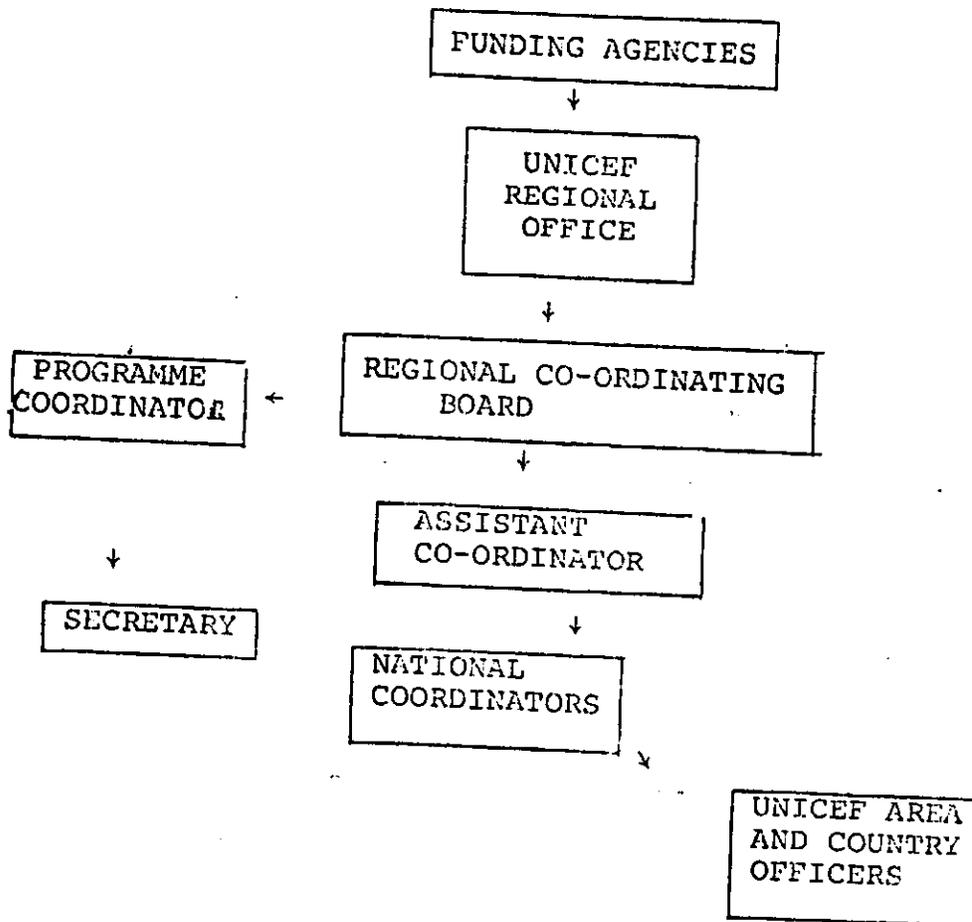
6. Programme Administrative Structure

Research and consultations carried out between July and October 1980 clearly showed that previous ad hoc communications training has created great demand for communications training that cannot be satisfied without a structured follow-up programme. At the training experts' consultation and the policy makers' workshop the following administrative structure was developed:

- (a) UNICEF Project Co-ordinator and his core staff based at the Regional Headquarters, plus the two identified resource centres within the region shall administer and advise on regional and sub-regional training activities including curriculum development and adaptations, training of national co-ordinators, sub-regional training of trainers, monitoring and evaluation of programme, liaising with funding organisations, UNICEF regional and country offices.
- (b) The Assistant Co-ordinator/Material Resources specialist shall be responsible to the Project Co-ordinator and shall assist the latter in the administration of the programme.
- (c) Two or three revolving sub-regional resource centres, as venues for sub-regional training of trainers, using consultant resource people to carry out the training, adapt and develop core training curricula and materials.
- (d) National communications training coordinators appointed by governments from ministries coordinating training and manpower development to organise and coordinate in-country training. Training personnel will be teams of trainers already trained in the sub-regional resource centres.

- (e) A regional Co-ordinator's Board to facilitate the coordination planning and decision making. The board which will meet whenever necessary will include the Chief of CIS, EARO, Programme Co-ordinator, representatives of other funding agencies that may participate and any other consultants invited on an ad hoc basis.
- (f) UNICEF Area/Country Representatives will assist in the administration of country level activities.

ORGANISATIONAL CHART \*



\* The diagram reflects relationships between various people and not hierarchical order.

7. Financial Arrangements

1. UNICEF financial inputs will be administered by the coordinator. The coordinator will liaise with UNICEF's area C.I.S. Nairobi and country offices for disbursement of funds for sub-regional and country activities.

Strategies for Monitoring/Evaluation

It is planned that monitoring of on-going activities will be organised to involve the project staff from the UNICEF Regional Centre as well as from the two identified resource centres within the region. This will involve the observation, and documentation of the process and problems of implementation of the sub-regional and in-country activities. Sometimes it will be found financially as well as logistically convenient to assign a local consultant who is familiar with the country's programme to report on a local workshop rather than sending an official from the UNICEF Regional headquarters.

6 SCHEDULE OF ACTIVITIES

	1981	1982	1983	1984
REGIONAL RESOURCE CENTER	July - Dec.	Jan. - Dec.	Jan. - Dec	Jan. - Dec
	July-preparation for national coordinators' course	- Feb-Consultancy at inter-country workshop 1	- Production of core curriculum materials (on-going)	- Monitoring of national training activities
	Aug/Sept Coordinators course ( 4 weeks )	- Monitoring/documenting inter-country and country activities.	- Consultancy/monitoring of inter-country and country activities.	- March-Consultancy at inter-country workshop.
INTER-COUNTRY ACTIVITIES	- On going dev. of training	- Monitoring of national training activities	- Nov-Mid Point Project Review	- Monitoring of country activities
	July-Dec-Arrangements with Participating institutions	- Feb-inter-country workshop (4 weeks)	- Jan-Dec-Consultancy at national workshops	- Jan-Dec-Consultancy at national workshops as required
COUNTRY ACTIVITIES	July- Selection of National Training Coordinators	- March-Dec - Consultancy National workshop as required	- Feb- Inter-country Workshop	Consultancy at national workshops as required
	Aug-Dec -Trying out core curriculum	- Jan - Selection of participants to inter-country workshop.	- Jan-Dec 4 national workshops	- Jan-Dec 4 national workshops at appropriate times.
		- March-Dec - 3 national workshops	- Nov- Project Mid-point evaluation	

At the country level the country coordinators will be in charge of monitoring, evaluating and documenting the programme impact and effect on training institutions, extension agents and community members. A uniform proforma for their guidance has been suggested which includes the following items:

- (a) The extent to which the community will adopt extension messages in provision of basic services, e.g. health, sanitation, food, water, etc.
- (b) The effectiveness of extension workers in playing the role of facilitators; helping the community to acquire skills, knowledge and develop attitudes conducive to bringing about desirable change.
- (c) The extent to which curricula of training institutions will incorporate content areas capable of equipping extension workers with skills which will enable them to be facilitators and animators, rather than imposers of ideas.
- (d) The use of approaches, methods and materials which involve the learner and enable him to become a community facilitator and animator.
- (e) The extent to which institutions in the region are sharing resources, experiences and expertise.
- (f) The level of awareness among policy makers on the role of training in social development as evidenced by how far they are able to provide guidance, formulate training policies, plan and provide financial and material resources as well as advocate training.

A two weeks mid-point curriculum review workshop is planned to take place at Addis Ababa, Ethiopia to bring together the country coordinators. During this meeting they

will report on the achievements of the programme up to the time; they will examine the problems encountered in implementation and report on any new or emerging learning or training needs and help in replanning the subsequent activities.

An end-of-programme evaluation is scheduled from October-November 1984. It will be coordinated from the Regional Resource Centre and will be undertaken by the Programme Coordinator assisted by the country coordinators. The Programme Committee will design a suitable instrument and methodology to be communicated to the participating countries for approval prior to the exercise.

8. Budget Statement

See tables over page.

REVISED BUDGET STATEMENT

REGIONAL ACTIVITIES

	Mid 1981	1982	1983	1984	TOTAL
<b>1. PROJECT STAFF</b>					
(a) Salary of Project Co-ordinator	20,000	40,000	25,000* <sup>1</sup>	* <sup>2</sup>	85,000
(b) Salary of Asst. Co-ordinator	10,000	30,000	15,000* <sup>1</sup>	* <sup>2</sup>	55,000
(c) Salary for Secretary	2,000	5,600	5,600	* <sup>2</sup>	13,000
<b>2. COSTS OF COLLABORATING INSTITUTIONS AND THE REGIONAL HEADQUARTERS</b>					
(a) Mileage for official trips	1,000	2,000	2,000	2,000	7,000
(b) Materials	2,000	2,000	2,000	1,000	7,000
(c) Mileage for official trips at Regional Headquarters	1,000	2,000	2,000	1,000	6,000
Sub-Total (1)&(2)					<u>173,000</u>
<b>3. FIELD SUPPORT TO COUNTRY ACTIVITIES</b>					
(a) Fares 14 trips @\$800 each for Regional Co-ordinator	800	1,700	1,700	* <sup>2</sup>	4,200
(b) Perdiems 14 trips X 40 days @ \$65 for Regional Co-ordinator	2,600	5,800	5,800	* <sup>2</sup>	14,200
(c) Collaborating Insts. staff consultancies	5,000	10,000	10,000	10,000* <sup>3</sup>	35,000
(d) Fares for travel for Asst. Co-ordinator/Consultants @ \$300 each trip	1,600	3,600	4,000	4,500	13,700
(e) Perdiems/Consultants' travel 2 X 30 days @ \$65	1,950	4,400	4,900	5,500	16,750
Sub Total (3)					<u>83,850</u>

NOTES

- \*1 Since the IAS will no longer take over the project and the costs, UNICEF has to fund this element.
- \*2 The same comment as for \*1 i.e. the Regional Office will continue to fund the project. Alternatively, country programmes can take over.
- \*3 Emphasis will now be place on country activities with collaborating institutions taking on more co-ordinating responsibilities but with UNICEF funding.

	Mid 1981	1982	1983	1984	TOTAL
<b>4. COURSES</b>					
(a) Subsistence / Accom Course 1 \$20 X 30 days X 14 participants	8,400	-	-	-	8,400
(b) Evaluation - \$20 X 14 days X 14 partici- pants	-	-	3,920	-	3,920
(c) Books /Allowa- nces:- 14 participants X \$5 X 44 days	2,100	-	980	-	3,080
Sub Total (4)					15,400
<b>5. FARES FOR PARTICIPANTS</b>					
(a) Courses 1 (14 participants @ \$800)	11,200	-	-		11,200
(b) Evaluation (14 participants @ \$800)	-	-	11,200		11,200
Sub Total (5)					22,400
Grand Total for Regional Activities					294,650
<b>INTER-COUNTRY ACTIVITIES</b>					
<b>6. Consultancies and Accommodation</b>					
(a) Consultancies \$3000 per workshop		3,000	3,000	-	6,000
(b) Materials \$ 1000 per workshop	-	1,000	1,000		2,000
(c) Accommodation \$20 X 30 parti- cipants X 20 days		12,000	12,000	-	24,000
(d) Fares - \$200 X 20 participants		4,000	4,000	-	8,000
(e) Allowances - \$10 per person per day X 20 participants X					

	1981	1982	1983	1984	TOTAL
(f) Local transport estimated at \$2000 each workshop	-	6,000	8,000	8,000	22,000
(g) Faculty fares \$600 X 3 persons = \$1800 per workshop	-	5,400	5,400	7,200	19,800
(h) Faculty accommodation \$20 X 3 persons X 21 days = \$660 per workshop	-	1,980	2,640	2,640	7,260
Grand Total of Inter-Country Activities					93,460
	NOW/s	3W/s	4W/s	4W/s	
<u>COUNTRY ACTIVITIES</u>					
7. Consultancies to country workshops @ \$3000 each	-				
8. Accommodation \$20 per day per person X 35 persons X 20 days = \$14000 each	-	42,000	56,000	56,000	154,000
9. Materials estimated at \$1500 each	-	4,500	6,000	6,000	16,500
10. Mid point Evaluation @ \$3000 each X 11 countries	-	-	33,000	-	33,000
11. Terminal Evaluation \$ 3000 each X 11 countries	-	-	-	33,000	33,000
Grand Total for Country Activities				33,000	236,500
Great Grand Total					624,610

EXPLANATORY NOTES ON THE SUBMISSION

1. Relation of Project to Situation of Children

In recent years almost all the countries of the eastern Africa region have come to accept the idea of "growth from below" with the concomitant guiding principles of community involvement and popular participation. UNICEF advocacy of the basic services approach and the primary health care approach, both based on community action, thus fall on sympathetic ears. The major problem in implementing these strategies is that existing extension cadres are not trained to work as community mobilizers. If the needs of the children are to be met through community involvement and popular participation, extension workers in various fields related to child welfare must be given systematic training in interpersonal communication, community organisation, group dynamics and the art of listening to the communities' own views. Experience in several African institutions indicates that these are skills that can be taught.

The situation of children in the region is that the needs of the vast majority, in regard to health, nutrition, better family living, etc, are not being met because existing services are in-adequate to reach them without much greater community participation and involvement. Training of extension in the skills mentioned, therefore, is a powerful tool to meet the needs of mothers and children. The project as described in the submission aims to inaugurate such training through an Africa-based programme based on local institutions and resources.

2. General Strategy

(a) The proposed project is part of a long-range strategy improve the training of extension staff in communications skills for basic services. The ad hoc international workshops and training courses of the past few years plus the intensive consultations of 1980 may be termed the "Advocacy" stage.

(b) The project herein described will concentrate on strengthening regional cooperation for the development of sound resource bases identified within the region, thus lessening countries' dependence on European and North American models. Coextensively with this, activities will be launched in the eleven countries which are keenest to get started. This will be the "tooling up" and action-research stages, culminating in a mid-term evaluation in early 1983.

(c) The final two years of the project (mid 1983-1984) will concentrate on extending training activities to other countries and preparation to incorporate training in communication skills into the curricula of the wide range of training institutions encountered in the different countries.

(d) At the conclusion of the project, the two training institutions will be resource as well as co-ordinating centres for the project. Some form of liaison between UNICEF and the resource centres will have to be maintained through country and programme officers.

(e) For UNICEF, the follow-up task will be to work with individual governments to strengthen their communications training on a wider basis in extension institutions, based on the results of the project, the assistance then to be built into country programmes.

(f) The whole strategy is aimed at gearing country training systems towards a more integrated, people-oriented and pragmatic approach thus making better use of existing funding for training and extension. By employment UNICEF, acting as a catalyst, will be able to "stretch" the value of its contribution which thereby will be highly cost-efficient.

### 3. Programme Feasibility

The feasibility of this programme depends on:

(a) The r . . . . .

trainers curriculum and the three other indentified institutions i.e. The Centre for Continuing Education - University of Zambia, The Department of Adult Studies, University of Simbabwe and the Department of Education Mass Media, Ministry of Education, Ethiopia; providing the consultancy leadership. The four institutions should also develop the necessary core training materials for use in workshops. The project Co-ordinator and his staff shall monitor and co-ordinate the development of this curriculum and the training materials by close liaison with the four resource centres.

(b) Willingness of countries to participate in identifying trainers and releasing them, allocating time for in-service training of extension workers, modifying pre-service curricula.

(c) Availability of in-country institutions willing to adapt training materials from core materials, participate in testing and modification, provide feedback to the four resource centres and provide venues for sub-regional courses.

#### CONSTRAINTS

(a) From the beginning, the Institute of Adult Studies of the University of Nairobi had identified itself with the project preparation. This in turn led to a firm commitment on the part of the University to build up staffing and facilities at the IAS to handle this part of training on a regional level on a longerterm basis. However, experience in the first eight (8) months' of the project's existence has shown that the University for one reason or another could not fulfil the staffing requirement. This relegated the IAS to merely a consultancy centre. This consultancy function, it has been discovered could be with profit, spread over three other training institutions namely:

- (i) The Centre for Continuing Education, University of Zambia,
- (ii) The Department of Adult Education, University of

- (iii) Education Mass Media, Ministry of Education  
Addis Ababa, Ethiopia.

This conclusion was reached especially at the end of the first Sub-Regional Train the Trainers Workshop held at Mbabane, Swaziland which saw the project move a step further than originally planned. This means, that the project can now be based at country workshop level and will not need a simple regional venue centre to direct its activities.

- (b) A move through assessment of facilities in terms of resource persons and plant should be carried out on the above three identified training institutions. It should be noted that these institutions have already agreed to co-operate with the project upon receipt of a firm proposal from UNICEF. (see copy of the draft proposal attached.)

Survey visits to 12 countries in the region (Lesotho, Botswana, Swaziland, Zambia, Zimbabwe, Somalia, Ethiopia, Tanzania, Kenya, Rwanda, Burundi and Madagascar) in consultation and collaboration with UNICEF programme staff have attempted to inform our contact ministries while getting information on stated training needs (see reports attached). Two consultations, one involving trainers from institutions in these countries and another involving policy makers and planners have been carried out to ensure full country participation in the project strategy formulation. (see reports of meetings attached). As a result of advocacy for the project by some of the training experts on their return to their countries, the Institute of Development Management, Botswana, has offered to host a sub-regional training workshop for Botswana, Lesotho and Swaziland. The Ethiopian Educational Mass Media Service has also offered to host sub-regional training. The first sub-regional workshop has just been successfully completed at Mbabane, Swaziland between 15th March to 2nd April for the following countries; Lesotho, Botswana, Zimbabwe, Zambia and Swaziland.

(c) The identification of institutes in each country commenced with the surveys cited above. Consultations continue directly with the institutions and more information is constantly being sought through Programme and PSC staff in these countries.

4. Review of Past UNICEF Cooperation/Assistance and implication of Analyses

- (a) The need for the proposed training project became evident from continued requests from countries for ad hoc courses on this subject. These countries, organised at regular intervals (1974 - Lusaka, 1976 - Arusha, 1978 - Nairobi, 1979 - Zomba) were designed firstly to train trainers in projects directly assisted by UNICEF. As the value of the training was realised more requests were received. UNICEF teamed with UNESCO and IPPF to provide the funding for the Nairobi course (53 participants for 9 weeks) and Zomba (30 participants for 4 weeks). Consultations held by UNESCO in Nairobi indicated a need for communications training within the continent and suggested rationalisation in three regional centres.
- (b) From these beginnings a proposal was drawn up with UNESCO to provide one sub-centre at the IAS. Funding from UNFPA was not forthcoming and UNICEF- faced with the choice of go-it-alone, requested more information on the country level requirements, providing funds for these activities.
- (c) The results of further planning with IAS led to the series of research visits mentioned previously; a consultation with training experts to consider strategy and content; preliminary work on reviewing past curricula and preparing a draft for consideration at the experts' consultation; a final meeting with policy makers to ensure that the proposal meets country policy objectives and reflects the concerns and experience of various governments.

5. Narrowing of Objectives

This sequence of analysis has led to the narrowing of objectives to:

- (a) those countries willing to make the commitment to incorporate communications into pre-service training and
- (b) Those willing to request trainer training, or
- (c) Those willing to offer the services of a relevant nation institution to adopt project materials.
- (d) The research also indicated that the project must provide adequate funding at country level to ensure planned in-service extension worker training, staffed by trainers trained under our programme, can actually go ahead. In opening years it would be unrealistic to expect government budgets to be stretched to provide funds for these extra activities.
- (e) The research and consultations have indicated the cross-sectoral nature of this training need. Although UNICEF aims to reach those cadres involved specifically with Basic Services to Mothers and Children, the four resource centres can provide support with materials, and even training to all sectors of extension on a cost basis.
- (f) The consultation held in September 1980 came up with several alternative courses of action and timetables. The subsequent meeting in November refined the most appropriate one for incorporation into the Regional Project. The reports of the two meetings contain details of these suggestions and analyses.

6. Relationship to National Programmes

(a) The November meeting of policy makers in Nairobi discussed how the Regional Project would dovetail with national efforts. The regular training of extension workers or supervisors is apparently a well-established recurrent effort. All countries have institutions they use to train the yearly requirement for extension workers in each ministerial sector. Most countries have these training institutions located within their own borders. Exceptions to this are Rwanda and Burundi, who train agricultural staff in Cameroon, and Lesotho and Botswana, who train management and communicators at shared facilities in Gaberone.

(b) This does not mean that there are no aspirations for a national effort to improve these regular pre-service and in-service courses. In Kenya, for instance, the IAS is overloaded with requests to run courses in communication skills. The Adult Education Institute in Botswana is providing equivalent services to that Government. Always, it was stated, the demand outstrips capability to run these courses.

7. Making the Most of UNICEF's Limited Resources

(a) From the survey trips and consultations, a general qualitative measure of the magnitude of the problem was obtained. Most, if not all, field extension agents deal with the community on a one-to-one or small group level. More and more health workers and CD workers are becoming involved in community participation efforts in Primary Health Care and Basic Services projects. The extent to which extension agents receive training in communication skills (sometimes referred to as "extension methods") varies from country to country.

Within any country it varies from ministry to ministry, and job to job. The stated need by all those contacted in ministry training programmes indicated that no matter the present level of communication training, up-graded to the standards envisaged by the Regional Project was desirable.

In some countries training in this field is undertaken. The project is continuing its efforts to monitor these activities learn from their experiences and pass them on to others as case studies through its publication of core teaching materials.

To use the limited funds available UNICEF will:

- (a) work with those governments in the region who offer support as in 2(b) above;
- (b) contrive to involve and support institutions in various countries who have skilled personnel in training, research and curriculum materials production, reducing the demand for out-of-country consultants;
- (c) use such institutions as a focus for a number of neighbouring countries - for the purpose of holding residential training of trainers;
- (d) to begin supporting extension workers in in-service training where a willingness and demand occurs;
- (e) offer other donors linkages to the project to fund training of cadres beyond the immediate purview of UNICEF or to provide funding which will increase the rate at which trainers and extension workers may be trained.

8. Programme Planning

Consultations have underlined the need to plan in terms of at least four years and to ensure that the mechanisms and facilities built up will:

(a) serve the stated need for communication training at the country level and;

(b) contrive to serve this need after the funding come to an end.

The consultations and feasibility survey trips have gone a long way to fulfilling condition (a). Continual monitoring of achievements (training of trainers and extension workers) and evaluation of curriculum content will gradually modify and improve the strategies of the project.

Condition (b) is somewhat easier to fulfil. The responsibility will lie with the project to convince governments to make a commitment to changing pre-service training courses to give adequate time to communications for social development. The project will offer assistance to train the staff involved in teaching such course. After the Regional Project ceases, the four resources centres will continue to run trainer training courses for those still unreached. It is hoped other institutions in the region will also develop a capability for this training, with the assistance of the Regional Project.

A three and a half year commitment is essential to ensure that sufficient groundwork can be laid by the Regional Project to assure continuity in subsequent decades.

Participants in the Policy Makers' Consultation agreed that on their return to their countries they would brief superiors in their own ministries, advocate integration of training among ministries and advise on designation of national communications training coordinators.

The Ethiopian delegate assured the meeting that recommendations from the consultation would be brought before the Council of Ministers for their consideration. The delegate from Somalia informed the meeting that as the ministries of Education, Health and Information are already planning their activities

consider the recommendations jointly. The participants also agreed that they would invite UNICEF Country Representatives to their briefing sessions. (see attached report of the Policy Makers' Consultation).

9. Other Funding

The United Nations Fund for Population Activities (UNFPA) Area Coordinator for Southern and Central Africa indicated to the feasibility mission that it is the policy to the agency to support country activities. UNESCO has requested the UNESCO Regional Population Communication Advisor to submit a request for \$100,000 per year for the regional communications training programme for Africa including the one based at IAS in Nairobi. UNESCO is already engaged in a media production personnel training project for African countries which will cost over \$4 million during the period 1980 to 1982; this could be seen as a related support activity in communication training. The United Nations Centre for Human Settlements (HABITAT) whose representative (from Vision Habitat) has been involved in past training activities and subsequent consultations have included a sum of \$50,000 per annum for 1981/82 with the possibility of extension to support the project on the understanding that training activities will address countries' human settlement issues. (Funds from other agencies, if they materialise, should be used first of all to expand the number of in-country workshops.

10. SUMMARY OF COMMITMENTS OF UNICEF GOVERNMENTS AND COLLABORATING INSTITUTIONS

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(i) <u>UNICEF</u>	SHS.	CTS
(a) Support for Regional Activities, including Project Co-ordinator, Consultancy payments to the collaborating institutions and Materials Production	173,000	00

	SHS.	CTS
(b) Field Support to Country Activities (Travel, Perdiems and Consultancy fees)	83,850	00
(c) Country Co-ordinators Courses including perdiems for 14 participants	37,800	00
(d) Inter-Country Training Activities	93,460	00
(e) Support to 11 Country Training Activities (including Monitoring, Evaluation and Follow- up)	236,500	00
Great Grand Total	= 624,610	00

NOTE

- (i) It should be noted that the idea of the IAS taking over the project can no longer apply. Funds should therefore be sought to cover the 1½ year period between June 1983 and December 1984. This means that a core regional co-ordinating staff will have to be maintained. Alternatively, suitable arrangements can be made with the collaborating two institutions to co-ordinate the programme. I suggest that the IAS could be the nerve centre to provide curricular and consultancy assistance to the Northern zone countries of the project, while the University of Zambia's Centre for Continuing Education does the same function for the Southern zone countries.
- (ii) NORTHERN ZONE
- (a) The following countries have been included in the Northern Zone for organisational purposes. It will be noted that Uganda has for the time being been excluded for the time being. But it will later be included as soon as certain problems

have been sorted out. It should be noted too that Mauritius has been included into the programme although it was not originally included. Eventually, Scyschelles will also be included.

(b) The Countries:

Ethiopia  
Somalia  
Kenya  
Tanzania  
Mauritius

(iii) SOUTHERN ZONE

(a) The following countries have been included in the Southern Zone. It will be noted that Malawi was initially excluded, but is now being included into the project, and will attend the March 1983 sub-regional workshop in order to bring it up to date with the other five Southern Countries

(b) The Countries

Lesotho  
Botswana  
Swaziland  
Zimbabwe  
Malawi  
Zambia

COUNTRY CONTRIBUTIONS

Staff Time on Release for Courses:

Coordinators:	1.5 months @ \$700 per month X 14 people	Est. 14,700
Trainers:	7 weeks @ \$500 (approx) per month X 40	" 35,000
Ext Agents:	3 weeks @ \$300 (approx) per month X 240	" 54,000
Facilities & Equipment	@ \$200 X 8	" 1,600
Local Fares	@ \$700 X 8	" 5,600
Local Transport to Field Sites	@ \$300 X 8	" 2,400
Participants' Allowances	@ \$5 per day X 35 people	" 28,000
		<hr/>
		141,300
		<hr/>

UNDER DISCUSSION/NEGOTIATION

UNFPA through UNESCO Regional Office	\$100,000 p.a.
UNCHS (HABITAT)	50,000 p.a

Originally Written by John Balcomb

Revised by Kabwe Kasoma  
UNICEF 28th April, 1982  
NAIROBI



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Notes

**See pp 22-25 for a "Review of Past UNICEF Cooperation/Assistance and implication of analyses". Kabwe Kasoma, Project Coordinator, made changes to an earlier draft and finalized the project proposal.**

Print Name of Person Submit Image

SAROJA DOUGLAS

Signature of Person Submit

Saroja Douglas

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