**SUPPORT PROGRAMME TO INTEGRATED NATIONAL ACTION PLANS
FOR
AVIAN AND HUMAN INFLUENZA (SPINAP-AHI)**

REPORT

CONSULTANCY TO SUPPORT COMMUNICATION ACTIVITIES
June – December, 2009

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Nairobi
December, 2009

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EXECUTIVE SUMMARY

ACRONYMS

ACP	Africa, Caribbean and Pacific
AI	Avian Influenza
AU	African Union
AHI	Animal and Human Influenza
BCC	Behaviour Change Communication
FAO	Food and Agricultural Organization
IBAR	Inter-Africa Bureau for Animal Resources
IEC	Information, Education and Communication
INAP	Integrated National Plans
REC	Regional Economic Communities
SPINAP	Support Programme to Integrated National Plans
TOR	Terms of Reference
TV	Television
UNICEF	United Nations Children's Fund
USAID	United States of Agency for International Development
WHO	World Health rganization

EXECUTIVE SUMMARY

This consultancy was commissioned to provide technical assistance to the 47 countries receiving SPINAP funding to development, refine and accelerated implement their national communication strategies for the prevention and control of avian influenza, support communication capacity building and strengthen national and regional networking to control of animal and human influenza. The consultancy was carried out between June and December, 2009.Activities included the following:

- A review of country programme files at SPINAP to establish the status and identify communication needs
- Development of an AI communication strategy framework to guide countries in development and refinement of their communication strategies
- Conducting workshops to guide countries identify and fill gaps in their communication plans. The workshops also identified message to develop into prototype materials that would help countries fast-track their communication activities
- Development of a communication trainers' manual to guide countries in communication training and capacity building
- Conducting workshops to develop teams of trainers to roll out communication training and capacity building activities in their countries

In August 2009, four workshops were conducted in Nairobi, Gaborone, Bamako, and Dakar to assist countries to commence the process of developing and refining their communication strategies using the draft communication framework. The workshops were attended by 116 participants from 42 countries. By the time of writing this report six countries had finalized their communication strategies and sent copies to SPINAP, and other countries were at different levels of finalizing.

The messages and materials drafted during these workshops are in the process of being developed into complete prototypes by the end of the year for distribution to countries. Countries may use the materials in the form in which they are issued or with modifications as necessary.

In November/December three workshops were help in Kigali, Douala and Windhoek to develop teams of trainers to roll out communication training and capacity building activities in their countries. The workshops were attended by 90 trainers from 44 countries. Each country was invited to send two participants, who also developed training and capacity building plans to be discussed by stakeholders in their countries and implemented.

This report discusses these and other activities implemented during this consultancy, recommends follow up activities and suggests how IBAR can build on the gains made to strengthen its overall communication and knowledge management strategy.

1   INTRODUCTION

1.1   BACKGROUND

The African Union Inter-Africa Bureau for Animal Resources (AU/IBAR) is implementing the Support Programme to Integrated National Action Plans for Avian and Human Influenza (SPINAP-AHI). The goal of the programme is to contribute to the reduction of the socio-economic impact of avian influenza and the potential loss of human lives by strengthening capacities of African Caribbean and Pacific (ACP) countries to prevent and control avian influenza in animals and prepare to deal with a possible human influenza pandemic in the event that it occurs. The programme addresses gaps in country integrated National Action Plans (INAPs) and seeks to strengthen national capacities to prevent and control animal and human influenza (AHI). The key goals are to:

- Strengthen capacity for prevention and control of AHI at the national level
- Enhance information and communication activities for the creation of awareness about HPAI
- Enhance coordination of Integrated Country Action Plans

The programme has three main components – surveillance, diagnosis and communication. The programme has been implemented for some time and is set to come to a close at the end of 2010. While implementation of surveillance and diagnosis activities has progressed at a satisfactory pace, the implementation of the communication component is seen to be lagged behind. To address this concern, on June 9, 2009 SPINAP secured the services of the author to provide technical assistance to countries receiving its funding to fast-track implementation of communication activities. The consultancy was originally for three months, but was later extended to six months. It was planned to have two consultants – one supporting Anglophone countries and the other working with Francophone countries. But it took long to indentify the Francophone consultant who only joined the team at the tail end of the consultancy in November.

This report discusses the activities carried out during this consultancy.

1.2   CONSULTANCY GOALS, OBJECTIVES AND DELIVERABLES

The goal of the consultancy (see TOR at Annex One) was to provide technical assistance to SPINAP supported countries to develop, refine and implementation communication strategies for the prevention and control of HPAI outbreaks and build capacity for prevention of animal and human influenza at national and supra-national levels. The following outputs were envisages:

1. Improved/refined communication strategies for outbreak management and response
2. Improved country communication capacity
3. Capacity to share information regionally enhanced

1.3   METHODOLOGY

Forty-seven countries are receiving SPINAP funding, and supporting all of them in the short time available proved a challenge. A review of country programme files carried out at the beginning of the consultancy yielded little information. However, it was clear that most countries had similar challenges hampering their efforts to accelerate implementation of communication activities. The barriers include the following:

- Most countries did not have communication strategies to guide them
- Many individuals responsible for information, education and behavior change communication (IEC/BCC) activities did not have training or experience in these areas
- Countries did not have expertise or technical assistance to support communication training and capacity building activities
- While some countries had developed and used IEC/BCC materials, many did not have any materials to use
- Virtually all countries did not have materials to use in training and capacity building

These challenges called for an approach that could benefit many countries. It was, therefore, decided to bring countries together to share experiences and generate the tools that could promote accelerated implementation of communication activities. The table below summarizes the activities that were implemented to this end.

KEY CONSULTANCY ACTIVITIES AND OUTPUTS

1	Review programme files and related documents	Communication needs identified
2	Develop an AI communication strategy framework	Draft communication strategy developed to guide countries
3	Plan and implement 4 workshops to help countries (1) develop/refine their communication strategies and (2) identify messages and materials to develop into prototype IEC/BCC materials that countries can use as is or with adaptation to local situation	-Improved communication strategies for countries -Draft messages and materials -Country teams sensitized to IEC/BCC communication processes and needs and motivated to accelerate implement
4	Develop the messages and materials to prototype status and materials	Prototype IEC/BCC materials developed for countries to use as is with adaptation
5	Develop a TOT manual	A TOT manual for use in training country trainers & facilitate in-country training activities in place
6	Plan and implement 3 workshops to develop two IEC/BCC trainers per SPINAP country programme	Country communication training teams trained to roll out in-country capacity building activities
7	Prepare a report of activities carried out for SPINAP, with recommendations	A report documenting the process, lessons learnt and recommendations

Implementing this package of activities had the capacity to:

- Make it possible to support many countries at in a short time
- Generate the tools that could help to accelerate communication activities
- Introduce countries to communication processes and skills, and provide a foundation and motivation for accelerated implementation of activities on the ground.
- Lay a foundation that could benefit other animal production and disease control initiatives

2   ACHIEVEMENTS

The consultancy:

- Led to a better understanding of the country communication status
- Helped countries to develop or refine their communication strategies
- Developed prototype IEC/BCC materials to support accelerated implementation of communication activities
- Developed materials for countries to use in communication training and capacity building, and developed teams to roll out these activities in their countries
- Provided basic training in communication skills and processes and motivated country teams to prioritize communication activities
- Laid a foundation for communication for animal production and disease control efforts
- Provided an opportunity for strengthening networking for promotion of animal health and prevention of zoonotic diseases on the continent

2.1   COUNTRY COMMUNICATION ENVIRONMENT AND STATUS

During the workshops, countries gave reports which provided much information that led to a better understanding of the environment in which AI communication takes place. Below is a summary of the information shared:

Dissemination of AI messages

Virtually all the countries had disseminated AI messages in the past, in response to an AI outbreak, a false AI alarm, because a neighbouring country had had an AI outbreak, or as a result of a deliberate plan to educate the nation. Generally, countries which had had an outbreak had conducted more elaborate educational and behavior change activities, while those which had no outbreaks had conducted lesser activities. Few countries which had not experienced an outbreak, such as Malawi, had also conducted elaborate campaigns. Other factors that helped countries to mount elaborate communication activities included existence of:

- Relations and coordination between line ministries and other partners
- Effective communication capacity in institutions such as agriculture information services or other mechanisms created to address AI communication needs

Many countries disseminated AI messages from the central level, using the media and workshops and only a few had carried out elaborate message dissemination activities at the district and provincial or community levels. The networks used the very few carries that carried out activities in the community included community committees and networks of extension workers. These included animal health and animal production extension workers and community health workers who traditionally supported by human health workers.

All the countries had carried out AI information dissemination without prior research to guide focused communication planning, and most carried out communication campaigns without communication strategies. After disseminating messages for some time, many countries realized the need to collect data and use to develop communication strategies, and have since developed communication strategies of varying detail and quality. A few, such as Namibia and Lesotho, have carried out Knowledge Attitudes and Practice (KAP) studies and a few others are planning to carry out similar studies. The Democratic Republic of Congo has collected data on radio and TV channels available in the country for use in communication planning and decision making.

Funding of AI communication activities

Communication is an expensive undertaking, and it is difficult for one donor to put up enough money to meet all the communication needs of a country. And so, many development agencies are funding communication activities in the various countries. The agencies providing AI communication funding include SPINAP, UNICEF, USAID-funded agencies, such as AI.COMM, FAO and WHO. Some of the funding comes with technical assistance in view of the weak communication capacity. Support from these sources enabled some countries to implement communication activities before SPINAP funding, and others continue to receive funds from multiple sources. This partly explains why relatively few communication activities have been charged to SPINAP funds. Some countries had allocated limited SPINAP money to AI communication activities because they did not have the ideas to include in view of their limited training and exposure to communication. After the workshops, many participants said they would revise their SPINAP communication plans and budgets upwards to reflect the ideas they had gathered.

Communication strategies

Participants reported that all their countries had documents guiding their AI communication activities. The documents ranged from a page or two indicating activities to be implemented to strategy documents at varying stages of completion.

- A few countries, such as Uganda, had comprehensive approved and published communication strategies
- Many countries had draft communication strategies yet to be processed to full approval status
- Many countries had multiple AI communication strategies for the different ministry and agencies which needed to be harmonized into one national document
- In other countries, communication strategies were shown as a few lines within INAPs
- Other countries had only outlines to guide their communication activities

During the workshops, all countries – including those with approved published strategies – identified areas of their documents that could be improved and undertook to facilitate the necessary improvements on returning home.

Country strategies showed a wide range of features. Below is a sample of the recurring features:

- A communication secretariat or centre to serve as a coordination and command centre
- Prioritizing the most at-risk groups, districts and locations
- Establishment of communication committees in the provinces and districts
- Utilization of multimedia, including mass, group and one-on-one media
- Use of community radio stations
- Use of well known popular actors and comedians
- Use of influential people
- Use of extension workers, community health workers, teachers and other extension workers
- Use of specific, easy-to-clean poultry carrier cages (Togo)
- Use of toll-free lines
- Phased activities by district, starting with the most at-risk districts
- Urban and village theatre
- School education activities
- Chicken tasting sessions to show that it was safe to eat well cooked chicken (Central African Republic)

- Printing messages on clothing for taxi motor bike riders and training them to discuss the messages with their clients.
- Using children as educators of parents and other household members
- Developing a pogramme logo (Senegal is considering developing one)
- Door-to-door message dissemination
- Use of music
- Simulations
- Message dissemination from mobile vans
- Sending SMS messages in collaboration with telephone companies
- Use of fork media, such as community drama groups and town criers
- Development and distribution of audio cassettes to play in public places, public transport and other appropriate places
- Promotion of radio listenership and discussion groups
- Promotion of public/private sector partnerships
- Inclusion of AI messages in school curricula (Tanzania)
- Dissemination of messages during games and at other gatherings

Participants recommended that technology-based approaches, such as use of cell phone messages, should also be used.

IEC/BCC Materials

Materials produced by the various countries we put on display during the workshops. Between them, countries have developed many materials. The materials developed and shared during the workshops included radio and television spots, film and video clips, DVS, pamphlets, flyers, calendars, flipcharts, counseling cards, sketches, drama scripts, comic books for children, car stickers, audio cassettes (for playing in public places, public transport and in special interest groups), community theatre materials, films and booklets.

While some of them were of high quality, many others had shortcomings that could be addressed to improve their quality and effectiveness. Common shortcomings of the materials included the following:

- Most of the materials were produced without pretesting
- The lacked specific targeting
- Many messages were long, wordy and vague
- Most had an information orientation and did not call for any specific action

Management and coordination

All the countries receiving SPINAP funding have developed Integrated National Action Plans (INAPs), and have inter-sectoral coordinating taskforces in place. Virtually all have sub-committees to facilitate communication activities, while others, especially those which have had AI outbreaks, have established communication centres to coordinate and manage AI communication activities. Other management and coordination features of country programmes include the following:

- Some AI national responses have been placed in the office of the Prime Minister (Tanzania and Cameroon) to signify the high priority placed on them
- Some coordinating taskforces in countries such as Togo, Tanzania and Mali are chaired by a cabinet Minister

The following were identified as the areas of management and coordination that needed addressing:

- Coordination between the key line ministries (animal health, human health and information and communication). In many countries AI communication activities are managed from different centres with little coordination and consultation between them
- Lack of a unified AI communication strategy in place of several strategies implemented from different ministries.
- Different collaborating partners, especially international organizations, have different objectives and agendas, which they pushed hard, thereby weakening true coordination
- Partnership with the media was weak in most countries

Avian influenza fatigue and programme sustainability

Participants reported that at the beginning of AI communication activities, taskforces and other structures were active, but had lost enthusiasm with time, and it was becoming increasingly difficult to re-activate them and raise funds to continue activities. Only a few countries which have not had an outbreak, such as Mali, have managed to keep their response structures relatively active. Measures which have helped Mali to keep structures active include the following:

- The coordinating committee is chaired by a Cabinet Minister, giving activities a high profile
- The committee meets every week
- The different partners and officers attending the meeting are assigned specific tasks which they are expected to report on
- The threat of AI coming to Mali remains real as nearby countries continue to battle the disease

The following additional measures were recommended by participants to sustain sustain interest in AI activities and enhance sustainability:

- Establish a well trained multi-disciplinary rapid response teams in the provinces. Many countries have such teams with varying capacity in communication
- Integrate AI interventions in routine, long-term programmes
- Integrate messages in regular newspaper columns and radio/TV programmes, such as Agriculture and health electronic media programmes and newspaper columns
- Place paid advertisements in the Press and electronic media
- Conduct periodic communication activities in the media and in the community as follow-ups to major campaigns
- Promote adoption of long term behaviours, such as building separate chicken houses to ensure that free-range poultry is kept away from people's sleeping areas
- Establish a central place/centre from where communication activities can be managed
- Train and build in-country communication skills and capacity
- Plan and implement an integrated approach to prevention and containment of zoonotic diseases that goes beyond AI. (Countries, such as Zimbabwe have in place zoonotic diseases committees to coordinate a more comprehensive response. Countries, such as the Democratic Republic of Congo used the infrastructure established for rinderpest eradication to carry out AI activities).
- Carrying out the joint FAO/WHO/OIE missions to leveraging international funding (The assessment has already been carried out in Kenya and one is planned for Burundi).

Communication capacity

All countries reported weak capacity to plan and implement communication activities. The key challenges that need to be addressed in this regard include the following:

- How to manage communication activities more effectively. (At the moment AI communication activities are managed from multiple centres, usually from different ministries and organizations with little coordination between them).
- How to upgrade the weak communication skills among facilitating staff and volunteers at the national, provincial and community levels

Working with the media

While a few countries, such as Congo, have developed very cordial working relations with the media, most of the countries had frosty relationships with the media. They accuse the media of misreporting, not providing the expected support, alarming the public and being bad partners generally. The concerns expressed about working with the media prompted a presentation on working with the media. The presentation is presented elsewhere in this report.

Communication monitoring and utilization of monitoring information

It was clear from the reports that countries carry out little monitoring and reporting of communication activities. The monitoring that takes place is usually limited to collecting activity information, such as the number of activities carried out and the number of people attending. Although communication is about behavior change, little effort is made to collect information on people's comprehension and acceptance of the messages, reactions to strategies and approaches, behaviours and interim effects. As a result, several years into implementation, little has been learnt about what works and what does not work in AI communication.

The SPINAP reporting template does not provide specific guidance on what to report on communication activities, so limited reporting is done in this area. There is need to provide more detailed guidance on monitoring and reporting communication activities.

Other issues and concerns identified in country reports

Country reports identified the following additional issues and concerns

Geographical and socio-cultural challenges

- Some countries are large and find it difficult to reach people in all corners.
- Many communities have established practices which work against AI prevention and control but are difficult to change.
- People live in close proximity with poultry and bio-security standards are low
- Literacy rates in many communities are low, and this poses the challenge for production of low-literacy materials

Programme concerns

- How to foster closer collaboration between line ministries and key partners
- How to ensure that technical people work closely with communication people, especially in developing communication tools, such as strategies, messages and materials

- How to build in-country communication capacity, including capacity among managers and frontline workers, and establish communication infrastructure and networks
- Working with the media
- Working with communities
- Effective coordination of AI communication activities
- How to increase funding for AI communication, coordinate the inputs effectively and sustain AI messages in the media and in the community
- Effective ways of addressing AI fatigue and keeping programmes active
- How to catch the attention of target audiences with AI messages in view of the fact that the disease has not occurred and there are more pressing needs, such as H1N1, and the Newcastle Disease
- How to provide information on AI transparently without causing a scare that will hurt sensitive sectors, such as the poultry and tourism industries
- How to improve communication monitoring and use monitoring information to enhance interventions
- Absence of clear compensation policies in many countries
- How to supervise and provide support for development of communication capacity
- How to motivate staff and volunteers to support AI communication activities sustainably

2.2   DEVELOPMENT AND REFINEMENT OF COMMUNICATION STRATEGIES

Four workshops were held to give countries an opportunity to review the status of their communication strategies and identify gap that may need to be filled. The table below summarizes information about the workshops:

Venue	Dates	Countries	Participants	Language
Nairobi	Aug 3-7, 2009	13	37	English
Gaborone	Aug 10-14, 2009	9	25	English
Bamako	Aug 24-28, 2009	8	21	French
Dakar	Aug 31-Sept 4	12	33	French
TOTAL		**42**	**116**	

A total of 116 individuals from 42 countries attended the workshops. Participants included SPINAP Coordinators and two communication officers – one from the ministry in charge of animal health and the other from the Ministry of Health. The following six countries were expected but did not make it to the workshops – Chad, Ivory Coast, Swaziland, Somalia, Rwanda and Sao Tome and Principe.

Workshop goals and objectives

The goal of the workshops was to provide an opportunity for countries to share experiences in Avian Influenza communication and commence the process of develop and refine their communication strategies, and developing messages and materials. The objectives were to:

- Review country communication strategies
- Build consensus on the content of an avian influenza AI communication strategy
- Commence the process of refining country communication strategies that will be finalized on returning home
- Identify the key target audiences to reach with IEC/BCC interventions
- Determine the key messages and materials to develop
- Draft messages and materials

- Discuss and recommend activities to enhance national and regional coordination, collaboration and experience sharing

The communication strategy framework at Annex Two was used to guide discussions.

Workshop participants

Countries were invited to send three participants – the SPINAP Coordinator and two individuals responsible for implementing AI communication activities in the Ministry in charge of livestock and another from the Ministry of Health. Individuals attending included veterinary doctors, medical doctors, public health specialists, animal health production professionals, communication specialists, sociologists, psychologists, dentists, extension workers, researchers, public relations specialists, journalists, virologists, pathologists, epidemiologists, health education specialists, agronomists and economists. While a few of the participants had worked in communication for many years, the majority were new to communication work and had little or no training in this area.

Workshop process

The workshops were highly participatory. The goal was to provide an opportunity for sharing. The consultant made brief introductions on the various topics and engaged participants in discussions that brought out the experiences, successes and challenges encountered by participants in their programmes. The Bamako and Dakar workshops for Francophone countries were facilitated through simultaneous translation. The potential language barrier notwithstanding, all the four workshops were most lively and participatory and received high ratings from participants.

Immediate and expected results

On returning home participants were expected to facilitate revision of their communication strategies and send revised copies to SPINAP for record. At the time of preparing this report, six countries had already developed or refined their strategies based on the discussions at these workshops and sent copies to SPINAP. The table below summarizes the status of development and refinement of strategies. The information in the table was obtained from the participants of the TOT training in November and December, 2009.

	STATUS OF COMMUNICATION STRATEGY DEVELOPMENT AND REFINEMENT			
	Country	**Status of strategy development/ refinement**	**Date strategy was sent to SPINAP**	**Strategy to be sent to SPINAP on**
1	Burindi	In process	N/A	20/12/09
2	Djibouti	Not done	N/A	3011/09
3	Ghana	Done	19/11/09	N/A
4	Rwanda	Done	10/11/09	N/A
5	Sierra Leone	Not done	---	---
6	Somaliland	Not done	N/A	10/1/10
7	Somali TFG	Not done	N/A	5/12/09
8	Sudan North	Done	N/A	5/1/10
9	Uganda	Has approved strategy	N/A	N/A
10	Benin	Not done	N/A	28/12/09
11	Burkina Faso	Not done	N/A	24/12/09

12	Cape Verde	Done	24/11/09	N/A
13	Central Africa Republic	Done	N/A	25/12/09
14	Comoros	Not done	N/A	28/12/09
15	Congo Brazzaville	Not done	N/A	To be determined
16	Cote d'Ivoire	Not done	N/A	31/12/09
17	Gabon	In progress	N/A	30/12/09
18	Guinea Conakry	Not done	N/A	20/12/09
19	Guinea Bissau	Not done	N/A	22/12/09
20	Guinea Equatorial	In progress	N/A	30/12/09
21	Madagascar	Done	N/A	22/12/09
22	Mali	Done	N/A	30/12/09
23	Mauritania	In progress	N/A	30/12/09
24	Niger	In progress	N/A	-----
25	Sao Tome & Principe	Not done	N/A	To be determined
26	Senegal	In progress	N/A	30/12/09
27	Chad	In progress	N/A	30/12/09
28	Togo	Done	30/10/09	N/A
29	Cameroon	Not done	N/A	14/12/09
30	Angola	In progress	N/A	March 2010
31	Botswana	Done	N/A	28/1/09
32	Eritrea	Done	N/A	7/12/09
33	Gambia	Done	2/12/09	N/A
34	Kenya	Done	2/12/09	N/A
35	Lesotho	In progress	N/A	End Feb, 2010
36	Malawi	Awaiting endorsement	N/A	Jan 2010
37	Mozambique	Ongoing	N/A	End March 2010
38	Namibia	Not done	N/A	End March 2010
39	Nigeria	Draft available	N/A	End March 2010
40	Seychelles	Ongoing	N/A	End Feb, 2010
41	South Sudan	Not done	N/A	End Feb, 2010
42	Swaziland	Not done	N/A	March/April, 2010
43	Zimbabwe	Draft available	N/A	March 2010

Challenges in developing communication strategies

Many countries reported experiencing various challenges in developing and refining their communication strategies. The challenges include:

- Low interest in AI communication activities
- Inadequate appreciation of the importance of communication and communication strategies in AI
- The tendency to use a skeleton activity guides in place of comprehensive communication strategies
- Challenges in bringing together and coordinating partners
- Lack of expertise to guide development of communication strategies
- The tendency of the various ministries, funding and implementing agencies to develop their own communication strategies and downplay the need for a joint country strategy.

Other achievements of the workshops

In addition the strategy and message development workshops achieved the following:

- Succeeded in sensitizing participants to the need to give priority to communication activities. (As a result, a number of countries have revised their SPINAP communication budgets upwards)
- Made available a communication strategy framework for AI, which could be modified to serve other animal health and disease prevention needs.
- Generated messages and materials for use in animal and human influenza activities
- Has provided a foundation upon which future animal health communication initiatives can be built.

2.3   PROTOTYPE IEC/BCC MATERIALS

The workshop generated messages and drafts of IEC/BCC materials to be developed into prototypes to help countries fast-track implementation of their communication activities. Based on the drafts generated, the consultant has worked with graphic artists to produce the following print materials:

	Target audiences	Flipchart/ cards	Booklet	Brochure	Posters	Stickers	Comic books	Folder
	PRE-OUTBREAK							
1	General public		2	2	2			
2	Free range poultry keepers	1 (15 pages)			1			
3	Commercial farmers		1		1			
4	Poultry traders, transporters, slaughterers & processors			1	2	6		
5	Restaurant owners			1				
6	Children						1	
7	Media			1				
8	Advocacy		1					
	SUB-TOTAL	**1**	**4**	**5**	**6**	**6**	**1**	
	OUTBREAK IN ANIMALS							
9	General public/free range			1	1			
10	Commercial farmers			1	1			
11	Children			1				
	OUTBREAK IN HUMAN BEINGS							
12	All target groups			1				
	SUB-TOTAL			**1**				
	FOLDER							
	Folder design							1
	GRAND TOTAL	**1**	**4**	**9**	**8**	**6**	**1**	**1**

Print materials were chosen over electronic materials because they were more feasible to develop in the short time available, and once in place, could be adapted adopted more easily for the electronic media. The materials should be ready for distribution in January 2010.

Review and pretesting of materials

The materials were reviewed by SPINAP technical personnel in Nairobi and their suggestions incorporated.

Because of the shortage of time, only selected frequently occurring concepts in the materials were tested for limited language level ad comprehension. Developed in the English language, the materials were tested in rural Machakos, Kenya with respondents or the educational level ranging from class 2 to form four.

- On the whole, the materials tested very well
- There were few words that respondents found difficult to read, but even the few people who found the reading of individual words difficult still understood the messages. Virtually all respondents understood the messages in the materials reasonably well.
- Respondents with class seven level of education and above had little difficulty stating the content of the messages in Kiswahili
- The pretest team was pleasantly surprised that even some of the words that were thought to be difficult (such as poultry and domestic birds) were well understood by people with primary school educational.
- However, after the pretest, a few words were changed in the text to make reading and comprehension even easier. The words changed included the following: "thoroughly" (changed to "well"), "shelter" (changed to "house"), "contaminated with bird or poultry faeces" (changed to "with bird or poultry faceces"), "contract a disease" (changed to "get a disease"), "infected with a disease" (changed to "get a disease").
- The word "cull" was not understood by any of the respondents, probably because culling had not been done in the area in the past. This finding was consisted with the finding of studies conducted elsewhere in Africa. The word was, therefore, changed to "killing" with the word "culling" in brackets.

Use of prototype materials

The prototype materials will be mailed to countries in two different formats – (1) a few printed copies to show the finished products look like and as (2) as a CD of ready-to-print graphics can be edited. Countries are expected to review the materials and determine their suitability for use in their programmes. The materials may be used as they are without any changes or may be pretesting and adjusting to suit the country situation. Countries are expected to carry out the necessary mass printing of the materials they select. In customizing the materials to their countries are advised to note that:

- Space has been left on the materials for insertion of the logos that they may wish to add
- On some materials space has been left to insert the addresses of places where readers can get additional information
- Countries may wish to change phrases such as "swine flu" to the terminology used in those countries
- Countries may wish to change phrases such as "our country" to the country name instead.

Language

These prototype materials have been developed and printed in the English language. Francophone countries will receive CDs with French artworks as well. Countries may wish to translate the materials in local vernaculars as they may deem fit.

2.4   TRAINING AND CAPACITY BUILDING

The consultant developed an AI communication trainers' manual (see Annex Two) which was used as the guide during the training of 90 trainers from 44 countries. The training took place in three sessions – see the table below:

TOT COURSES			
Dates	**Venue**	**Number of countries**	**Expected participants**
November 16-20	Kigali	10	20
November 23-27	Douala	20	40
November 30-Dec	Windhoek	14	30
	Total	**44**	**90**

Each country was invited to send two communication experts – one from the Ministry of Health and the other from the Ministry in charge of Animal Health. The countries that sent participants were Burundi, Djibouti, Ghana, Rwanda, Sierra Leone, Somaliland, Somali TFG, Sudan North, Sudan South, Uganda, Benin, Burkina Faso, Cape Verde, Central African Republic, Comoros, Congo Brazzaville, Cote d'Ivoire, Gabon, Guinea Conakry, Guinea Bissau, Guinea Equatorial, Madagascar, Mali, Mauritania, Niger, Sao Tome & Principe, Senegal, Chad, Togo, Cameroon, Angola, Botswana, Eritrea, Gambia, Kenya, Lesotho, Malawi, Mozambique, Namibia, Nigeria, Seychelles, Swaziland and Zimbabwe. During training, country teams developed training plans for their countries and were expected to lead their countries in rolling out AI communication training and capacity building activities.

The objectives of the 5-day workshops were to:

- Identify the key target audiences for AI communication, the information they ought to have and the strategies to be used to disseminate the information and promote disease prevention behaviours.
- Reach consensus on the key practices and behaviours to promote in order to prevent and contain AI
- Develop skills for planning and implementing effective learning events and providing training to staff and volunteers involved in communication activities
- Develop skills in effective use of information, education and behavior change communication materials
- Develop skills for supervising information, education and behavior change communication activities, as well as mentoring the individuals who carry out communication activities
- Develop skills for evaluating the quality of learning events
- Develop tentative national AI communication training plans which they can process though appropriate approval channels on returning home.

This process:

- Made available an AI communication manual for use in rolling out in-country training and capacity building and
- Developed teams of trainers to roll communication capacity building activities in their countries
- Led to the development of draft country training and capacity building plans

2.5   COMMUNICATION AWARENESS AND PRIORITIZATION

Animal health communication is relatively underdeveloped in Africa in comparison to human health communication. Most of the individuals working in this area have limited or no training and have limited

experience in communication. This consultancy brought together the diverse individuals working in this area to share experiences and learn from one another, and introduced participants to key communication concepts, principles and processes. The process produced the following benefits:

- Participants with limited experience received an introduction to key communication concepts, principles, processes and skills
- The knowledge and skills of those with a foundation in communication were enhanced
- The process led to a better understand and appreciation of communication and its role in animal health
- The process motivated participants to give priority to communication activities
- The motivation has translated in refinement of communication strategies and an upward revision of communication activities in a number of countries.

2.6   FOUNDATION FOR IBAR COMMUNICATION

The process has laid the foundation for IEC/BCC communication and identified the need for other kinds of communication in IBAR. These include:

- Communication for advocacy and corporate communication to improved IBAR image, visibility and attractiveness for partnering and funding
- Effective dissemination and sharing of technical information
- Improved communication within IBAR
- Need to provide access to cross cutting communication services, such editing and graphics services

2.7   COMMUCATION NETWORKING

This consultancy brought together animal and human health communication people who made a strong recommendation for the establishment of a regional and national communication network for the prevention and containment of zoonotic diseases. They requested IBAR to consider hosting and supporting the network, which would promote the sharing of good practices, provide materials for continuous training in communication and promote communication development generally. They further requested SPINAP to consider supporting a zoonotic diseases communication association for Africa, and an annual communication sharing meeting.

3   COMMUNICATION NEEDS

The following three areas of follow-up were identified:

- Follow-up to provide in-country support for implementation of communication plans
- Strengthening networking
- Developing communication capacity at IBAR

3.1   IN-COUNTRY SUPPORT

As discussed elsewhere, this consultancy introduced country teams implementing SPINAP communication activities to the basic communication processes and skills, facilitated development and refinement of communication strategies, and generated basic prototype materials for use by countries. Accelerating implementation of communication activities on the ground will involve the following:

- Strengthening in-country support for communication development

- Completing the development of communication strategies
- Reviewing and adapting prototype communication materials for country use
- Communication training and capacity building
- Building capacity for documenting communication activities to understanding better what works and what does not work

Strengthening support for in-country communication development

Activities carried out during this consultancy produced motivated country teams that looked forward to implement accelerated communication activities. Many of the teams started the process of mobilizing national structures to this end, but encountered various challenges, the major ones being the following:

- Inadequate appreciation and support for communication
- Challenges in involving and maintaining effective coordination of the key ministries and other development partners
- Low levels of funding for communication activities

Many countries indicted they will need IBAR to advocate with higher country authorities to address these the issues involved. They also expressed the need for technical assistance.

Development of communication strategies

Although the workshops discussed and agreed on the content of an AI communication strategy and countries identified the areas that needed strengthening in the documents they used to guide communication activities, it was reported that efforts to refine the strategies had become bogged down in some countries. The key challenges were those discussed under **Strengthening support for in-country communication development** above. Others were lack of technical capacity to lead the process. Countries expressed the need for in-country support to move the process of developing and refining communication strategies forward.

Adaptation of prototype communication materials for country use

Item 2.3 above discusses the IEC/BCC materials that were generated during this consultancy. The goal was to reduce the burden on countries by eliminating the need to start material development from scratch, especially in view of the limited capacity in communication and material development. The materials develop are, however, generic and countries will need to:

- Review and select the materials that they find beneficial to use
- Pretest with appropriate target audiences to be sure that the messages are well understood and can be implemented
- To determine and effect the necessary changes based on pretest results

While some counties may be equipped to operationalize this process, many do not have the capacity to do so, and may need technical support.

Communication training and capacity building

During the training of trainers (TOT) workshops, participants developed training and capacity building plans for their countries. Virtually all countries indicated that they would start with training national trainers who would in turn train lower levels and facilitate development of other support systems and

networks. Most counties indicated that they would need the following support to initiate and institutionalize communication capacity building and quality assurance in their programmes:

- Support for planning and implementation of national TOTs
- Regular supportive supervision from IBAR/SPINAP to ensure continuous communication development and strengthening of activities on the ground
- Technical assistance to address the needs that may be identified during training and IBAR supervisory visits
- Technical assistance on country request

Monitoring, documentation and utilization of information collected

One of the key weaknesses identified during this process is the inadequate monitoring and documentation of communication activities. Few programmes collect and utilize communication monitoring information, and the few countries that collect the information collect only information on activities. They do not necessarily report the information collected nor utilize it effectively for programme improvement. Little effort is made to collect information in the following key areas of communication:

- Distribution and use of educational materials
- Community participation
- Audience reactions to communication messages and activities
- Interim effects of communication activities

The SPINAP-provided reporting format is open and does not provide specific guidance on communication monitoring and reporting. As a result, little communication reporting to SINAP takes, giving the impression that no work is going on in communication.

There is need to look at this component and strengthen communication monitoring, reporting and utilization of the information collected.

3.2   STRENGTHENING COORDINATION AND NETWORKING

The country teams participating in this process recommended formation of national and regional networks to facilitate development of communication to prevent and control zoonotic diseases (see 2.7). They also recommended the establishment of a communication professional association (see 2.7). The following steps are recommendations to operationalized the recommended network and association:

- Carry out a situation analysis, including a review of:
  - ✓ Existing facilities (such as networks and associations of vetenarians and the relevant national and sub-regional associations), options for sharing across languages (French, English and Portuguese), etc
  - ✓ Existing websites and their potential for collaboration or promoting the goals of the proposed network and association
- Based on the analysis, recommend:
  - ✓ The content, institutional structure and interaction processes of the network/association
  - ✓ How the association/network can be established
- Securing funding for the proposed network/association
- Operationalize and maintain the network/association

3.3   IBAR COMMUNICATION CAPACITY

IBAR may want to take advantage of the process initiated during this consultancy and the ongoing knowledge management initiative to take a comprehensively look at its communication needs. Areas to review and strengthen should include:

- IEC/BCC
- Advocacy and corporate communication
- Sharing of animal health information with the various target audiences at levels they can understand
- Internal IBAR communication
- Access to cross cutting communication services, such as editing and other services

4   RECOMMENDATIONS

Section 3 above identifies the communication needs to address. The discussion also serves as a statement of the recommendations to note. Below is a summary of the key recommendations based n identified needs.

4.1   IMMEDIATE FOLLOW-UP ACTIVITIES

The following follow-up activities are recommended for immediate implementation:

- Finalize, translate and distribute the IEC/BCC materials that are under development
- Edit, format and publish on the IBAR website the AI Communication Framework and the Communication Training Manual
- Follow up (through e-mails and phone calls) to identify the countries that need TA and make the needed support available

4.2   OTHER PRIORITY ACTIVITIES

- Strengthen communication monitoring, reporting and utilization of information collected for programme improvement
- Facilitate the establishment and strengthening of national and regional animal/human health communication networks and association
- Develop and implement a comprehensive IBAR communication and knowledge management and sharing strategy

TERMS OF REFERENCE

TECHNICAL SUPPORT FOR SPINAP COMMUNICATIONS COMPONENT
Introduction
One of the key result areas of the SPINAP program is communication for the raising of awareness and behaviour change towards HPAI prevention and control. However, execution of activities under this key result area (R2) is lagging behind. The proposed consultancy under these TORs aims fast track the implementation of activities under this result area.
Background
Communication within SPINAP is expected to cover different perspectives of the program. In general it can be differentiated into three major interlinked areas:

1. Project visibility, public relations, media relations, and Advocacy
As SPINAP is an IBAR project, this area is governed by IBAR's corporate communications approach and means. It includes the very important aspect of the publishing of SPINAP reports and results, primarily in print and online formats.

2. Internal project communication
"Internal" refers to all communication activity within the extended SPINAP team – i.e. within the SPINAP team itself, between the project team and the national coordinators and to some degree the communication among the national coordinators themselves. In this sense, internal communications refers to the roll-out of the programme up to a possible building of a "community of practice" around avian influenza, allowing for peer learning and exchange.

3. IEC and BCC
This is what is meant by the "creation of awareness around avian influenza" as SPINAP's key result 2. Activities towards creating awareness is conceptualised as a self-standing technical component of SPINAP, on the same footing as other results areas targeting veterinary and human health programmatic outcomes.

With regard to avian influenza the area of IEC/BCC is arguably the most important area of communications seeking to prepare populations for preventive and control interventions against HPAI. Although not well understood, effective HPAI communication may hold the key to risk reduction, compliance with technical strategies, early detection and rapid response.
It is this area that the proposed consultancy aims to address.
The key objective of this consultancy is to provide technical support for the execution of the SPINAP communications strategy by helping countries in the conceptualisation and implementation of communications interventions, refinement of communication strategies where they exist, the development of scenario targeted communication

messages against HPAI and the building of basic capacities in HPAI/trans-boundary disease communication at national and supra-national levels.

Justification

Many actors are involved in HPAI prevention and control efforts. In Africa, AU-IBAR, through the SPINAP program is providing direct support to enable countries prevent and control HPAI outbreaks. SPINAP-AHI is a three year program executed by the African Union's Inter-African Bureau for Animal Resources (AU/IBAR) with the financial support of the European Commission. It aims to contribute to the reduction of the potential socio-economic impacts and loss of human lives resulting from avian influenza in the 47 African ACP countries through provision of financial and technical support. SPINAP-AHI's major thrust is to facilitate the implementation of short term emergency preparedness components of the Integrated National Action Plans (INAPs). Thus SPINAP support is demand driven, based on individual country needs and priorities. Communication for awareness creation and behaviour change towards HPAI is a key result area of the program.

To receive funds, applicants (countries) submit comprehensive applications for funding and the SPINAP-AHI program subsequently awards funds according to the EDF protocols for activities running for a maximum of 18 months. All proposals submitted are vetted and approved through a negotiation process.

The assessment of the SPINAP country applications for funding of national HPAI preparedness activities by the PCU had revealed grave weaknesses in the communications components of the applications of many countries. The applications had ranged from practical strategies and realistically 'implementable' work plans to no mentioning of communications activity at all. Supporting material was in many cases not submitted that would have allowed locating the proposed activity within the overall setup in the country.

Some budgets needed elaboration, some had no indication of an effort to strategize on the communications approach whatsoever, sometimes only featuring single budget lines without specifying what was to be done in the area of communications, including the required funding for the implementation of these communication activities.

In terms of the implementation plans to be acceptable, there was still the need for some kind of provision that the development of materials were guided by a communication strategy and professional communications advisory services.

The weaknesses in the communications component of the applications were highlighted in the three SPINAP inception workshops. It was pointed out and consensus reached that due to the importance of communications in the prevention and control of HPAI, SPINAP should help the countries to build basic capacity in this area – which is beyond the subject of AI.

These weaknesses in the communications component of the applications were highlighted at the regional SPINAP inception workshops in early 2008. The workshops recommended that, due to the importance of communications in the prevention and control of HPAI, SPINAP should facilitate countries to build capacity in this area.

However, most of the funds received from the EC under SPINAP are being channeled directly to the countries in order to maximize the program's impact to the beneficiaries. This strategy limits the flexibility in terms of the budget to conduct extra activities under the program. Technical support in the area of communications has, in the short term, been stretched to capacity due to many other competing commitments.

This consultancy is designed to address potential communication gaps in the SPINAP supported interventions to ensure that the program enhances AI information and communication sharing for awareness creation and behaviour change.

Overall Objective

The main objective of this project is to provide technical assistance to SPINAP supported countries in the development/refinement and implementation of national communication strategies for the Prevention and Control of HPAI Outbreaks, and provide capacity building to HPAI/infectious diseases emergency communication at national and supra-national (REC) levels.

Specific objective

To provide technical assistance to SPINAP countries to address gaps in their communications strategies and ensure sound professionalism in the implementation of communications interventions funded by the SPINAP grants.

Approach

We propose to engage two communications consultants (Anglophone and Francophone and preferably bilingual) to provide hands-on technical support to the planning and implementation of communications interventions with the SPINAP funded countries. These will be assigned to French and English speaking countries respectively. The consultants are expected to have functional bilingual abilities to enable them exchange ideas and share strategies to ensure a harmonized approach to program delivery across all countries.

Proposed Outputs and Activities

The following activities are proposed under this consultancy but the consultants may suggest additional ones after reviewing country funding proposals

> **Output 1. <u>National communication strategies for outbreaks management, response, and harmonization of the activities at national and regional levels improved.</u>**

> Activity 1.1. To refine countries IEC strategies according to the identified needs and gaps, to ensure they are consistent and geared towards disease prevention and risk reduction, control and behaviour change;

Output 2. <u>Capacity of National Communication Experts on communication</u>

<u>strategies and programming built.</u>

> Activity 2.1. To provide in-service training to the communication expert from the national AI taskforce on HPAI communication programming and implementation of the validated communication strategy.

Activity 2.2. To provide technical support during the development and targeting of communication materials

Output 3. Communication networking and information sharing for awareness creation at national and regional (REC) levels supported.

Activity 3.1 To provide guidance and facilitate linkages between SPINAP supported interventions and other communication actors at national and regional level in an effort to create strengthen networking in information sharing and harmonization of approaches.

Activity 3.2 Advice the PCU on communication and related interventions in the context of SPINAP and HPAI at all levels of implementation

All interventions will be carried out in close collaboration with the SPINAP teams at National, regional and Continental levels, the respective Communication experts from the national AI taskforce team.

Coordination and Supervision

The consultants will be supervised and coordination by the SPINAP PCU at the central level and regional coordinators as appropriate. Quality assurance and additional technical guidance be provided by the IBAR Communications Advisor/Knowledge Manager for all communication aspects and SPINAP Coordinator/PCU on all technical aspects of animal and human health

Logistics and financing

AU-IBAR through SPINAP will provide consultancy fees in accordance with AU procedures and facilitate all logistics required for the execution of this assignment.

Key Tasks

- Develop up work plans and targets for the assignment

- Source and assess information on the AI communications activity of other actors in the countries

- Assess other actors' activities in the countries with the aim of providing recommendations for collaboration in the implementation process

- Organise and conduct small hands-on workshops with officials and communications personnel from national veterinary services or delegated communications professionals

- Facilitate the drafting of basic blueprint AI communications strategies for countries where they are lacking or improvement of the existing ones if found necessary

- Identify appropriate communication tactics and means, by tailoring the blueprint strategy to specific country needs

- Advise on content and production of communications materials by countries

- Provide hands on training/capacity building on HPAI communication as needed

- Study communication needs between countries and create opportunities for cross-border networking and information sharing

- From experience gained and evolving scenario, advice the PCU and CKMU on opportunities/threats for appropriate action

Desired Competencies

- Professionalism - Good understanding of communications approaches in rural settings

- Communication – Excellent communication (spoken and written) skills, including the ability to phrase capturing messages, write informational material content and ability to convince high-ranking officials of communications needs and implications

- Planning & Organizing - Ability to plan own work and field trips, organize work shops and handle complex information issues

- Technological Awareness - Knowledge in layout/structuring of public information material; knowledge and understanding of the technological implications of approaching the rural areas.

- Client Orientation - Ability to establish productive relationships with the project clients and communications target groups to identify their needs and match them with appropriate solutions

Education

- Advanced university degree in communications or a related field of work, or a relevant combination of academic qualifications and experience.

Work Experience

- Minimum of three years professional experience in the field of communications, especially BCC is essential. Practice in a veterinary work environment in Africa in particular in AI is highly desirable.

Languages

- For this consultancy, good command of written and spoken English and or French are essential. Basic knowledge of the other language is highly desirable.

Other Skills

- Conceptually clear writing style, experience with the drafting of communications strategies.

- Advanced knowledge of the MS-Office package, in particular

Equipment
The consultant is required to provide all technical means he needs to perform his/her tasks. This includes but is not restricted to laptop, software, mobile phone, and internet access. The usage will be compensated

with EUR 30 per day on a basis of 25 days per month. Running costs of communication such as telephony and internet airtime and office consumables will be reimbursed by SPINAP/IBAR on a strict cost-incurred, one-by-one pre-approved basis or the means provided.

Travel

Work related trips will be arranged through IBAR and expenses covered on the basis of applicable standards of the African Union Commission.

Medical

The consultant will be required to provide proof of his/her medical fitness to undertake the travel activity when taking up the consultancy. He/she and is expected to take up appropriate medical insurance at his/her own expense and provide proof of the arrangement.

Status

The consultant will be independent and no stage considered an employee of AU/IBAR.

IMPROVING HUMAN WELLBEING
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