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THE CASE FOR A
PROJECT SUPPORT COMMUNICATION UNIT
FOR NIGERIA
A Consultancy Report
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BACKGROUND INFORMATION ON PROJECT SUPPORT COMMUNICATIONS
(PSC) IN NIGERIA

As early as 1975, following the UNICEF Biennial Information & PSC. Meetings in New York, the UNICEF Office in Lagos took advantage of every opportunity during its discussions and consultations with officials of governments of the Federation of Nigeria, to advocate for the inclusion of PSC's elements into the various programmes assisted by UNICEF. At first, the concept of PSC, whose main thrust is the effective integration of the delivery of basic services, was not altogether clear to the many officials talked to.

However, in September 1976 the Social Development Division of the then Ministry of Local Government and Information in the former Western States of Nigeria approached UNICEF with a request for assistance in seven broad aspects of the Ministry's services, including PSC. The assistance was to cover 1977 through 1978.

The negotiations that followed evolved a programme of assistance for the establishment of a PSC unit in the Social Development Division, by providing the various equipment, supplies and cash grants for the training of personnel of the Division in social development communications. A communication coordinator who had received training in the basics of the profession with emphasis on Video recording and photography, was named in Ibadan to:

- coordinate PSC work in the State;
- train local staff in the use and maintenance of communication equipment, materials; and
- develop video, photographic, radio and printed materials, for use by all categories of the frontline workers.

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For effectiveness of its training programmes at all levels, the State was divided into four zones, namely, Ibadan (the State Capital), Oyo, Oshogbo and Ilesha.

Initially, UNICEF provided assistance in the form of video-tape recorders, cameras and photographic equipment, which has enabled the Unit to take off in one aspect - namely audio-visual projections.

However, with the creation of new States in April 1976, three States namely Oyo, Ogun and Ondo, were carved out of the former Western State. Because of the location of the PSC Unit at Ibadan which was the former Western State Capital, Oyo State, having an advantage over the other two new States, absorbed the video-equipment already provided.

During a series of programme discussions with the Federal Authorities in 1978 for assistance to Nigeria for the period 1979/1980, UNICEF's PSC advocacy continued. At that stage, the Federal Government issued directives to bring UNICEF assistance into line with other External donors. This in effect means that all future planning and consideration of UNICEF assistance should be handled at the Federal level and not directly with State Governments. The Federal Ministry of Social Development, Youth Sports and Culture, then expressed the need for establishing a medium-sized Printing outfit at the Social Development Directorate in Lagos, as part of a PSC Unit, and sought UNICEF assistance.

The proposed Federal PSC Unit forms a part of the UNICEF commitments to Nigeria during 1979/1980 and is covered by BAL/G.9

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with supporting documentation. It was agreed to carry out the implementation in two phases:

- (i) establishment of the Printing Outfit and the training of personnel;
- (ii) establishment of the Audio-Visual/Broadcasting components and appropriate training of personnel.

Consultancy:

With these developments, it was considered necessary to seek the advice and technical expertise of a Communications Programmer/Planner - to be sponsored by UNICEF to help government in a comprehensive survey of the development support communication needs.

In December 1979, UNICEF provided funds for the training of four social development officers (two from the Federal Social Development Directorate and two from the Oyo State Social Development Division) through a specially tailored programme in audio-visual production techniques at the University of Lagos, Centre for Educational Technology (CET). This was to prepare the officers as counterparts for the communications Consultant and as a nucleus of trainers in social development communications. This is the second of a four-phased training programmes earlier agreed between the Federal Social Development Directorate and UNICEF thus:

- (1) A two-week orientation attachment to the Information Division of Oyo State Ministry of Local Government and Information, Ibadan;
- (2) A ten-week residential training programme in audio-visuals at the Centre for Educational Technology, University of Lagos;

- (3) A two-week practical on-the-job placement in the established four zones of the Oyo State Government Social Welfare/Community Development Programmes; with appropriate equipment, etc.;
- (4) Finally, it is planned, subject to availability of funds, that the four officers should have an appropriate advanced training in overseas institutions.

Having undergone the first two training programmes, it was the view of UNICEF that the participants would have been reasonably prepared and equipped to collaborate with the consultant in the latter's stated assignments in the country, and that further training would be subject to the Consultant's recommendations.

However, at the time of his arrival in the country in early June 1980, the Consultant found that only two of the four officers were still in post (one at the Federal Social Development Directorate and the other at the Oyo State Ministry of Social Development).

The Consultant's Assignment

After holding briefing sessions with officials of the Directorate, and UNICEF in Lagos, the consultant, accompanied by Anthony Agboola of the DSD and Michael Oyedele of UNICEF, visited a number of organizations - IBM (now DPMS) R.T. Briscoe, Hagemayer, in order to see the range of equipment (print, visuals, etc) available in the country and to discuss terms for installation and maintenance facilities.

The team later visited the centre for Educational Technology (CET); the Department of Mass Communications and Journalism, at the University of Lagos, and other Publishing and Printing establishments to ascertain the more popular equipment in use in the print and

(v)

broadcasting media in the country; and what training facilities are available.

The team then proceeded on a tour of two States, namely: Oyo and Rivers, for an on-the-spot assessment of the situation and to find out how communications linkages between the communities and frontline workers (usually referred to as RDWS) are currently operating and can be improved. Generally, there are similarities in the problems confronting the deliverers (frontline workers) and the recipients (rural communities) of basic services, in the two States.

From the frontline workers and their immediate supervisors the story is the same: ranging from a serious lack of transportation to facilitate commutation with the rural communities to total absence of any instructional, educational or entertaining materials to promote a two-way communication with the communities. In spite of the seemingly disheartening situation, rural communities have, on their own, continued to display a high degree of enthusiasm in their various self-help projects and income-generating activities for women, in a bid to improve their welfare and living conditions. It is reasonable to expect that without the support (moral and technical) of the governments, such enthusiasm is bound to wane.

Within the decision-making hierarchy, however, the situation appears to be very well known and we are given the impression that all efforts are being made to minimize the constraints. Several factors, including the recent change of government, were given as the cause of the situation.

In the Oyo State, joined by the Ministry's PSC Officer, we visited a number of rural development projects. At the end of the tour, the team was accorded a luncheon by the Ministry during which we had the opportunity to exchange views with the State Commissioner for Social Development, the Permanent Secretary and the Chief Community Development Inspector.

The tour of Rivers State took us to a number of self-help projects scattered in several villages and communities throughout the State, at the end of which we had a brief exchange of views with the State Commissioner for Rural and Community Development and the Chief Community Development Inspector.

All through the tours, we observed multiple nature of ethnic groupings, the diversity of cultures, traditions and beliefs which, in many cases, are a mixture of the old and the new concepts and specific audiences based on the different factors which bear the semblance of most rural settings throughout the country. These salient factors are taken into consideration in preparing the Report and Recommendations that now follow.

THE NEED FOR PSC SERVICES

A number of village communities were selected by State government officials for us to visit to determine not only the nature and number of social development activities taking place in them but also the various bottlenecks constraining the extent and rate of such development. Our objective was to assess the need for PSC services as a vehicle both for encouraging the activities and for overcoming the bottlenecks which may be constraining them. These visits have left two salient impressions upon us.

We were struck by the obvious self-sacrificing determination of villagers to bring about, to the extent possible, development of their communities through their own self-help activities. Much of this self-help is presently channelled into construction of such infrastructural facilities as civic centres, town halls, maternity homes, health clinics, postal agencies, primary and secondary schools, market places, feeder roads, boreholes and pit latrines. Prodigious amounts of money are collected by way of community imposed levies upon its members. For example, one community in Rivers State has generated sufficient funds over the past five years to have various construction projects underway valued at over ₦500,000.

But we were also struck by the almost total lack of informational, motivational or instructional material of any kind to be found anywhere in the villages to support, complement and help impel these self-help

activities. The walls and bulletin boards of the schools, dispensaries and maternity homes were devoid of any posters, wall charts or picture displays urging better ways of farming, child care, health nutrition or environmental sanitation. The desk tops and book shelves of front line officers and worker's were innocent of any booklets, foldouts, brochures or guides providing instructions, for example, of how to raise poultry or rabbits or farm fish in small ponds for extra protein or cash, or how to prepare balanced diets or clean drinking water or how to knit or sew or make simple furniture or how to treat common human or animal ailments. The town halls or civic centres had never been the venues of inspiring slide and filmstrip shows, or consciousness-raising video and movie docudramas demonstrating possibilities of life-enhancing alternatives as yet undreamed of in rural communities. There simply was virtually no reading or viewing material, save perhaps bibles and prayerbooks either observed by us or reported to be present in the villages visited. It is the absence of such materials in the rural and even the urban areas which must constrain social and economic development in crucial ways that provides an arguable case for the need to establish PSC services in the country.

From what we have seen, the only PSC service presently available in the areas visited is the State or Local government frontline development worker. Apparently, there are not nearly enough of them to cover more than a small percentage of the village communities in the nation. Chronic transport problems are evident everywhere we went, further limiting the number of villages frontline workers are able to contact as well as the number of times each

village can be visited. The fortunate few chosen for attention tend to be the ones which are self-motivating. Into these communities, the workers venture armed with nothing but their mouths.

They would like to be better equipped than this. They would like, so they say, to take along with them audio-visual aids and printed materials, some of which would be used to enrich their interactions with village people and others of which would be left behind as aide memoirs of the messages they sought to transmit. Knowing that they cannot visit more than a few villages in their zones, they hope for the next best thing, that the people they talk to will pass the materials left behind with them to friends and relatives of other villages, thereby extending the workers radius of influence beyond their present capability. There is a need to provide these materials.

They would like to be able to take along with them, or cause to be brought into those villages which are not self-starters, motivational material to create awareness of possibilities to emulate. At the present, such materials, if they were indeed available to them, are likely only to be those channelled through international and bilateral aid agencies such as UNICEF and U.S.A.I.D. These materials often depict people of alien cultures prospering in foreign settings. They are hardly the stuff to arouse community effort. There are no materials known to be readily available showing how local communities in familiar settings have gone about the business of helping themselves. Yet such materials are likely to inspire emulation more

powerfully. There is a need to provide them.

They would like to participate in national campaigns abounding with timely follow-up materials. Some we talked to have been involved in the national functional literacy campaign (now taken over by the Federal Ministry of Education). But no further material besides the original primers have been forthcoming. A thirst to read has been created which requires a constant supply of new materials to keep it quenched. This observation further underscores the dearth of reading material of any kind to be found in rural areas so that even children are in danger of losing their hard-earned literacy once leaving the school, except they migrate to the cities. There is need to provide appropriate follow-up materials for national campaigns.

We ourselves observed that in the case of the International Year of the Child, campaign, the only promotional or support materials produced appear to be two posters, one depicting a healthy looking baby and the other warning against drug abuse. Neither of these posters were seen within the villages visited though some were displayed in State and local government headquarters. The point is that a poster is at best a headline drawing attention to the presence of more detailed information telling of how babies are to be maintained in good health or what ravages to personal and family life can be caused through drug abuse. Unsupported in this way, posters can have only very limited impact. There is need for campaign support materials to be produced.

We visited a couple of institutions where frontline workers were being trained. They lacked printed curricula and brochures describing the services they render. There were no training manuals available to put in the hands of frontline workers for them to keep when they returned to the field. Instructional aids such as overhead, slide and filmstrip projectors and epidiascopes were found idle and mouldy with disuse. The slides, films and transparencies which originally justified their acquisition had long since worn out or gone astray. On the shelves of libraries were displayed handicraft pamphlets and magazines from foreign countries but none from Nigeria. There is need to produce audio-visual aids and printed materials to replenish and restock the training institutions.

At almost every level of government, but more especially in the lowest echelons, little is known about what is going on in the realm of social development, youth and culture outside of the narrow orbit circumscribed by the boundaries of their zones of work. Yet there may be much that they can learn from each other. One way to foster exchange of ideas and information and perhaps to encourage a community spirit across the nation among workers engaged in the same area of endeavour is through the publication of a newsletter which keeps them regularly informed of developments around the country and also publishes their contributions. One may even look down the road a little and envisage on the one hand a monthly magazine addressed to rural folk and through which they could give voice to their needs and aspirations; and on the other, a somewhat loftier quarterly review on social development to excite exchanges

among practitioners, policy makers and academicians. There is need for the production of such wide circulation journals.

It is suspected by many at the bottom that people at the top, the decision and policy makers, those who control the flow of funds, are not really in touch with conditions or do not truly appreciate the institutional and developmental bottlenecks and constraints which so powerfully sap the human spirit of the motivation and enthusiasm to work hard. If people at the top make no effort to solicit timely and regular feedback from below, then sooner or later they will wind up with violent kickback from that quarter. There is need to capture on film and tape the sight and sounds of rural development work in all its ramifications in action; perhaps to air those issues deemed important on radio and television where they can be raised to national prominence.

There is, in summary, the need, beyond a shadow of doubt, for a well organized, dynamic service providing regular up-to-date PSC materials along the lines exemplified in the foregoing paragraphs. These potential uses of such a service so far described are by no means exhaustive of all possible uses. Still others could be described to buttress the case for the establishment of a PSC service which, if it comes into being, will itself identify further avenues to pursue as it grows and develops.

It also appears quite appropriate that such a service should be initiated under the patronage, in one form or another, of the Federal Ministry of Social development, Youth, Sports and Culture.

The generalist approach that such a Ministry must necessarily adopt enables it to cut a broad swath across family life, taking into account even aspects of health, education and agriculture that fall within the domain of other more specialized ministries. Indeed, we see no contra-indication to the possibility of these other Ministries availing themselves in time of the services of a properly instituted PSC Unit.

PHASING A PSC UNIT

A fully fledged PSC unit is a multimedia enterprise with personnel, equipment and facilities capable of producing competitive publications and of rendering audio and video tapes of broadcast quality for radio and television. But printing processes, radio and television stations are voracious animals which chew up materials often faster than they can be produced. They are consequently demanding of large numbers of highly skilled and talented personnel. For this reason, it is usually not advisable to embark from scratch upon establishment of a fully fledged PSC Unit. Better to start with one component and add the others only when the first is working smoothly.

The usual separation of components is along the lines of print media as opposed to the electronic media of radio and television which in turn could be split in two. From our survey of PSC needs, we are persuaded to the requirement for PSC services in Nigeria to start as a Unit emphasizing print and allied photography.

Such a PSC Unit will of course dedicate most of its efforts towards helping to accelerate social development in rural areas of the country. At first glance, therefore, having regard for the reportedly low levels of literacy extant in the rural areas, it would seem somewhat contradictory that we opt to initiate PSC services via a print emphasis. There are three arguments against this view.

Firstly, rural literacy is not remaining stagnant. It is increasing every year as more and more children go to school and more and more adults join functional literacy classes. Indeed, as we already pointed out, there is reason to believe that all this newly gained literacy is likely atrophy with disuse because of the dearth of reading materials available in the rural areas.

Establishing a service capable of printing reading materials not only redresses this situation to some extent but also provides content for the materials to be read aimed at informing, instructing, motivating and also entertaining the readers in ways that are deemed desirable for the improvement of themselves, their families and their community.

Secondly, the target of social development is not so much the individual as the community. To the extent that a community contains individuals in it who have achieved literacy, however few they may be, that community as a whole may be regarded as literate and capable of attending to PSC material which may come its way. Consider that there are thousands of villages in Nigeria with this

kind of capacity and that their numbers are growing every day, and one has an appreciation of the sizeable circulation PSC materials will have.

Finally, one may expect that the most avid readers and users of PSC printed materials are likely to be the thousand of local and state government rural development workers as well as the thousands of rural school teachers and their untold numbers of students.

In light of these considerations, we may conclude that there is a strong case for establishing a print emphasis PSC Unit with still photography capability as a first phase operation. As such a Unit comes on line and reaches optimal production, consideration may be given to adding the extra dimensions of radio and television emphases during the course of a second phase.

SPECIFYING A PRINT EMPHASIS PSC UNIT

Creating a print emphasis PSC Unit is demanding of careful, detailed specification of personnel, equipment and facilities to house them. There are a number of different operations to be performed each with their own separate but related functions and their own peculiar needs for professional or skilled personnel, for specialized equipment and for specially designed work stations. It is a processual business which starts with planning and conceptualization proceeds through writing, editing and photographic or graphic arts illustration, continues through composing, layout design, film and plate making, printing and finishing, and terminates with distribution, training

of users and field follow-up. Contrary to popular belief, actual printing is a rather minor step in the process, the most important parts being all the operations which both precede and succeed the act of printing.

The point to emphasize, however, is that it is a process which has to be followed through from beginning to end. There are no dispensable stages within the process. A commitment to adopt a print emphasis PSC Unit, therefore, must be clearly and unequivocally seen as a commitment to adopt the whole process with all its ramifications of personnel, equipment and accommodations.

The various specialized sections of a functional print emphasis PSC Unit along with personnel and equipment requirements and the functions each performs have been parsimoniously summarized and displayed in a single page overview included in this report. In addition, a detailed sketch plan modelling the type of facility required to house these sections and showing all work stations and equipment locations in relation to each other has also been included in this Report for the guidance of architectural designers. In the following pages, explanatory notes of these two submissions will be offered together with recommendations for the specific makes and suppliers of equipment best suited to a medium-sized operation commensurate with service and spare parts availability in Nigeria.

Planning

The planning section, headed by the Unit manager in regular

PROJECT SUPPORT COMMUNICATION UNIT

FUNCTIONS
Initiation, negotiation, formulation of Assignments. Organization, supervision, coordination of Production, Management, deployment, motivation of Personnel. Vert./horizontal com. mass media contact, public relations.

PRINT MEDIA EMPHASIS: PLANNING UNIT
Manager: Planning Chief (P) 1 (1)*
Deputy: Production Chief (P) 1 (0) ... Station wagon
Admin/Accounts/Tp/Stores (E) 4 (4) ... Combi Van
Stenographic/Reception (S) 2 (1) ... Typewriter

Total : 8(6)

PRODUCTS
Magazines Posters Brochures Slide Shows
Newsletters Wallcharts Bulletins Filmstrips
Handbooks Foldouts Conference Photo displays
Manuals Leaflets Materials Transparencies

| CONCEPTUALIZATION | PHOTOGRAPHY | GRAPHICS and LAYOUT | PRINTING AND FINISHING | DISTRIBUTION/FOLLOW-UP |
|--|--|---|--|--|
| Collection of data for P.S.C. Material assigned to Front Line Worker/ Client System needs Cross-checking data with Subject Matter Specialists of health, nutrition, agric., education, social welfare, com. dev. Development of message/campaign strategies tailored to educ./social/ cultural profile of beneficiaries Packaging written copy with supporting audio-visual illustrations Proofing, debugging, editing and Proofing PSC material | In collaboration with Writers/Editors ... Produce pictures to illustrate written PSC material Produce slides for slide presentations, and for filmstrip documentaries with tape sound sync. Mount point-of-communication photo displays/exhibitions Produce journalistic photos for P.R. and newspaper use. | Typesetting/Composing of written PSC material Artwork design and illustration (Mock-ups, graphics, drawings, photoscetches, colour separation) Lay-out design, rule-up, paste-up of mechanicals Preparing permanent overhead projection transparencies. | Film making, retouching and plate making Offset printing and machine minding. Stencil scanning/duplicating Folding and collating Cutting, trimming, binding. | Ensure distribution of PSC material to points of greatest utility (Rural Clients, Front line Workers Trainers, Decision makers etc) Training relevant workers in optimal use of new PSC material Monitoring use/evaluating effectivity of PSC material and recommending modifications/adaptations. Determining need for further follow-up PSC materials Dubbing sound on tape for slide shows and Filmstrips |
| DATA GATHERING Agrojournalist or equiv. (P) 1 (1) Researcher/Writer (P) 8 (4) Copy Typist (S) 4 (2) EDITING Copy/Picture editor (P) 1 (1) Assistant editor (P) 1 (0) FIELD Stringers (one per zone) Total : 15(6) | LIGHTROOM Photocommunicator (P) 1 (1) Assistant Photographer (SS) 2 (0) DARKROOM DR Specialist (S) 1 (1) Assistant (Apprentice) (SS) 1 (0) Total : 5(2) | GRAPHICS Graphic Artist/Illustrator (P) 1 (1) Assistant Graphic Artist (T) 1 (0) LAY-OUT Lay-out design specialist (P) 1 (1) Assistant lay-out designer (T) 1 (0) COMPOSING Typist Compositor (S) 1 (1) Assistant (SS) 1 (1) Total : 6(4) | DARKROOM Master Printer (City and Guilds or equiv.) (S) 1 (1) Darkroom printers apprentice (SS) 2 (1) PRINTING ROOM Printer (intermediate City and Guild or equiv.) (S) 1 (1) Printers Apprentices (SS) 2 (1) FINISHING Cutter/Stitcher (SS) 2 (1) Folder/Collator (L) 4 (2) Total : 11(6) | DISTRIBUTION Distribution Chief (E) 1 (1) Distribution Assistant (E) 1 (0) Distribution help (L) 1 (1) FOLLOW-UP/TRAINING Extension Communicator (P) 1 (1) Ext. Com. Assistant (P) 2 (0) Sound Specialist (T) 1 (1) Total : 7 (4) |

*P = Professional (Degree); T = Technical (Diploma); S = Skilled (Certificate); SS = Semi-Skilled (Trainee); E = Executive; L = Labourer
Figures in brackets () indicate minimum starting staff strength.

| DATA GATHERING | PHOTO DARKROOM (A/C)** | COMPOSING ROOM (A/C) | PRINTING DARK ROOM (A/C) | TRAINING |
|---|---|---|--|---|
| Cassette Tape Recorder 2 Typewriter 2 EDITING Typewriter 1 FIELD Camera, 35 mm, pocket size for stringers 8 TRANSPORT Combi Van 1 | Complete Film Developing Accessories 1 Photographic Enlarger 1 Complete Printing Accessories 1 Slide lamps (RC paper, No drier/glazer) 2 LIGHTROOM Camera, 35 mm, w/aid Accessories 2 Wide angle + Zoom lenses 1 Tripod 1 Tropicalized Carrying Case 1 Camera, polaroid, B/W 1 Slide Light-table 1 Refrigerator for Film/Chemicals 1 TRANSPORT Station Wagon 1 | Electronic Compositor with Memory 1 Voltage Stabilizer 1 Sets of 8-12 point Fonts 4 Photocopier, Variable image dry process 1 GRAPHICS Complete set of Artwork Accessories and Supplies 1 LAYOUT Complete set of Lay-out Accessories and Supplies 1 Rule up/Lay out Light table 1 Waxing Machine 1 | Process Camera, Manual Timer 1 Voltage Stabilizer 1 Film processing/washing system 1 Safe lamp 1 LIGHT ROOM Film Touch-up Table 1 Platemaker 1 Film/Plate storage cabinets 1 PRINTING ROOM (AC) Offset Printing Press 1 Stencil Scanner 1 Stencil Duplicator 1 FINISHING ROOM Cutter/Trimmer Guillotine 1 Stitcher, single head 1 | Overhead Transparency Projector 1 Slide Carousel Projector 1 Filmstrip Projector 1 Cassette Taperecorder 1 Public Address System 1 Flip Chart 1 Tape editing equipment 1 TRANSPORT Mobile A/V Van ... 1 Electric Generator (2.hp) ... 1 |

**A/C = Air Conditioning essential

F U N C T I O N S

P E R S O N N E L

E Q U I P M E N T

52 (30)

44 (24)

conference with his deputy and the heads of each section under him, is the brain of the operation. Together, they determine the nature of assignments, the mix of materials and the strategies to be adopted in pursuing specific development goals. Determining these goals is the responsibilities of the Unit manager.

Some of these goals may be dictated by the Federal Ministry of Social Development, Youth, Sports and Culture in keeping with national plans, policies and priorities. These may include the mounting of campaigns such as the International Year of the Child, the publishing of a national review magazine on social development or the creation of a newsletter circulated within the Ministry, within corresponding state ministries, within local governments and to all affected front-line workers. They may also include providing public relation services, liaison with the national and state mass media and the provision of materials in support of national conferences, seminars, workshops and training exercises held under the auspices of the Ministry.

Some of these goals may be associated with rural development programmes being carried out by the various states and local governments. They may include specific projects such as developing how-to-do-it booklets and wallcharts on raising poultry, growing hybrid maize, infant care, building pit latrines and the like. It is the managers' responsibility to line up appropriate subject matter specialists in collaboration with whom the relevant materials will be developed.

Still other goals will emanate from the front line. Specific PSC needs may be voiced by front line workers to develop motivational and promotional materials tailored to the particular problems they are seeking to overcome. These may include point-of-communication photographic displays, and reportage of successful undertakings for mass media dissemination or for use as motivational materials to encourage emulation in slower communities.

The possibilities are at once limitless and limited by the capacity of the Unit to accommodate them and the availability of funds.

To allow the manager this free ranging ability to initiate, negotiate and formulate assignments, day-to-day management and supervision of production within the workshops is essentially the duty of the deputy manager.

It follows from the foregoing description that a PSC manager must needs be eclectic, a person of many parts whose specialty is a broad grasp of the overall process of multimedia production and publication for rural development. The counterpart officer from the Federal Ministry who accompanied the UNICEF consultant throughout the investigation period, appears eminently suitable for the position of manager should the PSC unit blossom to fruition. His background, experience, maturity and sensitivity to PSC problems make him an excellent candidate. He still requires specific training in the conceptual processes of development support communication strategies and techniques and in the operational procedures of printing and publishing and radio and TV production. He has

already undergone some training in audio visual production emphasizing photography at University of Lagos. Further training for both the manager and his deputy in communication theory, printing and publication technology, and radio production appears quite feasible in the Mass Communication Institute of the University of Lagos. It may also be necessary, finally, for additional exposure to those processes in an appropriate institution abroad.

Conceptualization

Where the planning section is the brain of the operation, the conceptualization section is the heart pumping work to the other organs of the operation. If this heart is weak or too small, the rest of the Unit will be starved of work and will remain idle much of the time. That is why it requires such a large team of researcher/writers, editors and stringers headed by a professional agro-journalist or equivalent.

Specification of an agro-journalist is by design. Much of the material to be developed and written will be of a scientific nature employing language which requires reduction to lay terms so that the common person can understand. This material may be derived from such sources as books, journals or reports or from subject matter specialists in education, agriculture, health and social development. Agro-journalists are usually trained in the art of reducing scientific material to lay language.

The actual production process starts in the conceptualization section. It consists of operationalizing strategies developed in

planning, determining message construction, working up scripts and pretesting materials for effectiveness. It is a tedious business, requiring much rewriting and is demanding of people with talent and flare for writing and expression. A staff of 8 may well be stretched to the limit to maintain a steady flow of output.

Stringers are specified as additional sources of material but not as members of the regular PSC staff. They may be Federal, State or local government employees assigned the task in their local areas of gathering material and feedback for transmission to the PSC Unit. At this time, their numbers must remain unspecified. It is however envisaged that there should be at least one supervising liaison man in each of the six Federal zones. He may be equipped with a small pocket sized camera such as the Cannonette for taking local pictures either for point-of-communication exhibits or for inclusion in PSC publications.

Cassette taperecorders are specified to facilitate data gathering by the researcher/writers. IBM selectric typewriters are recommended for use in this section by copy typists.

PHOTOGRAPHY

The photographic section is relatively small but none the less an important component headed by a Photocommunicator; that is, a person skilled in the art of composing photographs so that they illustrate texts and scripts as clearly as possible. In essence, his is largely a support service to the conceptualization section with which he works in very close collaboration along two lines.

On the one hand, he produces black and white pictures to augment and illustrate text appearing in booklets or on posters or some such materials for printing. Some of these pictures may be used by the graphic artist for photoscetching, a process of converting a photograph to a line drawing by copying the picture image with a rotrín pen or equivalent directly onto the surface of the photograph, then immersing the photograph in a solution of potassium-ferrocyanide or, second best, iodine which dissolves the surface emulsion leaving a clear, perfectly proportioned line representation of the picture image behind.

On the other hand, he produces slides which depict the action accompanying the script of a slide presentation. These presentations, sometimes called docudramas (documentary drama), may be designed to tell a story about how a particular project was carried out. Dramatic voices may be loaded on a cassette which is then synchronized with the slides. In a way, it becomes a poor man's movie with the action frozen into a series of still frames. A further development is to process the slides into a film strip which is easier to handle than the slides.

The Rollei SL35 camera plus accessories including wide angle and zoom lenses and the Durst M800 with complete darkroom accessories are all available through Sikh-Hagemeyer in Lagos. This firm has a good reputation for aftersales service. We estimate about ₦3,500 - ₦4,000 to set up a functional Photographic section.

Initially, we envisage only a black and white processing capacity with colour slides sent out for developing. Later a capacity for processing colour slides may be added.

Graphics and Layout

The art and layout section is responsible for preparing material channelled to it from conceptualization and photography for eventual printing. Headed by a graphic artist, the process consists of designing "mock-ups" or artist impressions of what the final products will look like. These are modified following discussions with the writers and/or the clients. The written copy is then submitted for typesetting on a composer which involves selecting appropriate type-faces and rendering the material in type. These, together with accompanying pictures and drawings, are then laid out according to the mock-up design and pasted up. The resulting "mechanical" is then ready for submission to the printer.

The most important machine in this section is the composer. There is a choice in Nigeria between the IBM electronic composer and the compugraphic "4600" available through R. T. Briscoe.

The IBM machine possesses a computer memory which enables the user to make drafts which are automatically stored in the memory. This draft can be corrected while still in memory. The user then selects the appropriate format for setting the text, depresses the "auto" key and the text is automatically produced in camera-ready galley form. A wide variety of type fonts in bold, medium and light ranging from 6 to 12 points are available. The one page overview included with this report has been set on the IBM electronic composer which costs around N12,350 in Lagos.

The Compagraph machine of equivalent size to the IBM has no memory and uses a phototypesetting procedure requiring a second machine, a Multiline 45, to process the text on photopaper. While possessing the same range of type faces as the IBM, it is a cumbersome, less reliable machine which, at N14,850 plus N3,100 for the Multiline 45 is considerably more expensive than the IBM.

The IBM electronic composer is therefore recommended. Any highly competent typist can be taught to operate the machine in weeks and IBM after-sales service is generally first class the world over. The machine requires a stabilizer to protect it against electrical fluctuations.

An optional piece of equipment which can facilitate the work of making mock-ups greatly whilst having other more traditional uses, is a photocopier with the capacity to enlarge or shrink the image of the material being copied. Unfortunately, the only such machine available in Nigeria, the IBM Copier III

Model 10 is, at N34,440 duty free, rather expensive. The smaller version, the IBM Copier II is cheaper at N9,930 duty free, but is also without the capacity to vary the image size, thus limiting its utility. If one major output of the PSC Unit is, however, likely to be the design and preparation of large numbers of overhead transparencies for use in training institutions, then a dry process photocopier such as the IBM II or III becomes an essential piece of equipment.

Finally, for purposes of precision layout especially during the process of colour separation, a professional rule-up table with guide rails is essential. R.T. Briscoe offers the BACHER Table which was first quoted at N2,850 and later revised to N9,000. The latter figure is outrageous. Also needed for layout is a small waxing machine. Briscoe puts out a rather large model, the Hunkeler Gluing Machine, Model LAM, which at N3,610 is way too much for any waxing machine.

Printing and Finishing

The business of printing and finishing is rather straight forward, commencing with making a negative of the laid-out mechanicals on a process camera and retouching the negatives on a light-table before making an offset metal plate by a contact process on a platemaker. The plate is affixed to the printing machine ready for printing. The output is then manually collated and folded, stapled on a stitcher and the edges neatly trimmed on

a guillotine.

More important to discuss here is the nature of the equipment available. Listed below is a comparison between two sets of machines both available in Nigeria and both with after-sales service:

| | <u>Small Size (BEAM)</u> | <u>Medium Size (R.T. BRISCOE)</u> |
|-------------------|--|---|
| OFFSET PRINTER | Gestetner 213: 12" x 18" N12,000 | Heidelberg GTO: 12" x 18" N27,050 Heidelberg KORD 18" x 25" N36,150 |
| PROCESS CAMERA | Nu Arc: 19" x 25" 1 Lens N3,100 needs stabilizer | KLIMSCH KL4: 21" x 27":3Lens N6,500 needs stabilizer |
| PLATEMAKER | FLIPTOP FT26-2 N3,150 | KLIMSCH TriKop: 65cm x 75cm N5,100 |
| Guillotine | Fortmatic 52: 21" x H3-1/8" N3,500 | POLAR 72Std L28-3/8" x H3-1/8" N8,300 POLAR 92Std L36 1/4" x 4-5/6" N14,450 |
| Stitcher | Bestitch 7: Single head N2,630 | Muller Martini. B1 Singlehead N4,550 |

The set of small size machines available through BEAM is essentially designed for business houses wishing to do their own printing or for small scale commercial printers. They are nevertheless excellent and durable machines, their most limiting drawback being the small sheet size of the printer which means you can never have a poster bigger than 12" x 18".

The medium size offset machines available though R.T. Briscoe are designed for professional printing. They are sturdier, more

complex, have a faster throughput and are capable of greater precision work, especially on colour separation. Of the two Heidelbergs shown above, the bigger KORD is recommended because the larger sheet size, 17" x 25", allows for greater versatility. Note that there are cheaper letterpress machines of equal size available at Briscoe. Letterpress is now obsolete in Western countries and spare parts will soon be difficult to get.

The Klinsch and NuArc process cameras both come with electronic timers. In Nigeria, where electrical fluctuations are frequent, these timers soon become faulty. If at all possible, manual timers should be specified when ordering, failing which stabilizers should be provided.

Two Polar guillotines are shown above. If the bigger KORD offset press is adopted, the correspondingly bigger Polar 92 is recommended to allow for flexibility in cutting the large ream sizes of paper stock that might be used.

Both Briscoe and BEAM workshops and sales departments were visited. Briscoe impressed us as being considerably more professional and business-like in their approach while BEAM was more casual and off-handed. While both offer limited training of personnel on each machine bought, Briscoe's training scheme was considerably better organized, complete with a printed curriculum. These observations provide strong indications of the quality and timeliness of after-sales service. Consequently, we recommend adoption of the Briscoe set of medium sized printing and finishing equipment.

Two other optional pieces of equipment are included in the specifications: a scanner for cutting stencils and a stencil duplicator both made by Gestetner and available through BEAM. It often happens that need arises to make 25 or 50 copies of a last remaining copy of a report. Making plates and using the KORD machine for this purpose is wasteful, expensive and time consuming. It is much like using a Rolls Royce to carry garbage. Such small jobs can be quickly and economically performed using the scanner and duplicator, both relatively cheap machines.

Distribution

The tremendous effort which finally produces 10,000 copies of a poster or booklet frequently comes to nought because of distribution bottlenecks. Witness the International Year of the Child posters which are hardly to be seen anywhere in the rural areas that we visited. In a Federal country like Nigeria with 19 States and untold numbers of local governments, distribution of PSC material can indeed assume gargantuan proportions. Many of the PSC materials, to be of any use whatsoever, must eventually reach deep into the rural areas. They must find their way into the hands of every relevant frontline worker.

This requires establishment of a carefully controlled distribution system. Merely sending batches of materials to key officers in each zone or state often results in the materials remaining on that officers shelf gathering dust. Consideration must be given to creating circulation lists which include names down to frontline

workers, or at the very least, immediate supervisors of frontline workers. To this end, although it has not been specified in the equipment section of the one page overview, a high speed addressograph machine may well be a useful acquisition.

Training Followup and Evaluation

A major output of the PSC Unit will be materials intended for use in training institutions. These trainers will themselves need to be trained in the optimal use of the materials prepared for them, failing which the materials are likely to be misused or not used at all because of uncertainty of how to get the most out of them.

Other material may be intended for field use. Again, to get the most out of them, potential users may need to be given training demonstrations. This may take the form of organizing zonal workshops for supervisory staff who in turn return to train those under them.

Still other material may need special treatment before they can be useful. Audio tapes of scripted slide shows and filmstrip docudramas may need to be made in the relevant languages before they are ready for use. This activity may be carried out in conjunction with the training workshops.

These functions are the domain of the extension communicator and his assistants. As his title implies, his particular skills are associated with methods, techniques and strategies of effective communication at the level of the frontline where extension of new ideas and practices occur.

An important aspect of the team's function is monitoring the use of and evaluating the effects of PSC materials. Recall that planning in PSC terms consists of determining development and other goals and designing PSC strategies to achieve those goals. Some systematic effort is needed to determine the extent to which those goals are being achieved as a function of the materials prepared for the purpose. They may need modification in which event this information is fed back to the planning unit for action. They may have failed in which event reasons must be determined and lessons learned. Distribution bottlenecks may be discovered. This information must be channelled back to the distribution chief for his action.

The function of monitoring and evaluation may be carried out in conjunction with training sessions and augmented by visits to the field. We are not at this time recommending a full department of monitoring and evaluation replete with its own computer for processing big 'N' before and after sample surveys. This we leave for second phase implementation. For the time being a modest, less complex effort will suffice.

Standard projection and tape editing equipment is recommended. The slide Carousel must have sound-synchronizing capacity and remote control. A small, hand operated AC/DC (Car battery) film strip projector costing about N40 is available on the market. The Specifications will be forthcoming. Although only one filmstrip projector has been specified, obviously many more will be needed once the Unit begins to produce filmstrips.

THE FACILITY

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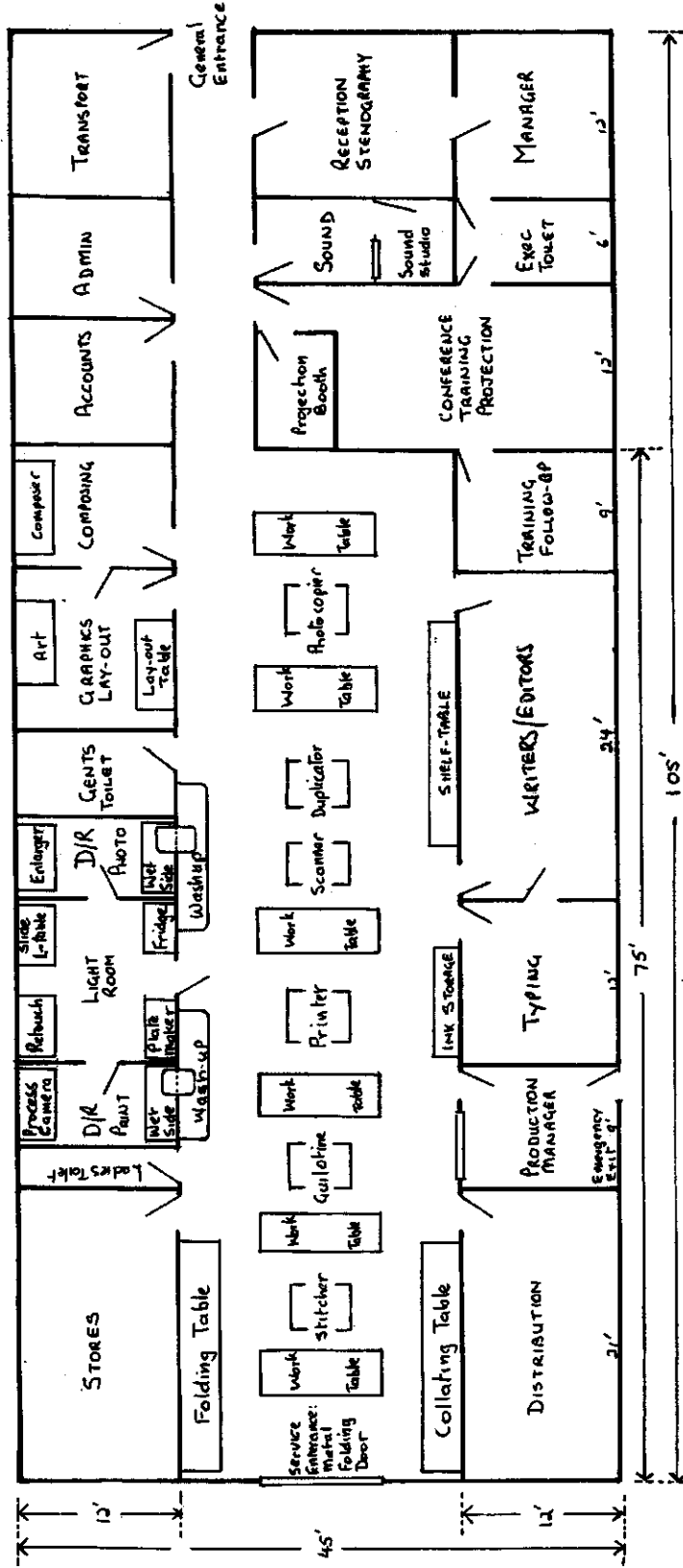
With a staff of over 50 at full strength requiring over twenty work stations and including up to 15 different pieces of equipment, it is obvious that space requirements for just the print emphasis section of a PSC Unit are of no mean proportions. We have examined the premises at Johnson Street in Surulere. Even with the projected additions, it is grossly inadequate to house both the braille press (for which we are given to understand the building has already been earmarked) and the PSC Unit. We would further counsel against housing the Unit in temporary or makeshift quarters. Temporary quarters, however unsuitable, have a way of becoming permanent. In any case, once uncrated and set in place, it is seldom a good idea to move such heavy machinery as a KORD and a Polar Guillotine to new locations again.

Since our task is to design a PSC with maximum opportunity to operate efficiently, we have taken the liberty to also design a building plan which would afford it this opportunity (see attached sketch plan). This design follows a plan for a similar building to house a similar operation erected in Accra, Ghana. The plan is however only a guide to the architectural designer.

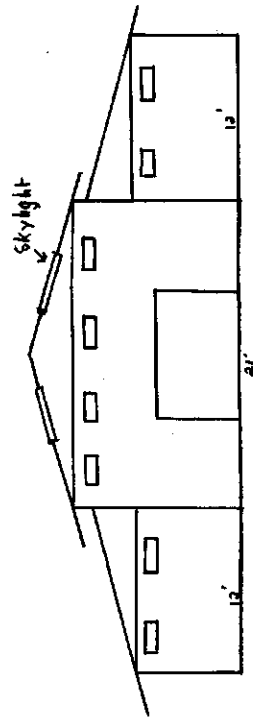
The plan is eminently suitable for constructing a building using modular wooden panels as supplied by African Timber and Plywood who were indeed the suppliers for the Ghanaian building. Such buildings, erected on a concrete block, are sturdy, remarkably durable, using hardwoods specially impregnated with pest and fire resistant chemicals.

The plan envisages a central workshop housing the heavier machinery surrounded by the support services. It features few entrances (only one entrance in regular use) as a security measure since a PSC Unit usually contains many portable items worth stealing.

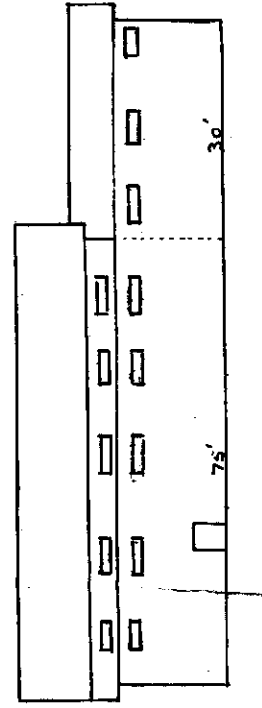
PROJECT SUPPORT COMMUNICATION UNIT PRINT EMPHASIS FACILITY



Floor plan showing location of each work station for a print emphasis PSC. Centrally located workshop must include 3 phase power supply.



Rear view showing two roof levels, skylight and service entrance. Suitable for prefabricated wooden panel construction by African Timber and Plywood Company of Nigeria.



Side view showing two roof levels and roof line windows at each level. Building designed to maximize security and to optimize central air conditioning implying architectural preplanning of A/C ductwork.

Since many of the machines must be maintained at constant levels of temperature and humidity, central air conditioning is assumed. Central air behoves the architect to include in the building design all the necessary ductwork to circulate cool air throughout the building.

To conserve energy, a string of small windows with thermal panes located at the roof line of each of the two levels of the building are specified. This also serves as a further security measure. As an additional conservancy measure, skylight window are suggested for embodiment into the roofs.

Note that two darkrooms are specified, one for print and one for photography. These two darkrooms cannot be combined since they have different lighting uses which defeat each other.

Note also that the heavy machinery require three phase power supply so the building needs to be wired accordingly. On the question of electrical power supply, having regard for the frequency of power interruptions, it may be just as well if a standby generator was included in the building plan

STAFF TRAINING

When the PSC Unit is at full strength, as many as 19 members of the staff will be of professional rank. It is likely that some of them will be

recruited already in possession of the necessary skills. But the central function of a PSC Unit is communication and all these staff must be in possession of adequate knowledge in the theory and process of mass and interpersonal communications especially as it applies to the Nigerian situation with its high percentage of small-scale, largely illiterate peasant farmers coupled with problems of multilingualism.

To this end, we visited the Institute of Mass Communication at the University of Lagos and met with all the senior staff under the chairmanship of the Director, Professor Alfred Opubor. This Institute is in effect already capable of PSC Operations. It is equipped with a print media capacity similar to that presently being specified for the Ministry. In addition it has an elaborate radio training capacity capable of going on the air if a licence is granted.

We have every confidence that this Institute can mount a training programme specially tailored to the needs of your PSC professional personnel. The Director assured us that such an undertaking is clearly within the realms of possibility. Being a Nigerian Institution with Nigerian trainers sensitive to the communication problems of Nigeria, the training it will provide is likely to be more appropriate than any which can be found elsewhere in the world.

We therefore recommend that professional level staff be trained at the Mass Communication Institute for a period to be negotiated with the Institute. When PSC operations eventually commence, these professionals will be responsible for providing on-the-job training for lower level staff in their sections.

TIMING

Even if the project as proposed is approved by the Ministry this year and included in the 1981 estimates, it is unlikely that the Unit will become operational before some time in 1982 and possibly 1983. The reasons for this are several.

Recruitment and training of professional staff will take time. Taking the brightest view, recruitment could be completed in the first half of 1981 with training to follow in the second half. Lower level staff should be recruited when the professional staff are on post in order to enable them to select personnel according to criteria which may have emerged during training.

The building will take time to erect. If the Ministry accepts the suggestion of constructing an A.T. and P. type wooden structure time will be saved and the building may likely be ready for occupancy by the end of 1981. But if the Ministry opts for another type of structure, it may have to go to tender which will take time. If a concrete structure is to be put up, this too will take considerable time. It is therefore unlikely that it will be ready for occupancy until late in 1982 or even 1983.

Finally, the machinery will have to be ordered. This is likely to take place when the staff has been recruited and the building commissioned.

CONCLUDING REMARKS

We believe that there is a strong and urgent case for the establishment of a PSC Unit in Nigeria. We believe also that the Ministry of Social Development, Youth, Sport and Cultures is the most appropriate place to accommodate this first such PSC Unit. But whether or not it comes into being depends upon the will of the Ministry to take the bull by the horns and its capacity to absorb so large and complex an undertaking.

A note of caution needs to be sounded here. The number and nature of staff we have specified is already on the minimal side. To stint on staff, to cut corners or settle for half measures is to foredoom the PSC venture to early demise. Cutting down on professional staff requirements is particularly pernicious. Conceiving, developing, designing and laying out a single poster may take say 60 man hours of combined effort of several professionals at different stages of its development. A KORD offset press has a throughput of 6,000 pages per hour. As we said, it is a voracious animal. Unless it is kept constantly fed, the printing staff, the finishing staff, the distribution staff and the trainers and evaluators will be kept idling.

We feel strongly that for a meaningful and effective communication support services to development programmes, the Unit proposed should be made an autonomous parastatal, with its own Management Board, Operational staff structure, Budgets, etc. under the supervision of the Federal Ministry of Social Development, Youth, Sports and Culture.

In fact, we expect, if the project is adopted, the Unit to grow and expand as it tackles more and more jobs, eventually to blossom into its second phase and become a bellwether PSC Unit not only in Nigeria, but in Africa as a whole.



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Notes

The report was prepared by Joseph Ashcroft, Associate professor, School of Journalism, University of Iowa, Michael Oyedele, Information Officer, UNICEF Country Office, Lagos, Nigeria, and Anthony Agboola, Social Development Officer, Federal Ministry of Social Development, Youth, Sports and Culture, Lagos.

The report gives basic background information on PSC in Nigeria; the consultants travelled to Oyo and Rivers states, visiting a number of rural and self-help projects, and observed the diversity of cultures, traditions and belief. The report makes a strong case for the gradual build-up of PSC facilities, one component at a time, especially in view of the need for highly skilled technical personnel to run a fully-fledged multi-capacity unit.

Two fold-out schematics show the capabilities to be included: conceptualization, photography, graphics and layout printing and finishing; distribution and follow up; both in terms of premises, technical equipment and personnel.

Also a possible architectural layout is suggested.

Suggestions for equipment are also made.

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SAROJA DOUGLAS

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