



CF-RAI-USAA-PD-GEN-2007-000406

Expanded Number **CF-RAI-USAA-PD-GEN-2007-000406**

External ID

Title

PSC. Korea. Communications Planning Support to a Rapidly Advancing Country. Report of UNICEF's Communications Consultant, Fred Reed, 10 January - 9 March 1977

Date Created / From Date
1/10/1977

Date Registered
6/20/2007 at 11:14 AM

Date Closed / To Date

Primary Contact

Home Location **CF-RAF-USAA-DB01-2007-10731 (In Container)**

FI2: Status Certain? **No**

Item Fd01: In, Out, Internal Rec or Rec Copy

Owner Location **Programme Division, UNICEF NYHQ (3003)**

Current Location/Assignee **Upasana Young since 11/15/2007 at 8:44 PM
6/22/2007 at 11:05 AM**

FI3: Record Copy? **No**

Document Details **Record has no document attached.**

Contained Records

Container **CF/RA/BX/PD/CM/1985/T014: Programme Support Communications**

Date Published Fd3: Doc Type - Format Da1:Date First Published Priority

Record Type **A01 PD-GEN ITEM**

Notes

45 pp

The report analyzes the work of UNICEF and how it has been received by Korean society. The aims of UNICEF programmes and of PSC are discussed in light of Korean society and culture and prevalent cultural values. The report notes that in Korean society "there is generally no awareness of the need for audience feedback or for systematic information on the audience for whom communications are intended." Nevertheless, the consultant feels that the efforts of the UNICEF mission were beginning to bear fruit.

Print Name of Person Submit Image

Saroja Douglas

Signature of Person Submit

Saroja Douglas

Number of images without cover

45

3 C A N U T

COMMUNICATIONS/PLANNING SUPPORT

to

A RAPIDLY ADVANCING COUNTRY

UNICEF COMMUNICATIONS CONSULTANT'S REPORT

to

KOREA

JANUARY 10-MARCH 9, 1977

BY

FRED REED, Ph.D.

1

P. L. A. J. V.

ACKNOWLEDGEMENTS

The success of any short-term consultancy depends, to a great degree, on the manner in which the consultant's role is dynamically defined and redefined in consultation with the client throughout the course of the work. If this consultancy has been worthwhile, the success is largely due to Mr. Alan McBain's understanding of how to get the most work out of a consultant and his willingness to define and redefine the task as the work progressed. As a result of the Representative's support for my work, his entire staff threw themselves into the task of educating the consultant. Culture studies, insights into particular agency problems, explanations for curious behaviors, and political insights were provided by every member of the office staff. All facilities of the office were made flexibly available and most important, I was made to feel as though I was among friends. Useful aspects of this report owe a great deal to my colleagues in the UNICEF/Korea Office. The errors and misinterpretations are due only to my own perverse recalcitrance.

B-1-11

PREFACE

Most short-term consultants to Korea are likely to be bewildered by what they see. Programmes, which in the terms of experience in other countries seem to be poorly integrated and planned, seem to work well and achieve their goals. Motivations which are utilized to stimulate individuals to adopt new practices seem to be only generally conceived and poorly focused. Innovations which seem, on the face of it, to be marginally useful tend to be widely adopted. Persons who head programmes often do not resemble those who on the basis of experience elsewhere should be in positions of authority and responsibility.

Several observations have helped me to make some sense of this often confusing situation. These observations have been developed through the period of this consultancy and have been largely confirmed in discussions with U.N. officials, officials of the Government of the Republic of Korea, faculty members of the Korean Universities, and villagers. By bearing these, often contradictory, observations in mind the following report will hopefully be more easily understood.

1. Korea is an authoritarian society. Authority accrues to individuals on the basis of age, sex, education, position vis a' vis the national or local government, and various honorific titles. Having a position of authority entitles one to legitimately demand the adoption of an innovation. Individuals usually comply without question.
2. Korea is a sexist society. As is true with UNICEF, one consistently finds that those with authority in organizations concerned with the welfare of women and children are males. All too often they are males who have little generalized contact with either women or children. Again, this situation is not openly questioned.
3. Korea is a nationalist society. Citizens are proud of their country. That pride combined with frequent comparisons which they make between themselves and developed countries provides a major metaphysical reason for hard work and a strong tendency for progressive thought. Frequent conversations with students, office workers, and villagers have led me to the belief that nationalism may be more important as a base for interpreting the purpose of existence than are the traditional religions.
4. Korea is a country under siege. Every individual over 35 years old remembers the war with the north and the terror which accompanied that war. Incidents occur on the border (DMZ) with a great enough frequency to make the threat from the north highly credible. It must be noted that Government seldom fails to take advantage of these incidents to impress on its citizens the credibility of the threat from outside. Recent suggestions that the United States troop force would be reduced have only served to exacerbate the perceived threat. It must also be noted that the nationalistic feeling is not solely a function of the external threat. While the threat serves to heighten the feeling of nationalism, the removal of the threat would only result on Koreans comparing themselves to other countries in terms of production, modernization, and civility.
5. Korea is a technological country. If nationalism could be said to be the religion of the country, i.e. provides the raison d' etre or underlying assumptions for work, progress, and self-sacrifice, then technology is the book of rules or bible. The reason which is most often cited for the adoption of a new process or innovation is, "this is the scientific way" or "this way is most cost-effective." Often one gets the feeling that science has been placed in the position of being the

religion rather than in the place of a tool for the achievement of goals which might be legitimized by more fundamental metaphysical assumptions. It should not be said, however, that science is always or even frequently well understood. To the contrary, one is inundated at every office and village with charts, graphs, statements of goals and targets, and strong affirmations of how science has helped individuals reach their production targets. This devotion to technology, combined with a traditional attitude of respect for education, provides the basis for the esteem which those having university degrees (especially graduate degrees) receive.

I believe that the above noted ideas help to bring some coherence to events in Korea which would otherwise appear to be in disorder.

7

FINDINGS:

1. Korea's mass media industry is highly developed.
2. The media see a good deal of use in all programmes of the Government.
3. Skills in the production of communication media are present in the country. These production skills are usually of high quality.
4. Communication activities in development programmes, in all sectors, are usually episodic, sporadic, publicity oriented, and are guided by the casually acquired and exercised judgements of top administrators.
5. No communication activities were viewed which could be typified as being based on: a) thorough knowledge of the intended audience, b) a judgement that the recipients' desires should be reflected in communication content and in programmes, c) a knowledge of the social psychology of attitude and behavior change, d) a thoughtfully designed strategy for dealing with human problems, e) a carefully designed long-range programme.
6. Many items of media production were viewed which reflected considerable ingenuity and innovation.
7. The course being widely taken by most programmes can be interpreted as suggesting that many administrators view the media as mechanisms by which previously conducted instruction, information, and indoctrination may be automated. This approach ignores the view that the media provide opportunities to vastly improve the contact between programmes and those whom they are meant to serve and can make programmes more responsive to local needs.
8. Communication activities, however defined, are usually regarded by Korean administrators as highly important to their programmes. Communication work, though, is often assigned as a part-time responsibility to a professional level person or to a minimally trained technician.
9. With some significant exceptions, the programmes which were visited tend to have not considered the logistic and maintenance needs of communication equipment and programmes.
10. Most of the consumable items needed in media production are easily available in Korea.
11. Facilities are available, in Seoul, for the repair of all kinds of media equipment. Sony and Panasonic both have distributors. In addition, a variety of television and radio receivers are indigenously produced and can be indigenously maintained with no problems.
12. Several educational film makers are available in Seoul. These independent companies are capable of producing first-rate films.
13. The motivation, willingness to work hard, enthusiasm, and learning abilities of all individuals interviewed seemed impressive. The prognosis for the success of properly supported UNICEF assisted PSC inputs is extremely good.
14. A number of independent printing establishments are in operation throughout the country. These firms are able to do high quality printing, both monochrome and color.

7

15. There are, in Korea, a substantial number of highly trained communication experts. These individuals are, however, all fully employed and heavily burdened with duties in their home organizations. In addition, these communication experts are so dispersed that a nucleus around which indigenous communication training could be developed does not exist.

16. Local communication experts have affirmed that they would be enthusiastic about joining together to provide indigenous communication training and could find the time to do so if some independent third party would assist them with some funds and coordination skills.

17. Top level administrators, in UNICEF assisted programmes, are aware of their deficiencies in communication planning, programming, strategy creation, and media use. They have requested further extensive assistance from UNICEF communication consultants.

18. Past consultancies for communication development in Korea, including the present one, have been of such short duration that substantive gains have not resulted. Any future consultancy must be planned for a period of at least two years.

RECOMMENDATIONS:

1. UNICEF should recruit a highly skilled communication consultant to be assigned to the UNICEF/Korea Office for a period of two years with the possibility of extension. The duties of the consultant would involve helping UNICEF assisted agencies to develop adequate communication components to support their programmes, and to work to coordinate locally available experts in communication to provide training to relevant staff of UNICEF assisted agencies.

2. Supply lists for communication equipment to be used by UNICEF assisted projects identify reasonable amounts of equipment. These lists, however, are based on inadequate planning. The supply lists, then, should be regarded as provisional and subject to amendment based on the recommendations of the PSC consultant and the Representative.

3. UNICEF should assist in the coordination of local experts to supply local communication training to projects which it assists or which meet UNICEF's terms of reference.

Introduction:

For the past two and one half years, the Representative of the UNICEF Korea Office has been working with various UNICEF assisted agencies in Korea to encourage them to incorporate into their plans of action effective communication components. Up to the past few months, however, these efforts have resulted primarily in requests for various kinds of communication equipment, but they have not resulted in what the Representative could perceive as coherent and effective project support communication activities.

Within the past few months, the Representative's efforts have begun to bear fruit. Agencies which have been assisted by UNICEF for some time have attempted to develop communication programmes. Also, agencies which UNICEF is assisting with innovative, pilot projects have attempted to develop supportive communication components. In sum, a total of six or seven UNICEF assisted projects are working vigorously to develop PSC activities as a result of the Representative's efforts.

Prior to the initiation of PSC work in the UNICEF assisted agencies, the Representative anticipated that these agencies did not have on their staffs personnel competent to develop mature, effective, and integrated communication programmes. He thus requested that a consultant with communication skills be recruited and assigned to Korea for a period of two years to assist in the development of communication components in the projects assisted by UNICEF. It was agreed that a consultant would be recruited and assigned to Korea for a period of two to three months to help assess the current situation and to make recommendations for the future. The following objectives for the assignment were established by the Representative, Mr. Alan E. McBain, prior to my arrival in the country.

Objectives (Terms of Reference)

To examine the PSC component in current projects and proposed new projects, and to present recommendations on the following matters:

- a) The need of the projects for a communications component.
- b) The most efficient and useful nature of such a component, taking into account local conditions, availability of personnel, training facilities, objectives of the project, etc.

- c) A review of existing communications facilities, equipment and staff in all projects, to recommend changes, additions and improvements if necessary. In particular, to study the type of personnel available (or proposed to be available) for communications activities, in regard particularly to their planning and programming ability. To recommend suitable qualifications and training for such personnel in projects. To recommend essential and reasonable additional equipment, taking into account what is already available and how it is being used and matters such as interchangeability, standardization, maintenance facilities, spare parts availability, and factors which contribute to the most effective, flexible, and economic use of equipment from both Government and UNICEF.
- d) The availability of local resources for communications training planning, and advice. In this connection also, to investigate the availability of senior personnel from these resources who could be assigned for training, evaluation or other purposes within UNICEF assisted projects.
- e) A final report and recommendations, following consultation with UNICEF Korea Office staff and Representative, highlighting changes and improvements to be made in the communications component of all projects; new and innovative procedures to be adopted; additional equipment and supplies, if any, to be provided by Government or UNICEF to augment the work; need or otherwise for regular project advisory and training services through the provision of an external expert (as originally planned) with responsibility for assistance to all projects and possibly - if time allows - to other U.N. activities. He would be concerned with communications planning and programming, training of local personnel, and monitoring and evaluation of project communication activities.

This set of objectives was the same, mutatis mutandis, as the objectives set by UNICEF/New York in consultation between Mr. Ulf Kreuger, Mr. Björn Berndtson, other senior programme officials, and the consultant.

Report Format:

This report will be made up of three parts. Part I will attempt to provide an overview of the communication situation which currently obtains in Korea. This part will attempt to provide information concerning communication expertise currently available in Korea (inside and outside of UNICEF assisted projects), communication hardware and maintenance facilities available in Korea, the possibility and form of providing communication training - where needed - using Korean experts and facilities, the availability of local expert consulting assistance, and the possible objectives and role of an expert to be assigned to UNICEF Korea Office to work with PSC activities in the various UNICEF assisted projects. Part II will devote separate sections to the various agencies with which UNICEF is primarily concerned with regard to future assistance, PSC activities, and possible innovative work. Lists of equipment will be appended to each of these last sections along with the necessary caveats and likely scheduling for supply. Finally, Part III of this report will report on the visit which is anticipated to DSCS and UNICEF in Bangkok. This visit will be undertaken at the request of Mr. McBain. The purpose of the visit is to assess the facilities and abilities available with DSCS and to make recommendations concerning their utility to the UNICEF/Korea programme in the light of needs in Korea. Part III of the report will necessarily be completed one or two weeks following the completion of Parts I and II.

Activities

Briefing. Prior to my arrival in the country, the Representative had spent a good deal of time preparing a comprehensive briefing kit. This kit contained the plans of operations (where available) of the relevant projects, full documentation prepared by each of the UNICEF assisted agencies, files which contained records of past actions vis a vis the operation of relevant agencies as well as their communication activities, and the appropriate reports from the UNICEF/Korea Office which seemed to be relevant to the task at hand. Time was set aside in which to read these documents and in which to develop preliminary ideas about communication needs for each project.

The Representative then provided an intensive oral briefing by himself and his planning/programme officer, Mr. Mathema. This briefing not only provided more personal insights into the status of Korean projects and allowed the testing of my provisional opinions, but also placed at my disposal Mr. McBain's comprehensive knowledge of Korean culture, history, and political situation. The time spent by Mr. McBain and his senior officer in providing these initial, intensive and time consuming briefings was extremely valuable and created a basis on which later work could be cumulative without wasting unnecessary effort pursuing false paths.

We then began a series of initial, exploratory, and courtesy visits to the projects with which we were concerned. These visits permitted an initial integration of the materials mentioned above and set the groundwork for future intensive visits. Following each of the initial visits to agencies, I prepared notes which conveyed my first reactions to the situations and to the problems encountered. Once again, Mr. McBain and Mr. Mathema set time aside to carefully read these notes and to help identify points of emphasis and areas which had not been scrutinized. The ground was thus set for later visits to each agency which were of a more intensive nature.

After visiting each UNICEF assisted agency once, a series of visits was made to other Korean agencies which had allied interests and which might have had resources which could be put at the disposal of UNICEF assisted projects. Also, visits were made to other assistance agencies (multi-lateral, bilateral, and NGO) whose work and interests coincided with or overlapped that of UNICEF.

Finally, a series of longer, more intensive visits were made to each of the UNICEF assisted agencies. These last visits incorporated discussions with high level administrators as well as interviews with basic operating personnel of the agencies. In many cases, the discussions bordered on the verge of being brutally frank, but in every instance, the people working for the Korean agencies were delighted to receive both criticism and suggestions of ways in which they might do things differently. Within the time available, we attempted to participate in planning exercises with each agency. Unfortunately, the time available was simply not sufficient to render the kinds of planning, programming, and demonstration assistance which each agency clearly desired. During these last visits, we attempted to visit sites at which each agency was doing work. These visits were planned to help get a more "on the ground" feel for the work of each agency and to see how the plans being made at high levels were being executed in the field.

Other U.N. organizations are assisting projects which clearly fit within UNICEF's terms of reference in Korea. In the time allowed, we did our best to visit these agencies also to offer planning and programming assistance, to give suggestions and demonstrations when possible, and to ascertain whether the situations found in UNICEF assisted agencies were

9
general for Korea or were isolated only among those whom we are assisting.

General Observations

The following observations hold, in general, for the agencies which were visited in Korea. In cases where there are exceptions to the points made below, these will be noted. The examples provided are meant to be illustrative and do not imply that the organization identified in the example is the only case exemplifying any characteristic.

A. In every organization visited, there is a clear awareness of the need for systematic communication activities to support the agency's goals and activities. Each organization has a portion (however small) of its own budget set aside for communication production and diffusion. For example, the National Social Workers Training Institute (NSWTI) has a small amount of communication equipment. They have employed a junior technician to operate the equipment and have requested funds and an organizational position for a senior technician who would have more mature technical skills. The NSWTI has every intention to engage itself in communication activities although at present they cannot identify what those activities might be.

B. A number of inadequacies in communication support are common to Korean agencies. In a number of instances, these problems stem from the authoritarian character of Korean society and the concomitant emphasis on male superiority. In every instance, when these problems were pointed out to the agencies' personnel (both at the high administrative level and at the operating level), the problems were acknowledged and a strong desire to learn new methods of operating was expressed.

1. Most of the agencies use a strictly Public Information approach to communication. The use of communication technology in most agencies tends to emphasize the agencies' activities and is prepared for the consumption of higher officials and foreign visitors. When one visits nearly any agency he is subjected to a briefing which utilizes locally made sound-slide presentations, overhead projectors, and carefully prepared movies. In almost every case, these presentations are well done and professionally delivered. One quickly gains the impression that much of the agency's time and effort is spent preparing these kinds of presentations with the consequence of leaving little time or effort available for communication with the intended recipients of the agency's programmes. This tendency was most strikingly noted at the Office of Rural Development (under which the ANP will be done) and at the National Institute for Education (NIE) (which will attempt to supplement KEDI's expertise in one of the UNICEF assisted projects). In both instances, I was subjected to long, skillfully prepared audio-visual presentations in English. In the case of NIE, little is done in the way of A-V for formal or non-formal education.

In the cases where communication activities, directed towards the recipients of the programme, are engaged in, the presentations tend to emphasize indoctrination and exhortation. The use of these approaches tends to ignore the need to use communication techniques to develop participation, involvement, and understanding among the audience.

Once again, each agency reacted very positively to these issues but expressed a need for additional training and expert assistance to develop new approaches.

2. Most communication activities tend to be: sporadic, episodic, and unplanned, without long or short-term strategies or goals. The usual

history of any communication done by the agencies which have asked for UNICEF assistance with communication is one in which a high official has suggested that a brochure should be made, a film should be created, etc. None of the agencies could identify the basis on which these decisions were made. In almost every instance, the technical quality of the communication production is high and certainly most production items tend to be quite clever and innovative. Without long-term planning and the development of a long term strategy, the communication production that is done tends to be non-cumulative, sometimes contradictory, and many times confusing to the audience.

This lack of planning ability tends to be reflected in the equipment requests which have been submitted to UNICEF and the lists of equipment which some agencies intend to purchase with their own funds. Often equipment is requested which clearly could be of use in a project. When questioned about how the equipment and material is to be used, the officials' responses are usually vague and general. For example, ORD wishes UNICEF to supply approximately 1000 carousel slide holders with which they will present slide shows on nutrition in the countryside. Given a well-planned and organized programme, this is quite a sensible request. It had not occurred to ORD, however, that they would need 173 Kodak slide projectors costing approximately US\$150 each to use the slide trays. Numerous instances of these "gaps" can be cited. Time simply was not available to help each agency in this type of planning exercise.

The type of planning needs cited above demands an understanding of the sociology, social-psychology, and psychology of innovation. Only this kind of understanding can help in the preparation of goals, strategies, and media products which will be used by an agency in its communication efforts. Lacking these skills, communication activities will almost certainly be disorganized. Only one of the organizations seeking UNICEF assistance with communication equipment has these skills available on its staff. This organization (KEDI) has two trained communicators, but unfortunately (in cultural terms) both of these individuals are females. They, therefore, exert little force in planning and policy exercises.

3. There is generally no awareness of the need for audience feedback or for systematic information on the audience for whom communications are intended. Although Korea has reached the point, economically, where it is coming to be regarded as a developed or nearly developed country (this decision is usually based on the use of the most uninformative of economic indicators - GNP/capita), the country still maintains a dual economy. Those who make decisions concerning communication tend to share few characteristics with those who are the intended recipients of social programmes. The communication "planners" are usually individuals with long tenure in the Government bureaucracy and have their psychological roots in the "intelligentsia". The intended recipients of the communications tend to belong to a much less educated group, a group which is much less cosmopolitan and which is usually poorer than the Government officials.

Communication in this context can only be successful to the extent that the communicator establishes and maintains intense contact with the audience through frequent personal contacts, surveys, and pre-tests of communication materials. In no instance was it possible to get the impression that those responsible for communication activities were aware of this "cognitive gap". Also, no instances of the use of audience surveys or pre-testing were observed. These are crucial deficiencies which must be immediately corrected.

Every official with whom I talked was delighted by the idea of using video tape recording (VTR) equipment to obtain audience feedback.

They could clearly see the advantage in discovering how the audiences were responding to their programmes and communications. Unfortunately, there was not sufficient time to provide demonstrations of this technique.

An example of this lack will hopefully highlight the problem. The Science Education Group in Suwon intends to provide A-V materials for use in schools. They intend to have former teachers (most of whom have not been in a classroom for ten years) read the texts currently in use. These "experts" will then decide what kinds of A-V materials the teachers should use. The materials will be produced and diffused without: interim visits to classrooms, establishment of teacher needs, or pretesting of materials to determine their appropriateness, or likely frequency of use. While this project is potentially very valuable, it could well have the consequence of discrediting the use of A-V materials as well as wasting considerable time which could profitably be spent producing useful and needed items.

4. Communications equipment are often seen only as machines by which previously conducted activities can be automated. A frequent use of communication equipment is that of attempting to replace the personal contact and interaction which may be regarded as the sine quo non of instructional settings, with video tape and audio amplifiers. A frequent use of media equipment seems to be that of replacing a lecturer, who without amplification can speak to only 50-100 individuals, with tape recorders which may be attached to high wattage amplifiers and lots of speakers. This method would, in many minds, permit fully effective instruction (indoctrination, exhortation) of crowds numbering 200 or more. The use of VTR tends to be equally unimaginative. The concept most frequently observed is that it is possible to record a lecture on VTR and then present the "talking head" of the lecturer through numerous video monitors for the stimulation and education of large audiences.

For example, the NSWTEI has requested amplification equipment, recorders and speakers with which they may provide "canned" lectures to large groups who will simultaneously listen in a number of lecture halls. Even in food preservation, canning results in partial diminution of food quality. In instructional use, canning removes all of the vitamins and minerals and most of the calories.

5. Few agencies are aware of how media can be used in innovative and important ways. Most of the officials who were contacted have a sense of uneasiness about how they currently use media equipment and the limited ways in which they think about communication. In some instances, they have seen innovative uses of media and communication in other sectoral programmes or at international workshops. Most of these people, however, are unable to think of new ways of communicating for their own programmes. In every case, suggestions for new kinds of communication activities were quickly noted and explored to the degree possible in the time available.

We have asked for an English language print of the film showing innovative use of radio in health education from Kenya. Should that film arrive before the termination of UNICEF assistance to these projects, the Korean officials will certainly seize many of its ideas.

6. Communication is a skill area about which most administrators have little in-depth knowledge. In many areas of the world where there is no electricity or other power source available, one will find new refrigerators placed proudly in the sitting rooms of individuals who can scarcely afford them. These refrigerators have been purchased because, among other reasons, they were thought to provide more civility to life, they give one's home the patina of modernity, and everyone ought to have one whether it works or not. Some of the communication programmes in

Korean agencies are in an analogous position. Administrators are certain that the communication component is necessary, but they tend not to be quite certain what that component can do for their programme, what kinds of skills and talents are needed for what they wish to achieve, or what their administrative or policy role should be vis a' vis the communication activity. In some cases (NIE and ORD) the VTR facility constitutes a private TV station: in other instances (Science Education Group in Suwon) it constitutes a private press, while for NSWII communication equipment constitutes more efficient machinery for their indoctrination assembly line. A period of exposure to alternative uses of communication activities in their own agencies will be necessary before administrators get a clear idea of what is possible.

In several instances (ORD, NSWII, NIE, Science Education Group) Project Support Communication is heavily identified with the technology of communications. These organizations have, therefore, equipped themselves with cameramen, photographers, artists, etc., but have not seen the need to have on their staffs someone who can plan, coordinate, help devise programmes, and generally guide the work of the technicians. In our discussions, administrators quickly came to realize that they needed additional skill and talent on their own staffs. They are now concerned about where they may be able to find individuals with the requisite skills.

7. Most of the technical skills needed for media production are currently available in the UNICEF assisted agencies. Although much of the preceding discussion paints a rather dismal picture of the communication situation in UNICEF assisted projects and agencies, the situation is by no means dismal nor are all necessary skills lacking. With perhaps one exception (Korea Health Development Institute) all UNICEF assisted agencies have on their staffs individuals who can take good photographs, use a VTR with competence, write reasonably good scripts, etc. Without exception, every Korean working in the agencies could learn any needed additional technical skill with little effort. They work hard, are highly intelligent, and refuse to fail.

The media are fairly well developed in Korea. Thus it is possible to purchase on the open market those technical skills not available in one's agency. There are artists, cartoonists, script-writers, etc. No problems need be encountered in the production of media, once concepts, plans, goals, and strategies are developed. The administrative regulations of most agencies permit hiring outside talent with little difficulty.

8. Each of the agencies which UNICEF is assisting is aware of the problems which they have in planning, strategy development, etc., and expressly asked for long-term assistance in solving these problems. During the second and more intensive visits with the UNICEF assisted agencies, administrators were asked whether there were inputs which they had not included in their requests which should now be added. Without exception, each of the administrators asked for some form of continuing consulting assistance which would help them to develop their programmes, their own planning and programming skills, and supply new ideas of what they might do in the area of communication support. With equal consistency, it was made quite clear that they do not seek to receive an outside expert who would come and do their work for them. Rather, they wish to have an expert available to participate in their development of ideas, programmes, and activities as needed. This expert assistance is desired over a long period of time both to give them time to mature in the use of communication, and to give the expert time to work into their programme before giving a short burst of advice and then leaving.

9. Each of the UNICEF assisted agencies strongly desires specific training in communication which is relevant to their work. In the past, numerous Koreans have gone abroad for short-term training in communication.

These individuals have gone to a variety of excellent training institutions in Thailand, Hawaii, the mainland U.S., etc. In nearly every instance, this short-term training has been a waste of time and money. Two major reasons account for the ineffectiveness of this training. First, training is often general, in recognition of the various interests of the students in the programme. Individuals returning to Korea, then, find it difficult to apply what they have learned to their own problems. Second, training in other countries is usually conducted in English. While most Koreans have had at least six years of English study, they have had little practice in speaking and listening to the language. Also, English tends to be quite difficult for those whose first language is Hangul. As a consequence of this second factor, Koreans who participate in short-term training outside the country often spend most of their training period working to gain fluency in listening to and speaking in English. Because of their strong desire never to be embarrassed in public, they tend not to participate orally in the training. This last factor fully obviates any of the interactional benefits of training in small groups.

Korean agencies strongly desire communication training with specific theoretical and applied goals which would be conducted in the local language and would be directed towards application to individual programmes in Korea. In every instance, administrators indicated that they would be willing to pay the expenses of their staff if such training could be made available.

10. Use of the media by development agencies is limited to very few channels. The media in Korea have clearly come of age. There is an over-abundance of radios. One finds individuals listening to them in all kinds of settings. Yet, the radio is so commonplace that one does not see their ostentatious display, as in other Asian countries. Television is widespread. Recent data indicate that every 1.1 and 3.5 families in the cities and countryside respectively have television. Viewing audiences are extremely large due to the fact that neighbors and friends share TV viewing. Even so, none of the programmes visited anticipated the systematic use of radio or television in support of their work. Posters seem not to be used, either. Each UNICEF assisted project should give serious consideration to developing a balanced use of the media in its efforts to creating communication support.

C. Human Resource Assessment

Among developing countries, Korea is in the enviable position of having a good number of professional who possess skills in communication or who have professional qualifications essential to communication training. The skills referred to here are skills related to strategy development, motivation, programming, pretesting, evaluation, community structure analysis, and development. As noted above (B.7), technical production skills abound both in Government agencies and in the private market.

1. Organizations now assisted by UNICEF:

Korean Education Development Institute (KEDI). KEDI boasts a staff made up of highly qualified educationists. Throughout the organization there are individuals with graduate degrees who have been trained in the areas of sociology, social psychology, and educational psychology. Much more relevant, though, is the fact that Dr. Shin Sei Ho, Head of Research and Development Bureau, KEDI, has on his staff two professional communicators. As noted above, both of these individuals are females and tend to receive much less attention than if they were males (in professional discussions). Also, both of these staff members returned to Korea directly after receiving their graduate degrees. They have, therefore, not had the benefit of apprenticeship training which is normally part of career development in any field. My discussions with them did indicate that they both

are extremely bright and need very little additional experience and exposure to become highly significant forces for the development of communication activities in KEDI. Furthermore, Dr. Shin Sei Ho has recently located another female with a Ph.D. in communication who will be recruited to join his staff shortly. The communication experts at KEDI are:

Ms. Hyun Joong Kim, Ph.D.
Ms. Myung Ja Nam, Ph.D.
Ms. Yoo Jae Song, Ph.D.
Ms. Yong Ja Lee, M.A.

Korean Institute for Research in the Behavioral Sciences (KIRBS).

KIRBS is a reputable and internationally known autonomous social research institute. Dr. Sung Jin Lee, Ph.D., Director of KIRBS, is a well known social psychologist who has done first-rate, innovative work in: communication, motivation, education, and child development. The staff of KIRBS is made up of social scientists whose potential is equal to that of Dr. Lee's. The innovative daycare center project conducted by KIRBS which will receive UNICEF support is, in my opinion, one of the more important projects of this sort in the world. KIRBS represents an immensely important communication resource in the country.

Office of Rural Development. The Office of Rural Development (ORD) at Suwon, while possessing imperceptible planning, programming, and theoretical skills, does represent a rich source of technical production skills. Its staff's skills in sound-slide production, film production, printing, photography, art layout, and VCR work, are of clearly professional quality. With the addition of training in the areas of planning, programming, strategy creation, logistics in communication, and the social psychology of behavior change, this organization would represent the best communication organization in the country. The staff of ORD are vigorous, enthusiastic, willing to try anything, and eager to be exposed to innovations (on their terms, i.e. within the scope of their own organizational resources and planning). This staff is extremely busy so their participation in activities away from the Office would have to be carefully planned.

2. Organizations not currently assisted by UNICEF, but possibly available for consulting or training assistance.

Korean Institute for Family Planning (KIFP). KIFP is an autonomous organization which conducts nearly all of the research and evaluation activity related to family planning in Korea. KIFP is just now initiating a nationwide communication survey which will lay the groundwork for many crosssectoral communication activities in the future. Two members of the KIFP staff are of particular significance for communication work. Dr. Ahn Kye-Choon, Deputy Director of KIFP, has a Ph.D. from the University of Chicago with his major work being related to the social psychology of

behavior change, communication, and the problem of dis-adoption of innovations. His initial work in the area of dis-adoption (people starting to use innovations and then stopping), done three or four years ago, has stimulated much research in the area. Dr. (Ms.) Chija Kim (Cheong), Ph.D. has recently returned (1974) to Korea after receiving a Ph.D. in Developmental Communications from the University of the Philippines. She has done (while at the U.P.) considerable consulting work in communication in several S.E. Asian countries. The major research project in which these two individuals are now engaged may limit their participation in other activities for some time. Both are, however, first-rate resource and should not be forgotten. Dr. Chi Ju Kin, M.D., also at KIFP, has been interested in communication for some time. He has participated in a number of communication workshops and may be of general consulting and training use.

Yonsei University. Dr. Ahn, mentioned directly above, is a member of the Department of Sociology at Yonsei University. He is currently on leave with KIFP. At Yonsei, however, he has a departmental colleague, Dr. Park, Hung Soo. Dr. Park graduated from the University of Hawaii with major emphasis on evaluation, demography, and communication. Dr. Park may have time available for consulting during university holidays.

Seoul National University (SNU). SNU is the country's most prestigious university. There are three individuals who stand out as important communication resources at SNU. Dr. Kyung Kyoong Chung, Ph.D. of the School of Public Health, SNU, was trained in social psychology at the University of Chicago, has done post-doctoral work at the University of Michigan, has consulted for the East-West Center Communication Institute and WHO and is currently finishing a book with Everett Rogers on communication networks in Korea. Dr. Chung teaches communication courses at SNU at present. He is a hard working and hard playing fellow who may often be available.

Dr. Sang-Joo Lee, Ph.D., Associate Professor, Department of Education, SNU, is an educational psychologist who works with many of KIRBS programmes in communication and educational development. Dr. Kim Il Chul Kin, Department of Sociology, SNU, has developed a number of communication training activities now conducted by the East-West Center Communication Institute.

It may be noted, parenthetically, at this point that staff members of the East-West Center Communication Institute frequently visit Seoul. The staff of KIRBS, KIFP, PPFK, and the Department of Sociology at SNU usually know when these visits are likely to take place. Sometimes two or three hours of consulting can be "ripped-off" these visitors with no hard feelings.

Planned Parenthood Federation of Korea (PPFK). PPFK has a varied set of talents available in communication and education. First, Mr. Sheeten Kim (retired army colonel) has participated in a number of two to three month communication training courses for family planning. His real strength, however, is that he has an in-depth knowledge of the various kinds of communication resources available in the private market, e.g. artists, cartoonists, photographers, educational film makers, printers, etc. This man could help any agency to put together a resource directory with very little trouble.

Ms. Dong Eun Park, Director of Information and Publications, PPFK, is a newspaperwoman of long experience. She knows the key staff members

on all of the newspapers, radio stations, and TV networks. She knows how to get stories placed in these media either as news clips or features (at no cost!). In exchange for a 3,000 Won lunch, she was willing to take me to several newspapers and get me started in the publicity and information business in Korea.

Dr. Sung Hee Yun, Dr. PH., Director, Community-Based Distribution Project, PPFK, received his doctorate in health education and communication from the University of North Carolina. While at North Carolina, he trained with Mr. Robert Blake, UNESCO Regional Communication Advisor, Kuala Lumpur. Dr. Sung Hee Yun is full of ideas with applied orientations. He represents a special resource in that he skillfully integrates perspectives from both education and communication disciplines.

Ministry of Health and Social Affairs (MOHSA). Mr. Sang-Yun Chung, Deputy Chief, Division of Family Planning, is in charge of his section's relations with international donors. Mr. Chung has a Master's Degree in Communication for Social Development from the University of Chicago. His special strength is in the area of communication planning, strategy construction, and logistics. He has become a special resource for administrators from MOHSA agencies who need help in planning communications and who need to learn to understand the communication proposals which are offered to them.

Independent marketing firms. There are, in Korea, a number of independent market research firms who may be able to do basic background and evaluation research for UNICEF assisted projects. Due to the fact the Korea's domestic market is not fully developed as a consequence of the low national income and limited production capacity, the work of these market research firms has been quite limited thus far. It is therefore difficult to assess their competence. Since the prices charged for the services of independent research firms are often quite high, activity by activity comparisons would have to be made in order to establish whether the use of outside research resources would be cost effective. Since there are many complexities involved when a Government agency attempts to use outside research facilities, it is my opinion that each project should attempt to develop its own research and evaluation skills or to perhaps use the skills of other allied agencies.

Summary and Recommendations

It is clear that there are a wide variety of communication skills present in Korea. There are individuals with doctoral degrees in communication, social psychology, sociology, health education, etc. A number of these people are internationally known. Two interdependent questions clearly must be raised and answered. 1) If Korea has such a strong resource base in communication skills, why is it that UNICEF's help is being sought to provide assistance in communication? 2) Why is it that Korea's talented people in the area of communication have not been brought together or cooperated to form their own basic training, consulting, planning and programming nucleus? The responses to these issues are quite straightforward:

1. As is true of literally every highly trained person in Korea, each of the individuals listed above is already extremely busy and involved in separate, but sometimes complementary activities. As a consequence, none of these people has the time to explore the possibilities of collaborative work.

2. The individuals possessing high level communication skills are distributed across a large number of organizations. These organizations range from fully autonomous groups (KIRBS, KIFP, University departments) to semi-autonomous Government agencies. Each organization tends to be protective of its autonomy and scope of action. Thus, there are often no lines of communication between those possessing necessary skills, i.e. communicators.

3. Although there are many persons present who have communication skills, there are not enough of them in any single organization to form a nucleus about which training, consulting, and planning activities could form. Without some form of outside assistance, it is not likely that such a nucleus will form in the foreseeable future.

4. All of the individuals noted above and the administrators of their agencies have agreed that they would like to undertake a series of collaborative training activities. They argue, however, that some respected third party with no local vested interests would be required to help develop the collaborative work.

The current situation can now be summarized:

1. A number of UNICEF assisted agencies are in the process of initiating highly innovative, future oriented projects. These projects are not now in the planning stages, THEY ARE UNDERWAY.

2. The directors of these projects agree that while UNICEF assistance with materials has been important to the initiation of the projects, a properly planned and developed communication component is essential to the projects' success.

3. These projects do not clearly understand the best ways in which they could use communication support.

4. None of the UNICEF assisted projects have on their staffs adequate skills to develop and execute communication activities.

5. Each of the project directors has requested that UNICEF assist them with a) the development of a communication component for their programme, and b) training of their staff so that the projects can not only have good communication components, but also acquire the abilities to independently develop communication activities as needed in the future.

6. Although a number of training opportunities (institutions) exist in Asia, future short-term training in communication should be conducted in Korea for both language and pedagogical reasons.

7. Resources are available in Korea which could be brought together by a respected third party to provide indigenous low-cost training in communication.

RECOMMENDATIONS

1. UNICEF should immediately recruit a communication consultant for assignment to the UNICEF/Korea Office for a period of two years with a possibility of extension for an additional year. This consultant would be responsible to the Representative and would be available to consult with all projects currently assisted by UNICEF, and other projects whose goals and terms of reference overlap those of UNICEF. The consulting

task would be broadly conceived to include: communication planning, the introduction of innovative communication activities, assisting with the identification of equipment needs (irrespective of whether those needs would be supplied by UNICEF), and helping in the introduction of such pretesting and evaluation techniques which may be identified under the rubric of feedback activities. This set of consulting activities may be undertaken upon consultation with the representative and this staff.

A second set of activities would occupy the consultant. This set of activities includes doing whatever is feasible to bring together locally available talents to provide local communication training for the staffs of projects meeting UNICEF terms of reference. Discussions with the local communication experts listed above and the directors of local projects indicate that they are most eager for this kind of training to take place.

This expert consultant should be provided with a small set of communication equipment which he could use flexibly for demonstration purposes. The amount and type of equipment will be provisionally specified in the appended supply list. Additions to this set of equipment may be supplied after consultation with the Representative and his staff.

Due to the fact that graduate degrees are more or less commonplace in UNICEF assisted organizations, the expert should have a graduate degree. He should have considerable experience working outside the industrialized world, but not necessarily only in the LDC's. He should have a broad grasp of various subject matter fields, since his work will require frequent and intensive contact with subject matter specialists in the fields of : general science, nutrition, basic health, water supply, medicine, psychology, etc.

The consultant must be a male and come from a country whose level of development merits respect from the Koreans. In order to work with facility among higher officials, the consultant should be at least in his mid to late thirties. If a choice must be made between an individual whose skills lie primarily in the area of media production and one whose skills are primarily in the area of creating practical programmes from abstract ideas, the latter individual should be chosen. Hopefully, any individual chosen would have some skills in one or more areas of media production.

2. All of the equipment requests supplied to UNICEF for projects to be assisted in the future reflect inadequate planning. Often matters of logistics, personnel, and strategy have been either completely or partially overlooked. Some of these projects (NSWTI, NIH) have through force of circumstance or poor leadership moved away from the current term of reference for UNICEF assistance in Korea. In the remaining projects, it is recommended that the supply lists be regarded as provisional. The supply lists may well be regarded as funding baselines to be amended in detail with the assistance of the communication consultant as the projects develop.

3. Funds should be set aside with which indigenous communication training may be assisted. These funds would be disbursed after consultation with the Representative. The following reasons for disbursement are foreseen: a) costs of convening meetings of local experts for planning purposes, b) costs of consulting services supplied by local experts in the development of training activities, c) fees, honoraria, and per diem expenses for experts who will conduct training, d) secretarial help, telephone, media production expenses, and overhead related to the conduct of communication training, and e) travel costs and per diem expenses for trainees whose agencies have not foreseen these expenses in their own budgets. It is hoped that three, two week training episodes may be

conducted in the next two to three years. Following this pilot assistance by UNICEF, a local agency may be able to continue this work.

Communication Possibilities in Korea

Korea has a number of characteristics which offer many communication possibilities. Programmes in the future must take into account as many of the possibilities as can be reasonably considered. The following factual information is of interest in considering communication channels.

1. Nearly every Korean old enough to read is literate.
2. Radio and television distribution is complete:

| | <u>Urban</u> | <u>Rural</u> |
|---------------------|--------------|--------------|
| Radios per home | 2.0 | 1.0 |
| Television per home | 1.0 | .35 |

In addition to these mass media, there are a number of other channels through which audiences may be reached either directly or indirectly. Among these channels are the following:

Nearly every village community has one or more mother's clubs.

Nearly every village has a village saemaul committee.

Nearly every child can be reached through the schools.

A number of the ministries and other agencies have outreach (extension) workers who visit villages and meet with various groups frequently.

Older individuals in the village, especially men, are regarded with great esteem. If these individuals are convinced about a programme, their opinions affect many others in the villages.

In villages where the applied nutrition programme has been given UNICEF assistance, the women and often the men can be reached through this ongoing programme.

These items very briefly summarize the available communication channels. Other observers could easily add to the list when they begin to plan for a particular project or programme.

Communication Costs

Communication in Korea using mass media channels is surprisingly cheap. A number of factors contribute to the low cost of using mass media. Radio and television are quite available as communication channels. The network that has the greatest reach in the rural areas is the Korean Broadcasting System. KBS is the national broadcast system which is supported by subscription fees paid by everyone who purchases a radio or television. It is not possible to purchase time on KBS, since it is a public service. KBS is badly under-staffed. As a consequence of this understaffing, programme producers are required to produce up to seven or eight programmes a week. Working with such pressure, they are always eager to find a programme topic in which someone else will be willing to do the research and possibly the scriptwriting. If the project for which the programme is produced is a national priority, then the programme is certain to be aired one or more times. Discussions with KBS staff indicate that they would be happy to do features on interesting government programmes at any time.

There is a recurring problem in the use of radio and television. In Korea, people listen to a variety of radio stations (in Seoul two channels are available in addition to KBS). Many times government programmes or projects wish to produce a programme which is uninteresting or simply

produced badly. Since KBS is competing with several other channels for the attention of the listener and/or the viewer, they are unwilling to accept some boring health lecture in their programming. Efforts will have to be made among the agencies which UNICEF assists to get them to understand that TV or radio script writing is a specialized art, and most likely should not be done by a project administrator or health lecturer.

Print. Korean printers do some of the best printing in the world. This assertion is attested to by the fact that firms in many foreign countries send their promotional materials to Korea for final printing. My own inspection indicates that printing which is available is equal to all but that of the small custom presses which operate in Europe and the U.S. Although capital costs are high in Korea, labour costs are exceedingly low. The following is an example of printing costs:

Cost of printing a 30cm. by 50 cm. poster containing print (letters), photography, and artwork with a quantity of 10,000.

| | heaviest high quality hard coated stock | inexpensive newsprint |
|----------------|--|--------------------------|
| monochrome b/w | U.S. 500 dollars | U.S. 340 dollars |
| 2 colour | U.S. 540 dollars | U.S. 380 dollars |
| 4 colour | U.S. 800 dollars | U.S. 620 dollars |

This clearly indicates that it is possible to print four colour offset poster on the heaviest grade hard finish stock for approximately U.S. \$0.08 each. For this price the printer will advise on the layout, do the colour separations, ... and provide the final finished product to any location in the Seoul area. Surprising, few programmes use posters and none of them use posters with any vigor. At these costs, no programme or project should think of doing its own offset printing unless it can be certain that the machines will be used nearly full time.

Projectors. A small intermediate technology factory in Seoul is in the business of producing two models of slide filmstrip projectors, an opaque projector, and an overhead projector. These products appear to be of high quality and might easily be chosen over imported models since they cost less than half the price of similar imported items.

Service and repair facilities. During the consultancy, visits were made to television shops, camera stores, and small appliance shops. There are a good number of these in Seoul and other medium to large cities. In every case, it was clear that any piece of media equipment can be repaired in Korea. It is not necessary, therefore, to be cautious concerning the supply of sophisticated communication equipment for fear that proper maintenance support facilities are not available. Spare parts also are available for nearly any kind of equipment whether electronic or mechanical. Discussions with Yoo Dong-Rim and Seung Byungsun of Whashin Industrial Co., Inc., Korea's Sony distributor revealed a major problem in the supply of video equipment. When various U.N. agencies purchase video equipment from Sony in Japan, arrangements are not usually made for the supply of follow-up service, warranty maintenance, or basic maintenance training. As a result, early maintenance needs, adjustments, or warranty related repair are done by Washin only as a public relations gesture. Whashin has, however, begun to develop a policy which will halt services of this nature to users of Sony equipment who have items purchased at wholesale prices outside the country. This is a recurrent supply problem found in the field in UNICEF and should receive some policy level attention at headquarters.

PART II

Introduction

Purpose. This part of the report has three purposes and will be divided accordingly. Each section of this part will contain a report on one of the agencies or projects with which UNICEF is concerned. This section will be written to be read both by UNICEF staff and the staffs of the agencies receiving assistance. This section will contain a very brief summary of the activities in which the agency is engaging or hopes to engage, some suggestions of how the agency might use communication ideas to achieve its goals, and recommendations concerning actions which the agency should undertake. The second portion of each section will contain a brief confidential comment on the agency, its personnel, plans, etc. which are thought to be important, but not appropriate to be circulated to the agency. It is thought that UNICEF may use these confidential comments as it sees fit. The third portion of each section will contain a provisional supply list for each agency or recommendations concerning the appropriateness of further supply. In concert with recommendation number 2 in Part 1 of this report, it should be remembered that the supply lists are general and are to be thought of as providing budgetary baselines. Calls forward of these supplies should await further consultation between the Representative and a UNICEF communication consultant.

Comment. A single major problem besets the person who wishes to make supply and action recommendations concerning the projects covered in this report. With the single exception of KIRBS, none of the agencies have organized their work around clear statements of goals and objectives. They have failed to ask themselves, "Within our terms of reference, what conditions would have to exist before we could say that we have been successful?" "What kinds of conditions, actions by people, attitudes held by people, motivational orientations of people, and ways of organizing these characteristics would describe success?" "Which people constitute our focus of concern?" "What is the current status of the aforementioned factors among those who must be reached?" "By what course may we bring about the necessary changes that must occur to move from where we are to where we wish to be?" "In which of these changes can communication play a part?" "What strategies should we use in our communication approaches?" "What media should we use and in what ways?" "What should we do early on to assure ourselves that the communication attempts (as well as other aspects of our programme) are having the effects we seek?" and finally, pilot or experimental programmes must ask themselves, "If we are successful, what factors will control the possible generalization of our programme to the rest of the country?"

When the consultant encounters a situation in which none of the above questions have been seriously considered, and when time is too short to permit the provision of a full planning exercise, it is extremely difficult to make recommendations which will satisfy either the consultant or the client. On one hand, as is true in the present case, the consultant can suggest that all requested materials clearly have their roles in well designed communication programmes. He can then recommend that all requested materials be supplied. On the other hand, faced with the inadequate planning which is consistently evident in the programmes of concern, he could suggest that the requesting agency is simply being frivolous with donors' money and thus should be completely ignored until good sense and frugality prevail.

Because of the pioneering nature of the programmes and the promise which they hold for Korea's future development (especially for those whom UNICEF regards as its special concerns, i.e. women and children), I have tried to carefully steer between the horns of the dilemma. Some items of

equipment which can clearly be used at present are recommended for immediate supply. Other items which have been requested have been placed on the supply lists to be either amended or called forward as the Representative and his consultant see fit. Suggestions are also made for possible courses of action and linkages with other resources when possible.

Report on Communication at ORD for

The UNICEF Supported Applied Nutrition Programme

The Applied Nutrition Programme of ORD has been thoroughly reported and considered in recent annual reports of UNICEF/Korea, in the recent proposals to the UNICEF board for additional funding to the programme and in two important reports by U.N. consultants. The first of these consultant's reports concerning the education/communication component of the ANP is "A Report on Communications Planning and Strategy for the Applied Nutrition Programme of the Republic of Korea" by Ronald Parlato, Communications Consultant, FAO. Mr. Parlato's report was based on three weeks of intensive work with ORD. The Second consultant's report is, "Korean Applied Nutrition Programme", Consultant's Report by Derek S. Miller, consultant for UNICEF/FAO. In spite of the fact that the development of the Korean Applied Nutrition Institute is moving forward rapidly, creating new relationships not seen by these consultants, both consultants' reports remain current, and extremely relevant. The report by Mr. Parlato is most relevant to the communication programme and its recommendation are summarized below:

1. The major nutritional message of the ANP, that of promoting a balanced diet, is too broadly based, too diffuse, and too abstract to have personal relevance and meaning for the average village family. Future communication activities should be directed at particular problem areas such as nutritional supplements to the six-month old child.

2. The concept of a balanced diet does not consider what appears to be the major nutritional problem in Korea ... reduced food intake during the winter and consequent deficiencies in protein, calories and vitamins. The cause for this deficiency should be sought and education/communication work should be done to resolve this problem.

3. The ANP programme should get feedback from villagers concerning which kinds of nutritional emphases are likely to be viable in the village economic setting.

4. The ANP has, from its inception, taken an informational, rather than motivational approach to nutrition education. A well-planned communication campaign should be developed which reflects the stages of the adoption process and which is keyed to the group with which the ANP wishes to communicate.

5. Because of this "general" approach to nutrition education within the ANP, the role of the extension worker has been defined too generally, and her effectiveness has been diffused and consequently reduced.

6. Insufficient attention has been given to the identification of different target groups of the population, and the development of a specific (Parlato's emphasis) communications strategy for them.

7. In addition to an overall communication strategy for different groups, more attention should be given to the ways in which messages can be reinforced - can be given a personal appeal - a sense of individual importance and value.

8. ANP should attend to the following concerns in communication:

- a. As more motivational materials are created, more attention will have to be paid to developing attractive, and clear materials.
- b. Campaign materials should be changed frequently. Many materials currently in use were created in 1968 and 1969 and have become dull.
- c. Campaign materials should be distributed and displayed out of the village community. This will create a "nutrition awareness environment".
- d. News print media, e.g. flimsy posters, brochures, etc. should be introduced. These should not just be wall charts, as are currently used.
- e. The existing ANP film is of limited use. New film materials should be developed as well as new settings, e.g. movie houses, should be found in which these films may be viewed.
- f. Specific materials for the extension worker should be developed. These materials could be used for motivation of the worker as well as in the worker's own motivation and education work.
- g. The creative use of radio should be considered in the motivational and informational work.

9. ANP should become fully familiar with the government's policies on nutrition and food. Its planning should be based on those policies and it should attempt to get policies created when needed.

10. ANP needs more precise knowledge on how well the programme is operating and on the specific problems which must be dealt with before realistic roles for communication and information work can be developed.

Finally, Mr. Parlato strongly suggested that ANP have frequent, flexible, and intensive assistance from a highly qualified communication consultant. At every point where Mr. Derek Miller's report intersected with that of Mr. Parlato, he expressed full agreement with the previous report. I can only express full agreement with these two previous consultants and suggest that their recommendations be fully instituted as soon as possible.

New Directions and Emphases

While it has been frequently observed that the Office of Rural Development at Suwon, under which ANP operates, has superb abilities in media production for film, slides, posters, photography, and video tape, that expertise is largely confined to production skills. As the Korean Applied Nutrition Institute is developed, questions will arise concerning the following issues:

1. ANP must continue to have full communication support. In many instances, communication support must be increased. KANI must see to it

- 25 -

that UNICEF supplied communication materials are focused on producing ANP products and are not primarily used for the support of other ORD programmes.

2. The creation of KANI is likely to substantially reduce ANP's direct access to the communication advice and production expertise at ORD. It thus becomes more important that KANI have access to expert communications advice and eventually (as soon as possible) have a trained communication expert on its own staff.

3. With the full generalization of the ANP programme, KANI must intensify its links with the Saemaul movement.

4. ORD's use of the media continues to be traditional and unidirectional. Messages are sent out from the center and little attention is paid to creating effective feedback links with the intended audience - however defined.

Discussions at ORD (ANP Programme)

The visits to ANP totalled approximately two and one half days. We talked both with the technical production staff and with Mr. Sung Kyu Chun, Chief, Home Improvement Division of ORD. These visits and discussions fully confirmed the impressions obtained from the earlier consultant's reports. One major item of concern in the discussions was that of the effects which the previous consultants' recommendations had had on the ANP programme. I felt that if no effect had been achieved due to previous consultants' visits, there would be little profit in offering my own new, breath-taking observations and proposals.

Mr. Chun frankly stated that they had not been able to act affirmatively on any of Mr. Parlato's suggestions. He, at the same time, agreed that the suggestions were realistic and worthwhile. A number of reasons seem to account for this lack of action. First, Mr. Chun is a very busy man. In most instances new innovations for nutrition education/communication must be developed by him and must somehow be squeezed in among his other duties. Mr. Chun's office clearly lacks trained staff to whom he can entrust this work. Second, a number of Mr. Parlato's ideas sound superb. The idea of linking the communication information programme to the well-known process of innovation is clearly compelling. These ideas, however, need to be paired with concrete examples of what can be done in the ANP of Korea. Principles are abundant, but practical examples are scarce and demand time for their development. Finally, many of Mr. Chun's ideas are fundamentally well conceived. Pressures on his time and energy, though, demand that he do only the basic development of an idea and then leave the idea to the technical production staff for its visualization. Thus many of the ideas become drastically altered and diluted as they pass from the concept to the finished stage.

Mr. Chun would be delighted to have access to a communication consultant who could provide exemplars of activities for ANP. He also supports the idea of members of his own staff receiving communication training, if that training could be indigenously developed.

UNICEF has found a Peace Corps Volunteer with experience in bacteriology and statistics. This man will be placed with the ANP. Hopefully, better analysis of the abundant data available will facilitate programme development

RECOMMENDATIONS:

1. The recommendations made by Mr. Parlato and Mr. Miller are fully supported by this consultant. They were enthusiastic about the ANP despite some of its more obvious faults. I join them in this enthusiasm. The staff of ANP, both at the center and in the field, are energetic, highly active, enthusiastic, and successful. This programme fully corresponds to UNICEF's terms of reference and should be strongly supported in its development and maturation.

2. The KANI should have at least one staff member whose sole responsibility is to help develop and coordinate communication support for ANP. This individual should have the capability of shepherding communication productions through the full production process and ensuring their proper development and pretesting.

3. New and innovative uses of the media should be developed as suggested by both Mr. Parlato and Mr. Miller. Ideas for this development can easily include a radio drama programme such as is used in Kenya, interesting TV programmes which teach and motivate, use of VTR to obtain feedback from various audiences as well as field workers, and the development of attractive motivational print materials.

4. KANI should be provided with access to a UNICEF communication consultant. The consultant should have the ability to think in terms of programme development and new non-trivial uses of the media for programme support.

5. UNICEF should attempt to find a way to provide indigenous communication training for members of the KANI staff. The form and content of the training should be developed in close consultation with the Director of KANI.

6. The communication equipment on the appended supply list should be supplied as needed when called forward by the Representative of UNICEF/Korea. It is anticipated that the equipment will be called forward in response to programme needs as seen by the communication consultant mentioned in recommendation 4 above.

21

Report on Communication Assistance to the Korean
Education Development Institute

The detailed proposal for assistance to the Korean Educational Development Institute (KEDI) is contained in the proposal supplied to UNICEF concerning the establishment of decentralized audio-visual resource centers.

Primary school teaching in Korea has traditionally been conducted as a one-way process. The Instructor would lecture while the students took notes which they later attempted to memorize perfectly for examination purposes. While there has been wide recognition that this form of teaching was pedagogically inadequate, alternative means of teaching have not yet seen much use in Korea. In addition to the problem of using only simple lectures for primary school teaching, there has been little use of audio-visual materials to supplement the teacher's oral activities in the class. These two problems have combined to produce children with a high degree of abstract knowledge but little ability to visualize the relationships which they have learned or to apply the principles which have been the focus of their instruction.

KEDI has developed a pilot project to attempt to introduce new and innovative aspects to the learning process in the classroom. A major aspect of this project is the provision of audio-visual materials for classroom use.

Korea has approximately 6,370 schools graded one through six. This represents about 100,000 classrooms. In the face of this large number of classes towards which A-V materials must be directed, it was decided to attempt to create decentralized A-V resource centers which could supply A-V materials and support for those materials to the schools. In view of the current paucity of these materials, a total system must be created.

KEDI intends to establish this pilot project in two "guns" (counties) with four schools in each "gun" participating. At present, it is thought that materials that would see intermittent use would be placed with the "gun" resource center, while those which would see more intensive use would be placed with the schools themselves.

Current Status of Planning

To date, the planning exercise has proceeded by asking, "what kinds of media should be represented in the school and what sorts or materials should be available for use and in what amounts?" The results of this exercise suggest that each school should have: a 16mm film projector, two Kodak Carousel slide projectors, an overhead projector, a record player, a reel to reel tape recorder, four projection screens, two paper cutters, a 35mm still camera, and an opaque projector. These devices would be used to diffuse: slide sets, 16mm films, and tape and disc recordings which would rest with the gun resource center. Each school would, in addition have: globes, maps, transparencies, art prints, pictures, poster, charts, diagrams, graphs, model or mock-ups, and various kinds of cultural artifacts which would be circulated through the school's resource center. It should be noted at this point that these material specifications were created with little reference to the school curriculum or to the needs of teachers who work in the village environment.

Since the project has not yet moved fully into the planning stage yet, it was only possible to discuss the planning process with the concerned KEDI personnel. A number of considerations arise when thinking about this project which must be responded to before communication equipment and materials are called forward.

1. Mass provision of A-V materials to schools suggests that the project may continue the Korean tradition of passive learning. Instead of the instructor confining his work to lectures only, now he will use A-V materials, but the learning process will still be of the passive nature. Current educational practice suggests that children learn more and better if they can be actively involved in the process of constructing their own A-V materials. I would suggest that KEDI seriously consider whether teachers can be trained to produce needed materials with their students. It may be possible to identify kinds of A-V materials which can be produced with the students and then train the teachers to produce these in the classroom.

2. At present, it is not clear whether anyone has asked the teachers what kinds of materials they feel they need. The current intent is to have former teachers, now subject matter specialists, develop the specifications for the A-V materials. In other countries where this procedure has been used, it has been found that many of the materials were unneeded and unused.

3. It would be well to remember that most systems evolve over a period of time. Few fully developed systems can be placed into a new environment and be fully adapted to that environment with no alterations. In adherence to this principle, it is unlikely that teachers who up to the present have not been using A-V materials will be able to adapt to the imposition of a fully developed A-V system within a few months. It would seem to be more appropriate to initiate gradual inputs into the A-V system in cooperation with active teachers, to modify and adapt these inputs as needed until the system becomes viable on its own terms in the schools.

4. The development of new A-V software is going to be very expensive. For example, the prototype production of 50, 16mm films is estimated to cost approximately U.S. \$160,000. The development of all prototype materials, including pretesting is likely to be similarly expensive. KEDI should begin immediately to establish the cost of generalising their programme of A-V aids to the entire country. When these estimates are made, I am certain that the Institute's ambitions will become somewhat more conservative.

5. It is likely that there will be a national Ed. television channel in operation within the near future (one to one and one half years). To the extent that the country develops a unified curriculum, it may be wise to forego the continual maintenance and distribution problems which are attendant with 16mm movies and slides and to plan in terms of heavily depending upon the television media for much A-V support. While this innovative project will antedate the full implementation of the educational television system by a few months, the eventual generalization will have to be coordinated with the educational radio and television activities. Instead of delaying this coordination, such planning should be done at the outset of the project.

The subject matter specialists who develop the materials for educational radio and television are under the same roof with the decentralized A-V resource center project. Moreover, they are both in the same organization as the educational radio and television group. I do not understand why more interaction has not taken place between these groups. It is recommended that a group made up of individuals from KEDI's broadcast section, the curriculum research section, and the decentralized resource center project

be brought together to form a working group to help to develop this project in terms of presently available resources and plans for future educational developments.

6. The project, as presently conceived, is based on a superb fundamental idea. The current plans, however, envision each school being equipped with approximately U.S. \$2,000 worth of media hardware. Future planning activities must take into account some estimate of how much the government is likely to be willing to spend for such a programme when it is generalized. As presently conceived, the programme would cost approximately U.S. \$50,000,000 when generalized. In view of the strong competition for resources in the area of education and social services, such funds may not be available.

Recommendations:

1. One of the world's recent great social thinkers has argued that the appropriate way to link theory with practice is for the theoretician to go to those who work in the field, to find out what kinds of ideas and practices work in the field, to develop programmes and principles based on those observations, and then to diffuse programmes which were based on actual field/practical conditions. This is the approach which is likely to be most fruitful for the KEDI project.

It is recommended that the KEDI project staff form a working group composed of: 1) teachers at the relevant grade levels who are currently teaching and whose work is regarded as excellent. 2) individuals from the curriculum research division of KEDI who have competence in the subject matter areas of relevance. 3) members of the KEDI broadcasting group who will be responsible for visualizing the materials to be produced, and 4) members of KEDI's research and development staff. This group should use the teachers as the basic problem finding and A-V resource need identification group. Based upon the needs identified by the teachers and discussions concerning new innovations that might be of use in the class room, the project should specify likely future inputs. The teachers should be clearly regarded as experts and their judgement should be respected concerning which kinds of inputs will be crucial for effective class room work. The curriculum research and media development specialists can then define how the resources will then fit into the Ministry's plans and policies.

2. The broadcasting section of KEDI has on its staff several individuals with Ph.D. degrees in educational material development and communication. These people's skills represent a valuable resource which should be fully incorporated into the project development. These skilled people can help to visualize possible A-V aids as well as identify those areas where the mass media with which they work can be most effectively used.

3. KEDI should do its best to make an estimate of the funds which will be available from government sources to provide A-V materials to schools. The likely generalization of the decentralized A-V resource project will depend not only upon its success but also upon the level of resources which will be required for generalization. Often, if enough money is spent, any project can be astoundingly successful. Generalization depends, however, on the realities of government budgets and priorities. Initial planning for this project cannot be practical without a clear recognition of likely funding for generalization.

4. It is not likely that the entire project which is envisaged can be adopted among the pilot schools at one time. Teachers who have not used A-V aids are not likely to be able to incorporate films slides.

charts, graphs, globes, etc. into their activities. It is more likely that they will be able to adopt these innovations on a more gradual basis. The project plan should take recognition of this notion and develop a phasing plan of the order in which the various aids will be introduced.

5. The project is proceeding on the assumption that as soon as A-V aids become available, teachers will immediately incorporate them with the assistance of some training. This spontaneous adoption is not likely to occur. The project should develop a plan related to how they will convince the teachers to use the aids, what it is about these materials which will help the teachers to reach their goals, and what kinds of learning gains one is likely to see as a consequence of the use of A-V aids.

6. This project, in concept, represents a revolution in Korean primary education. If it is successful, it will very likely be part of the next five year plan. In my opinion, therefore, the project should be supported as fully and flexibly as possible. The supply list which is appended is clearly provisional and reflects only the planning which has been done by the project staff to present. The above listed issues have been discussed with the project staff and are being incorporated into their further planning of the project. KEDI has requested that an "expert" consultant be made available on long-term flexible basis to assist in further development of the project. KEDI has also indicated that they would whole-heartedly become involved in any communication training programme that could be indigenously mounted.

Report on Communication Support to National Social
Work Training Institute

The substantive and detailed report on the NSWTTI, "Evaluation of the UNICEF Assisted Korean National Social Work Training Institute with Recommendations on Possible New Developmental Areas of Intervention in Social Welfare Training, Education, Planning, Research", by Frances Maria Yasas provides a superb overview of the Institute and its training programme. Since Ms. Yasas report is a UNICEF document, no attempt will be made here to repeat the findings or details of her report except in so far as they are essential to the understanding of the following recommendations.

The Director of the NSWTTI is Mr. Jong Hyuk Wohn, a former naval commander. Mr. Wohn is a likeable and highly industrious man who has just received a high level commendation for his administrative ability, hard work, dedication, etc. Mr. Wohn has earned the respect of his staff as a result of his work and willingness to share undesirable duties with them. It seems that there is an interest at the NSWTTI to perform social work training. Mr. Wohn has a staff of five individuals, none of whom have professional level training in social work or in the social sciences. All members of the staff claim experience of several years in social work, but most of this appears to be that of working as an administrator in one of the ministries concerned with social services.

Several years ago, eleven Decentralized Training Centers (DTI's) were established at which social work training was to be carried on at the local level throughout the country. In addition to responsibility for training at the NSWTTI, Mr. Wohn and his staff are responsible for supplying, professional, administrative, and material support to the 11 DTI's. Recently, in response to new government priorities, the NSWTTI became responsible for supplying "spiritual" and political training to approximately 5000 government officials during the next year. These facts can only be interpreted to indicate that the NSWTTI is heavily overburdened. Its presently overworked staff is running as fast as possible and is not likely to even maintain status quo during the short-term future. Moreover, this shifting of priorities for the NSWTTI seems to indicate a clear government commitment to "spiritual" and political orientation at the expense of the development of high quality social work training.

Mr. Wohn can only be praised for the refusal he has shown to abandon the impossible task which he has been assigned. The request which Mr. Wohn has supplied to UNICEF for communication assistance can be interpreted only in the light of the above tale. UNICEF has been requested to supply a variety of VTR equipment, audio amplification equipment, radio receivers, movie projection equipment, and speakers. The intention clearly is to automate the training process as much as is technically possible. If Mr. Wohn is to fulfill the demands being made on him, this seems to be the only course available.

The NSWTTI has orally requested the provision of communication consulting assistance which new uses of communication for social work training could be used. Also, additional locally based communication training has been identified as essential to the future development of social work training.

FINDINGS:

1. The government emphasis upon "spiritual" and political training has almost completely forced the NSWTTI to abandon its commitment to social work training.

2. Because of the lack of previous professional training on the part of the NSWTI staff, this shifting of goals tends not to be resisted.

3. Communication equipment requested by NSWTI are not likely to be used for social work training in any effective way for some time in the future.

4. In spite of the NSWTI's goal displacement, it remains the only organization in the country with social work training as its terms of reference.

RECOMMENDATIONS:

1. The supply of communication equipment to NSWTI should be delayed until it is clear that the equipment will be used for social work training.

2. If, in the future, the supply of communication equipment to NSWTI is contemplated, Training should be provided to permit maximum effective use of the equipment.

Report on the National Institute of Health

UNICEF's traditional interest in the NIH has been oriented towards the training division. This division is currently directed by Mr. Suh Jung Hyun, MSE. The training department of NIH has as its terms of reference the training of Ministry of Health and Social Affairs personnel concerning various health related topics. Currently, 23 different courses in health related topics are listed by the training department and these courses are scheduled on demand by Mr. Suh. The typical operation of courses sees participants coming from wherever they are posted in Korea to Seoul. The courses are offered in the NIH training facility.

It was not clear to me whether the courses offered at NIH truly meet the needs of MOHSA personnel who work in the field. I am not aware that attempts have been made to establish the effectiveness of training offered in Seoul for achieving various field oriented goals.

The UNICEF representative has previously suggested that UNICEF would be interested in seeing the establishment of provincial health training centers. Mr. Suh suggested that it may be possible, in the future to develop such centers. These centers would require a substantial input of audio-visual training materials, but NIH does not now have the capacity to either produce or to show such materials.

There are several issues which seem to need to be further investigated by the NIH training division concerning its activities and the role of communication activities and equipment in those activities.

1. Do the department's terms of reference limit it to training only MOHSA personnel in matters of health? Would an imaginative proposal for improving health practices and knowledge among the general population be rejected by the ministry? It seems to me that there are a number of areas in which the department of training of NIH could be working which would be of tremendous national importance in the area of general health education. Among these areas are: TB, community sanitation, sanitation in the home, or advocacy for the health training of every government official whose goes through training in any ministry. This list could be expanded many times.

Such new programmes, to the extent that they would have positive consequences for the health of mothers and children, should be of interest to UNICEF. Of course, these programmes would need to be thoroughly planned prior to the supply of additional communication production and diffusion equipment.

2. How does the health training being done at NIH link to that which will be performed by KHDI in its innovative health delivery programme? Will the KHDI project have any effects on future training activities at NIH? These questions seem crucial to the generalization of the KHDI project as well as having great import for NIH.

3. Precisely what kinds of materials for what purposes does NIH wish to produce for training purposes? Prior to the UNICEF supply of equipment for production of A-V materials, there should be a clear idea and plan for the materials which will be produced, a knowledge of the intended audience for those materials, clearly stated purposes for the materials, and clear rationales for producing the materials in whichever media are preferred. At present there seems to be a desire to receive quantities of A-V production equipment and materials, but no plan for their use.

4. What plan does NIH have for the establishment of decentralized health training? Is there a definite plan? What kinds of courses would be offered and to which kinds of individuals? Is there any budget foreseen for the staff that would be needed to undertake this additional training work? The gun level health officers seem to be ideally placed to provide coordination for this type of training.

5. The personnel problems of having additional communication equipment in substantial quantities must be considered further. The training department will need at least one or two specialists in the production of health education materials, as well as one or two technicians to operate equipment and to provide training to instructors in the operation of A-V equipment.

In general, I believe that UNICEF should continue to be interested in the potential of the NIH training department. Material assistance for the department, however, should not precede clear answers to the issues noted above as well as adhering to UNICEF's future policies in Korea.

NIH Training Department (CONFIDENTIAL)

The Training Department of NIH seems to offer little, at present, to interest UNICEF support. Its director Mr. Suh seems not only to be pedestrian but is strikingly unimaginative. Even with considerable prompting, he could not identify new training programmes that might be needed or new activities in which he might engage. This is particularly devastating in a country which abounds with exciting and innovative programmes, most of which impinge on the area of health training. Mr. Suh is trained as a sanitarian. Many of the health problems of women and children in the country are related to sanitation. For example, there continue to be problems with intestinal parasites and TB. Yet, Mr. Suh fails to see any training problem inherent in these health problems.

Mr. Suh has little idea of the goals for the NIH Training Department during the next five years. When the next five year plan begins in 1981, this section must have a clear idea of its mission or it will be left out of the budgetary planning that is going to take place.

It appears that the Ministry of Health and Social Affairs has little confidence in Mr. Suh's section. Thus, in spite of what he is likely to do, he will not likely receive resources.

At present, there seems to be no programme to support in communication activities with NIH Training Department.

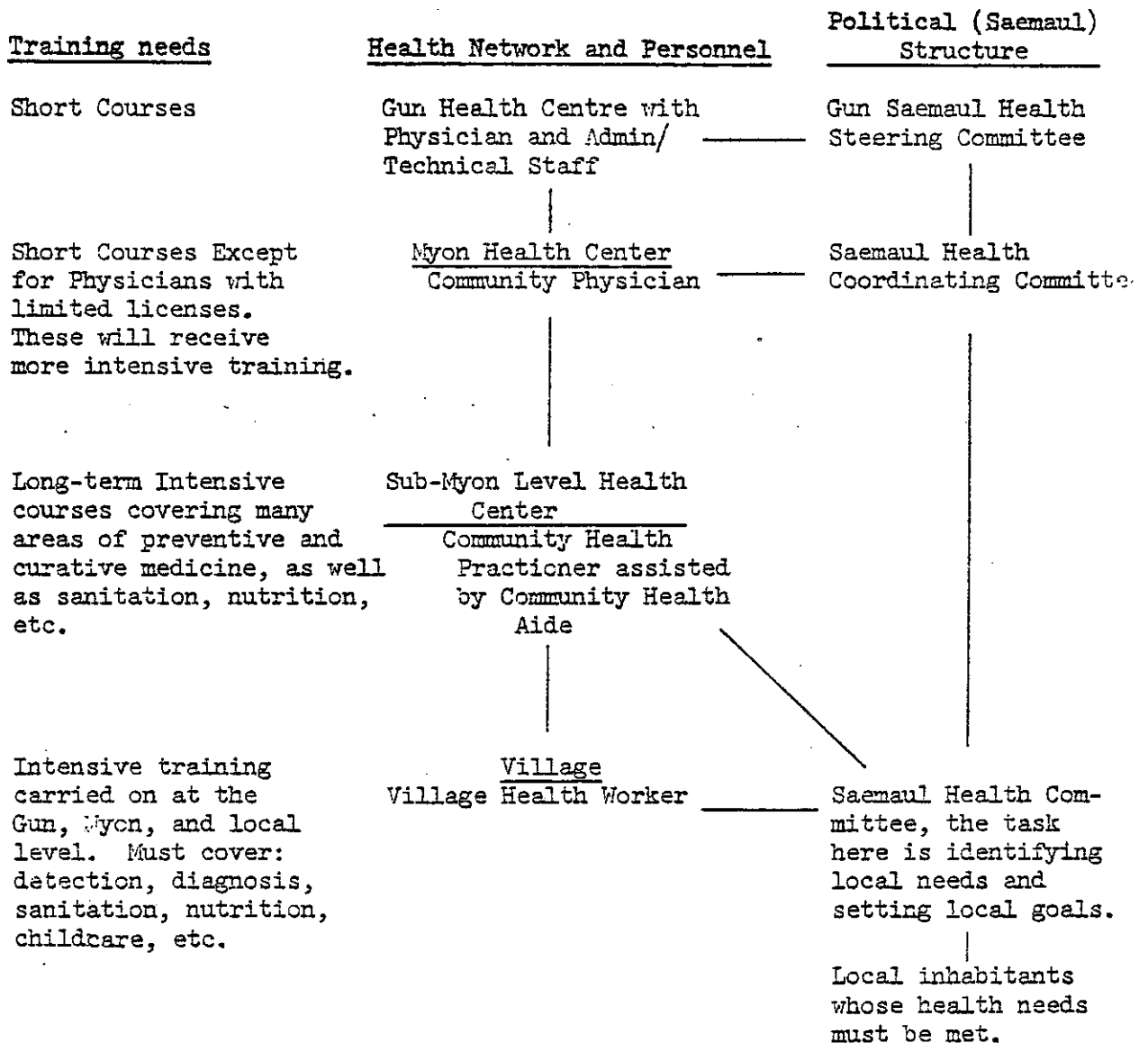
Report on future UNICEF support to
Korea Health Development Institute (KHDI)

The detailed summary of the intended activities and objectives of the KHDI pilot project are contained in "A Project Proposal for UNICEF Assistance by the Korea Health Development Institute (KHDI)" submitted to UNICEF in January 1977. The aspects of that proposal relevant to communication production and educational material production are summarized below.

Korea suffers from: severe maldistribution of health care facilities, rapidly rising costs of medical care, a general lack of knowledge of preventive health care, lack of government support and funds for health services, and a general low level of competence among health professionals outside the major health care delivery centers. The KHDI proposal is intended to provide a pilot project to demonstrate the possibility of adequately providing these services throughout the country through the use of para-medical personal and a highly integrated support system. The success of this project will have major consequences for the future of health care availability to women and children in the country. Should this project provide useful information, it is likely that it will be the basis for the national health component of the next five year plan.

The President of KHDI is Dr. Hyung Jong Park, M.D., M.P.H., Ph.D., an internationally respected figure in the area of public health. Dr. Park's credentials serve to give him considerable prestige among Korea's health professionals, both academic and practising, as well as access to important government decision makers.

The following diagram supplies a graphic overview of the system which is envisaged by KHDI:



Arrows have been drawn into the diagram which identify communication tasks which can be readily identified. In the left hand column, training needs which are obvious to a non-medical professional are listed. These training needs are, I am certain, below the minimum necessary.

The political system of Korea will ultimately be based on the Saemaul movement. Each village will have a local Saemaul committee which will identify local needs and communicate those needs both to local sectoral representatives and to the Myon Level Saemaul committee. This form of organization will, it is thought, help to develop local organization for development, focus sectoral agencies on local needs, and provide a communication channel through which local problems can be transmitted to high levels in the political system. The prime point of contact with the village, therefore, is the Saemaul committee.

If the KHDl project is to succeed, it must form effective lines of communication with the Saemaul organization at all levels. The Saemaul must be encouraged to participate in setting community health goals and the KHDl project must be responsive to Saemaul demands. I am not aware that provision has been made for this type of linking.

Communication activities must be initiated to help to inform and educate local citizens about health practices. The one channel that has been identified for this purpose is the VHW. In view of the high literacy rate in the country, the fact that every family has a radio, and the fact that even in rural areas 1 in 3 families has a television set suggests that thinking about other channels of communication for general health communication must be initiated.

A third communication problem which has not been pre-visualized in the KHDl plan relates to the problems which the VHW is certain to have in making the higher echelons of the health system responsive to his needs and to the demands which are placed on him by the local Saemaul committees. It is likely that the sub-Myon, Myon, and Gun levels of the system will operate in accordance with the policies set forth from above. These policies may in many cases not be reflective of local needs and the demands placed on the VHW. Due to the VHW's low status, owing to both low education and lowly placement in the system, only highly effective mechanisms of communication will assure that the system is responsive to his needs. The above noted problems are three of the most crucial issues related to communication in the system. Problems of training and follow-up of training are closely allied with the communication problems.

The left hand column in the diagram identifies some of the training activities which have been foreseen by the project. Beginning with the top level of the system, physicians will have to be oriented to the idea of the system. Much of this orientation may be accomplished through the use of standard public health texts and propaganda. I imagine that appropriate materials which can be readily used already exist in either Korean or English. (Individuals at this level can be assumed to have good fluency in reading English). The materials which will be used for this training and orientation have not, however, yet been identified.

At the Myon level, the problems of training start to become somewhat more complex. There are a large number of physicians in Korea who practice, but have quite limited medical credentials. Some of these were trained as medics by the military and have been accredited to practice medicine as civilians. Existing training deficiencies will have to be identified for this group. Courses which respond to individual deficiencies will have to be created and necessary training materials will have to be produced. Since the number of individuals being trained at this level will be rather small, the training problem is surmountable.

At the sub-Myon and village level, the training problems become intense. Individuals with only cursory health knowledge must be trained in a large number of areas. They must be able to perform a small number of specified medical procedures, diagnose illness, differentiate between those they can deal with and those which must be referred, teach basic health practices, nutrition, village sanitation, and acquaint individuals with the idea of systematically using the health care system as the system of first resort, i.e. come to the VHW as soon as they are ill, rather than after local practices have failed. The training and the tasks which must be done at the sub-Myon and village level will require the creation of nicely illustrated training manuals, field manuals (in all relevant areas) for the solution of daily problems, and materials which the CHP and VHW will use in their educational activities.

Only cursory attention has been directed to the problem stated in the preceding paragraph. I have been informed that a group from KHDI will go to Seattle, Washington, U.S.A. on March 15, 1977 to spend one month reviewing materials which have been used for similar purposes. The group will return to Korea and will complete an inventory of needed training and support materials by June 15. The material production phase will begin immediately with all materials being completed by July 31. These materials will not: be developed in the field, be illustrated, or be pretested prior to use.

Perhaps the material production group may be able to adhere to the anticipated schedule. Should they do so, I fear that the quality of the materials will endanger the success of the project from the outset.

One of the reasons for my pessimism concerning material development is that the manpower development staff (responsible for material development) consists of three individuals who are burdened with other responsibilities. The budget for this section does not permit the employment of a specialist in either materials development or simply a production manager. If only a production manager were hired (and given an adequate budget) he could schedule production, and coordinate the various resources which must be incorporated into a production programme, e.g. subject matter specialists, script writers, artists, educationists, pretesters, and printers. The preparation of these materials is a major and expensive task. It is, however, fundamental to the success of the project and should not be financially throttled in favour of other programme components.

OBJECTIVES:

1. The KHDI project is thoroughly exciting in concept. If successful, it will lay the groundwork for much of the future of Korea's health care system.
2. The linkages which the project will have with the local political structure have not been carefully considered in the planning of the project.
3. The objectives, needs, strategies, and media to be used in communication remain to be carefully considered.
4. The needs for training materials, field manuals, and educational materials remain to be identified. The costs and reasonable time schedules for the development of these materials should be estimated as soon as possible.

5. The personnel needs for the development of communication activities and training materials have been communicated to Mr. Kil Byong Yoone, Director of Manpower Development Division, KHDI. He does not have either the funds or authority to respond to these needs.

6. Both Dr. Park and Mr. Yoone have requested continued communication consulting assistance as well as provision of local communication training.

7. KHDI has a board of advisors made up of highly trained professionals. This board has never met and therefore KHDI has not had the benefit of professional advice from its own board of advisors; the members of which have considerable experience in working with problems similar to those stated above.

8. There are other projects in Korea with terms of reference similar to those of KHDI. Training materials have been developed for those projects and may be available, on request, to KHDI.

RECOMMENDATIONS:

1. UNICEF should encourage and strongly support KHDI in this highly innovative project. The project has tremendous import for the next five year plan and the welfare of women and children in Korea.

2. UNICEF should respond positively to KHDI's request for flexible long-term access to consulting assistance in the area of planning communication strategies and activities. This consultant should be available for much of the duration of the project.

3. UNICEF, to the extent possible, should help KHDI take advantage of locally available communication training opportunities. This training should cover aspects of planning, programming, media use, and the use of communication in behavior and attitude change.

4. WHO has had considerable experience in the development of training and educational materials in the field of basic health. This expertise, if requested, would greatly alleviate the problems which KHDI will face in developing its own training and educational materials. WHO has also developed health field manuals in a number of cultures. KHDI would do well to take advantage of WHO's experience in these areas and request expert assistance. I believe that the total development of these materials can be done in Korea with Korean expertise without an expensive and time consuming tour to the U.S.

5. KHDI would do well to closely involve its board of advisors in its current planning and material development activities. Such involvement would require little money and would be of great benefit. I have been advised by several members of the board of advisors that they would be delighted to assist KHDI during these early stages (which are most crucial). The advisors suggest that later involvement is likely to be meaningless.

6. A project similar to that of KHDI's is being conducted on Koje Island. KHDI could benefit from a close consultive collaboration with that project.

7. KHDI should attempt to employ sufficient numbers of media or educational material production professionals to ensure that its training materials will be of high quality and expeditiously produced.

8. The appended supply list contains items which could clearly be of use to the KEDI project. These materials and equipment have been requested in the absence of a strategy or programme for their use. Specific production items have not yet been identified. It is clearly possible that should the items on the supply list be immediately called forward, they might not be used due to the development of some plan not requiring them. It is recommended that the supply list be regarded as provisional and submitted for budgetary purposes and as a first approximation. The items should be called forward or amended in future consultation between the UNICEF representative and a long-term communication consultant.

The Transition in Resource Scarcity

For nearly twenty-five years, Korea has received substantial amounts of foreign assistance. This assistance has come from the various U.N. agencies, from the international bi-lateral agencies, and from a wide variety of both secular and religious non-governmental organizations. This substantial outside assistance has had a number of consequences which must be fully taken into account when one thinks about future development in Korea and the supply of future assistance.

Consequences of Past Assistance. One of the most striking effects of past assistance to Korea is the tremendous effect which the assistance has had on national development. Superb intellectual resources have been developed such that one usually finds highly trained (usually with Ph.D. degrees) individuals in operating organizations. Combined with this intellectual infrastructure. Koreans, in general, have a highly positive attitude concerning the future and the likelihood of future economic development. It appears that this positive attitude is largely due to the effects of past successes in development projects. These two consequences are among Korea's major assets.

Past assistance efforts have also had a number of deleterious effects. In many cases in the past, if a Korean administrator had a good, viable idea for a project, he could approach one of the international assistance agencies and find funds with which to execute the project. It should be noted that an overwhelming number of those projects were successful and continue to be viable. On the negative side of the ledger, however, the presence of strongly supportive foreign assistance agencies has in many instances placed a moratorium on the laws of scarcity. Students were sent abroad for study often for non-project related reasons to come back and serve in high positions in development agencies. Expensive equipment was often purchased which otherwise would not have been available and which sometimes was not crucial to the success of a project. Short study tours abroad (orientation tours) tended to become a normal aspect of any new project. The moratorium on the laws of scarcity, in many cases, seems to have impeded a general willingness to seriously consider the wide gamut of possibilities when thinking of programme inputs.

A second deleterious consequence of past assistance resulted from the structure of the assistance work done in the past. Most assistance agencies, United Nations and others, tend to be sectoral in their approach. As a consequence of this structure in the assistance agencies, the Korean development agencies were able to deal with donors who had only sectoral interests. For example, the ministry of health was able to go to UNICEF for assistance to a project related to women and children, to WHO for work in public health, or to FAO for nutrition assistance. Family planning organizations could go to IPPF, the Population Council, USAID, the Ford Foundation, the Asia Foundation, or more recently UNFPA. In this environment, there tended to be

little real competition with other sectors for funds or for inclusion among governmental priorities.

These two orientations have become fully incorporated into the planning processes of professionals in the indigenous agencies. Highly qualified professionals often think only in terms of, "what should we have?", "how would we like to do this project?" or "what inputs would be best to maximize the outputs of a particular project?" Seldom does one hear suggestions of using a less costly, less technically sophisticated approach when a more costly, chrome-plated approach is available.

The Transition. Korea is in the distressing position of having been too successful too quickly. Within an extremely short period of time, the GNP per capita has risen well beyond that of countries whom Korea trailed in 1955 or 1960. The donor agencies have behaved in the manner of the father who sent his son to be self-supporting as soon as the son took part-time employment. Obviously, to most of us, a sixteen or seventeen yearold son does not have the attitudes or stability to pull on well even though he has just taken part-time employment. Korea clearly has the technical capability, the social organization, and the motivation to succeed. It is currently faced with the problem of drastically changing from approaches to planning which were learned at the feet of the international donor agencies to those which reflect its current state of being technically and intellectually abandoned.

The projects which I reviewed in Korea all suffer from these two problems. In most cases, supply lists were assembled which were clearly useful, but which failed to recognize that scarcity is a universal principle. Color video is demanded because it is the latest thing. Five still cameras are desired so that each project person can have one personally available. Hasselblad camera outfits are requested when the project personnel could only afford inexpensive Kodak Instamatics for themselves.

None of the projects which I reviewed had clearly thought of generalization of the project being subject to competition with other agencies for scarce government funds. There seems to be a substantial lack of recognition that the generalization of a pilot project will depend at least on: 1) the success/impact of the project, 2) the cost of generalization, 3) the central government's priorities, and 4) how well the project has persuaded the central government that its project is the slickest thing since lubricated condoms (done a proper PI job).

The Future. It is incumbent on the international assistance agencies to recognize these problems of transition and to plan to not only assist countries when they are starving, but to also help with the transition to self-sustaining programme and project development. With thoughtful planning, such transitional assistance is likely to be at the same time both inexpensive and highly beneficial.

I would suggest that future transitional assistance have the same components as earlier assistance, but with an altered emphasis. Material support should become a minor part of programme assistance while technical or intellectual assistance is intensified. Continued technical assistance can be highly useful in helping projects and programmes scale their needs and aspirations to the level of their available resources and to help them adapt to a situation in which competition with other sectoral interests is the sine quo non of ministerial programme administration. Continued material assistance

continues to play an important part in the overall assistance effort. The role of this assistance will be substantially different from that in the past. Briefly put, continued material assistance will be necessary to give experts access to the organizations which need their help and to maintain the credibility of the assistance agency. Those who have worked in developing (or developed countries for that matter) are aware that the attitude of most agencies is, "don't come with advice and empty hands. If all that I need is advice, my bartender or taxi driver can supply it."

Report on the Pre-Primary Education Project
and the Day-Care Centre Project Executed by KIRBS

These projects are described in the board documents, "Plan of Operations for a Pre-Primary Education Project in the Republic of Korea" and "A Development Research Project on a Demonstration Program of the Day-Care Centre Education in the Disadvantaged Urban and Rural Area". The communication aspects of these projects are treated in the same report due to the fact that both projects will be executed by the Korean Institute for Research in the Behavioral Sciences (KIRBS) and both projects have similar forms.

KIRBS is a social research organization of high repute in Asia and its Director, Dr. Lee Sung Jin is a psychologist of international caliber. His innovative work in child development is published in international journals and is frequently quoted. These two projects incorporate all of the programme aspects of many thoroughly successful child oriented education projects, but also some exciting new innovations are introduced which will be of interest throughout the developing and developed world. For example, many pre-primary programmes have successfully prepared children for the role of student in a formal school, but have not successfully incorporated content which will develop eager, inventive, and highly motivated students. This project will incorporate non-achievement training which has been shown to develop these traits in individuals of older age groups. KIRBS has already done research to show that their techniques are successful with young children and they are now ready to apply them on a larger scale.

As KIRBS recognizes in its proposal, the establishment of such day-care centres throughout the country is likely to be an expensive proposition. Thus, regardless of the outcome of the pilot project, it is unlikely that the government is going to be willing to generalise such an effort. To the extent that the day-care centre offers services that are important to the potential users, it should be possible to build in a component that would make it likely that communities would be willing to sponsor, wholly or in part, the establishment of their own centres. Some of the following suggestions may be useful.

Communication activities directed towards parents and grandparents should be an integral part of the programme. These communication activities would concentrate on the following themes:

1. What kind of training, care, and interaction are necessary to the development of healthy, well-rounded children?
2. What responsibilities do communities have to their children?
3. What can be the role of day-care centres in helping parents to raise the kinds of children they wish to raise?

4. Day-care centres will not lessen the child's respect for the parent or alter the parent's role in the moral guidance of the child.
5. An inventory of important benefits of day-care centre, i.e. those that are important to parents, should be developed. These should then be central to the communication programme.
6. The theme that communities which sponsor their own day-care centre will have policy control over what happens in the centre should be stressed.
7. Problems which individual parents have in raising and caring for children should be stressed. This approach would have the effect of allowing parents to realize that they themselves have a problem which can be solved through this kind of programme and will stimulate the personal involvement of parents in the programme.
8. It may be well to initiate a series of programmes for national media which focus on particulars of "what is a good parent". The notion of being a good parent and having a strong family is an important latent theme in Korea and can be the basis for support for services which parents themselves cannot provide.

There are several channels through which a good communication campaign can be mounted. First, many Saemaul committees operate intermittent day-care centres during peak work seasons. These committees, especially with official (PORD) support, would be likely to be enthusiastic about receiving expert assistance with their ongoing activities. Talks with the mother's clubs, village leaders using the above themes should be successful. In addition, a small quantity of colorful posters emphasizing the benefits of adequate day-care centres accompanied by brochures which fully explain the operation of the day-care centres should be useful. After a few months of the project's operation, it is highly likely that the national media could be involved in doing a feature story on the successful day-care centre project.

Most of the communication activities mentioned above could be done at the initiative of the project staff with little outside assistance. Occasional contact with a competent communication consultant would, however, prove useful in some of the early attempts at visualization.

The project's final report should offer some indication to the government of the probability of communities sponsoring their own day-care centres and specify the kinds and amounts of outside assistance that would be necessary for them to do so.

Other Consulting

A Brief Comment on the National Teacher's Training Centre
(Medical School, Seoul National University)

Korea is in the position of being able to train its own physicians at the M.D. level. Most medical specialty areas can be studied in the country. There are 14 medical schools at which such training can be given.

The Problem. Most of the senior medical educators in Korea have either been trained in North America or Europe or were trained by physicians with that background. While the methods and outcomes of medical education in the west may be appropriate to the settings in which they were developed, the Korean medical profession has come to feel that something is seriously wrong with medical education in Korea. Currently, the professors in medical schools use the lecture method almost exclusively. Seldom are visual aids or demonstrations part of the course work. Topics are presented in a segmented fashion with closely related subjects often being isolated in different parts of the curriculum. These problems, stated very abstractly and briefly, seem to the medical profession to have resulted in the production of good professional specialists, but not physicians who can meet the country's general health needs.

Attempted Solution. The National Teacher's Training Centre (NTTC) has been asked to help to develop new approaches to providing medical training at the M.D. level in Korea. Dr. Dong Hoon Shin, M.D., Dean of the College of Medicine, Seoul National University, is the Director of the NTTC. At present progress has been made to provide block programming in the curriculum so that students will learn: structure, function, pathology, public health, and practicum, as they move through the course. Instructors from the different medical schools in the country are brought to S.N.U. for training in new teaching techniques. The British Council has provided some research funds and medical instruments for the participants in this advanced training in order that the students do not feel that professional time is lost because they are not at their posts.

Unfortunately, no progress has been made concerning the development of using audio-visual techniques in medical education. This matter is of serious concern to Dr. Shin because many students arrive at the point of doing practical work (end of two years training) without knowing approximately what they are to see in actual medical settings.

UNICEF Involvement. Due to the fact that the inability to practice general medicine, especially in the countryside, seriously hampers the delivery of health care services to the women and children of greatest concern to UNICEF, the fact that these physicians will be responsible for training health workers who will participate in UNICEF-assisted projects, and the fact that WHO is seriously committed to helping to improve medical education in Korea, the representative asked me to visit with the staff of the NTTC to see whether there was something which the communication consultant could assist with which would not involve the commitment of UNICEF to a special project.

Available Equipment Resources. The NTTC has a variety of equipment available for use. There are: two overhead projectors, one opaque projector, two slide projectors, and a color video tape recorder with

camera. Professor Yong Il Kim, M.D., Ph.D., the Director of the Medical Library, assured me that additional equipment could be obtained if they could identify ideas for the equipment's use.

Action. There was time only for a brief discussion of how some innovative medical education programmes elsewhere are using A-V aids. There was not time to discuss new approaches that could be developed or to provide a demonstration of existing approaches. A future communication consultant would find it highly rewarding, both professionally and to the U.N. programme in Korea, to work with the faculty of the N.T.T.C. from time to time. This time would be used solely to provide them with demonstrations of new ideas and discussions of how they could be used in medical education.

Comments on the Koje Community Health Care Project

The Koje Project is committed to goals which are quite similar to those of the innovative project which is UNICEF is assisting KHDI with. The notion is to improve the general health status of isolated, unserved communities through the provision of Village Health Workers who can perform a specific number of medical tasks, detect cases for referral, and who are backed up by a referral system which can deal with more complex problems.

The Koje Project differs from the KHDI project in a number of important ways. First, there is a specific intent to gain full community participation and feedback as part of the health care delivery system. Second, there is a component of the programme which intends to establish an islandwide health insurance programme. Finally, the Koje Project has been subjected to one of the best planning exercises that I have seen in any country. (The UNICEF Representative will be supplied with photographs documenting the planning exercise prior to my departure.) Before registering some constructive criticism of the project, it is important that the comprehensiveness of the planning and the scope of care be recognized. Each of the general goals of the programme has been operationalized into the component activities which will have to take place to achieve the goal. Moreover, the planning has taken into account which staff members are to do which tasks and has established that each staff member has a task which is of reasonable proportions.

Comments and Suggestions

1. Although the project is essentially a public health project, there is no public health education component except that which may be communicated by the Village Health Worker. The issues which must be dealt with are of public concern and deserve that form of treatment. The two major causes of illness on the island are intestinal parasites and TB. Problems of intestinal parasites are linked with health practices both public and private. At present, one is able to see animal feces (both human and non-human) near places where humans eat, play, or congregate for other reasons. Conditions of cleanliness in eating places leave much to be desired even to the casual observer. Most buildings are constructed so that proper ventilation does not exist.

I should think that due to the limited size of the island and its population (approximately 110,000) it should be quite a direct task to make health a public issue. Posters could be created urging people not to defecate where their friends walk, to wash their hands before touching food, to not spit in public places, etc. As indicated in the main body of this report, such posters could be created at a very low cost.

Should the Koje project not build - in a public health and public health education component into the programme, then the treatment of cases of intestinal parasites and TB are likely to be of only short-term benefit.

2. The approach to health insurance used, to date, has been to involve only individuals in purchasing health insurance. This approach is likely to see little success since the target group of concern is quite poor and is not likely to wish insurance against problems which they do not currently have. A more fruitful approach would be to use a group insurance system linked to the Saemaul Movement. In this approach, an incentive could be offered so that a Saemaul committee could be insured for a lower cost per person than could a single individual. Two advantages adhere to this approach. First, individuals who already have health insurance would have an incentive to get their friends in the Saemaul to join - their insurance costs would then be reduced. Second, there is a high statistical probability that at any one time there will be at least one member of a Saemaul who is ill - thus the salience of insuring against illness will be more apparent to the larger group.

3. The average person who lives on Koje is a person who does not save money in a bank, purchase insurance against theft, purchase insurance against accidents, or in sum perform any behaviors similar to the one being encouraged by the health insurance scheme. The idea of insurance, then, is new and different from previous practices. It would be useful to provide some immediate benefit to those who purchase insurance. This benefit could be a physical examination of each member of the family with immediate corrective care for those needing it or perhaps regular visits by the VHW in which the health status of the family was carefully explored. This approach would probably result in helping to break through the plateau which has developed in getting new members of the insurance scheme.