



Communication for Behavioral Impact (COMBI)

Plan For Decreasing Child Marriage
In Kurdistan Region (KR) – IRAQ

INTRODUCTION

High Council of Women Affairs as a specialized institution in Kurdistan Regional Government is responsible for the fulfilment of women rights and continuously attempts to develop programs and policies to reduce and confront all forms of violence against women and gender discrimination in our society. It attempts to fill the legal, economic and social gap felt in the educational and judicial agencies.

Thus, the council has developed strategic plans and programs for each issue in cooperation with other government departments, CSOs and UN agencies. One of the programs of KRG High Council of Women Affairs in cooperation with its partners is the phenomenon of child marriage which is highly observed nowadays. After some cases registered, the High Council of Women Affairs in partnership with UNFPA conducted a survey on the causes and psychosocial factors of child marriage. %60 of the answers of the girls indicated many socio-economic, legal and educational factors behind the marriage of young girls.

In order to prevent such a dangerous phenomenon, High Council of Women Affairs with its partners (which are ministries of Education, Health, Interior, Labour & Social Affairs, and Religious endowment) have developed special plans as per the program and the policy of each ministry to bring about behavior change of families and

individuals regarding this issue. At the same time, the council initiated different plans with the civil society organisations, Media to reach out to the society and raise awareness so that people are aware of such dangerous practices and become agents of change and defender for human rights and the rights of children and girls.

Hopefully, the plan can contribute to the betterment of the current situation as far as child marriage is concerned and serve as a starting point for a wider strategy and an expanded circle of responsibility so that we can make a greater change and increase the number of our supporters from different educational, social and legal institutions.

Behavior change secures our rights and ensures a better future for our children.

January 2016 - December 2016

Child Marriage –Iraq Context

While the rates of child marriage globally have decreased in the past 30 years, the rates of child marriage in Iraq are some of the highest in the world and on the increase.¹Child marriage affects 70 million girls in the World.²If the current trends continue, this figure is estimated to double by 2020.

Child marriage is defined as the marriage of a child under 18 years old and it disproportionately affects girls; globally, more than 700 million women alive today were married before their 18th birthday and more than one in three (about 250 million) entered into union before age 15³. While commendable progress has been made in many countries to address child marriage, it remains widespread. Child marriage is a violation of girls' basic rights, and it affects the trajectory of their lives – curtailing their childhoods, limiting their educational and economic opportunities, and subjecting them to early and high risk pregnancies, social isolation, and vulnerability to violence. A girl under 15 years is five times more likely to die of birth complications than the older woman; young girls are at an increased risk of contracting HIV due to a lack of negotiation power for safe sex and are more likely to experience domestic violence than those who marry

¹ UNHCR 2015, Child marriage Guidance Note

² Plan International

³ Ending child marriage: Progress and prospects, UNICEF 2014

later⁴. Sex with a child under the minimum age for consent and unwanted sexual relationships are gross violations of a child's rights, regardless of whether they take place within the context of a marriage⁵.

Child marriage is culturally, religiously and socially practiced in many communities in Iraq and this is exacerbated in refugee and Internally Displaced People (IDP) contexts. 21% of females between 15-19 years is currently married in Iraq⁶. The recent and ongoing conflict and displacement has disproportionately affected adolescent girls. The majority are out of school, experience growing levels of sexual violence, abductions, sexual harassment, early and forced marriage, sexual exploitation and abuse and have restrictions placed on their movement by their families. Limited opportunities for education remain a major obstacle.

1. OVERALL GOAL

To assure the rights of girlchildren and their full development without maltreatment and gender-based violence via child marriage by reducing the percentage of girl children (defined as under the age of 18) getting married.

2. SPECIFIC BEHAVIOURAL OBJECTIVE (SBO)

2.1 By the end of the first year, i.e. 2016, of this three year programme, 200,000

Fathers (or other male senior family member such as an Uncle)

⁴ UNCHR 2015, child marriage Guidance Note

⁵ Too Young to Wed, The growing problem of child marriage among Syrian girls in Jordan, Save the Children, 2014

⁶ The Situation of Children and Women in Iraq: Highlights from the Multiple Indicator Cluster Survey 4 (MICS 4), UNICEF

servicing as "Head of Household" -HOH in the three governorates of Kurdistan Governorate Government (KRG) who would normally accept but will now reject a marriage proposal made to have one of their under 18 year-old girl child be married and instead ensure that the child continues schooling, and ask the suitor to come back when the girl child is 18 years of age for further discussion, if necessary. (This will lead to a reduction in child Marriage from the current annual, 23.4% to 12%.)

Commentary on the SBO

2.1.1 The SBO focuses on a singular challenge in the first year and that is the

Challenge of getting fathers/mothers/other "Heads of Household" (HOH) to ensure that their daughters under the age of 18 do not get married off.

Iraq/Kurdistan estimates that about 23.4% of girls under the age of 18 (and this includes a small percentage of about 4% of girls under the age of 15) have been married off in what is referred to as child Marriage (CM) in the past year (2011).

2.1.2 We have a sense from a recent study commissioned by High Council of Women, /Iraq/Kurdistan that CM is somehow accepted by communities and families, and even by some of the young girls themselves. CM is one way of securing a future for a girl child, and protecting her honour, as seen by families. The promise of education and better jobs have not been planned out for many in these communities. And in any case marriage and motherhood is destined. So one might as well relieve the family of the "burden" of a young girl child and pass that burden on to another family via marriage. CM happens because people see value in it. We have a clear technical understanding of the harm

caused by CM ...but clearly this “harm” has not registered with families as serious enough.

- 2.1.3 We have some understanding of the process of CM with the father (if alive and present) being the final decision maker as to whether to agree to a proposition of marriage for his girl child. The mother has an advisory role but the final decision is always the father, or other male head of the household who may be an uncle or other family member. There are situations where a girl child under the age of 18 decides that she wants to get married to a boyfriend but even then the father or male head of the household has to grant approval.
- 2.1.4 One issue to plan for is the perspective of a father and others in the community that there is not much difference between 16/17 and 18 years of age. So why not get married at 16/17.
- 2.1.5 Selling the health harm caused by CM may not work if this is not seen as a widespread problem; if it is seen as a once-a-while problem in a community, it will be ignored, and treated as “that’s life”. But there does seem to be sufficient data from Kurdistan to document the severity and substantial extent of the health harm caused by CM. This will need to be succinctly documented and presented.
- 2.1.6 This is the 25th anniversary of the UN CRC, which the government of Iraq has signed on to. CM is clearly against the CRC. Perhaps this is a theme we can press.
- 2.1.7 There is a law which prohibits marriage below the age of 18. But it is not enforced, and there are some exceptions allowed by the law. And one is not optimistic about the law being enforced in the near future. But it

would be great if this can happen. This COMBI Plan is not focused on getting the law enforced but enforcement would clearly help the persuasive approach proposed in this COMBI plan.

- 2.1.8** A key challenge ahead is determining what to say to a HOH with regard to CM behaviour when everyone seems to accept it as fine. But one notes that there is a large number of under 18 girls not being married off. So there is a segment of the population that sees value in waiting for marriage after age 18. The COMBI Plan will need to continue to reinforce the behaviour of those who are now not inclined to marry off their under 18 daughters.

3. STRATEGY

- 3.1** This section is in two parts. Part I focuses on those “communication keys” which are those communication dimensions (messages, sources, channels, etc) which can open the door of engagement with the consumer/individual to facilitate consideration of the behavioural recommendation being made. Part II focuses on a general description of the mix of communication actions which are suggested for achieving the desired behavioural outcome.

3.2 Part I: The Communication Keys

- 3.2.1** These communication keys emerges from some behavioural analysis carried out by UNFPA/Iraq/Kurdistan Region and Iraq/Kurdistan COMBI Working Group working on a draft COMBI Plan for decreasing CM during a UNFPA Governorate COMBI Workshop in Jordan in early 2015.
- 3.2.2** A Head of Household (HOH) will carry out the recommended behaviour if he is:

- 3.2.2.1 Persuaded and reminded that within their heart and mind they know it is not right to send their girl children off in CM, under the age of 18.
- 3.2.2.2 Recognise that children have rights as defined by the UN CRC and agreed to by the Government of Iraq/Kurdistan Region, and among these rights are the rights to a full childhood without abuse, and that CM is in fact child abuse, child maltreatment and sexual abuse, and is punishable by law.
- 3.2.2.3 Aware that it is illegal to marry if one is under age 18 and a parent/HOH who allows CM can be punished in the court.
- 3.2.2.4 Understand the health harm that can happen to a child under 18 getting married: an unplanned early pregnancy possibly leading to death or other serious health problems
- 3.2.2.5 Understand that CM may disrupt the child's schooling and that this does immense harm to the child's future and possibilities for a decent job, even as one know that life is tough and jobs are hard to get.
- 3.2.2.6 Persuaded that it is in the best interest of the child to encourage her continued schooling rather than marrying her off to a life of hurt, pain, and unhappiness.
- 3.2.2.7 Persuaded that it is far better that the girl child remain in school and then everyone can re-consider marriage when she is above 18.
- 3.2.2.8 Convinced that, while schooling is no guarantee of a future job, even if the girl child does not get a job after schooling, it is still better that she remain

- in school as schooling will make her a better mother and caregiver.
- 3.2.2.9 Persuaded that under 18 is too Emotionally young and physically young to enter a marital relationship.
- 3.2.2.10 Persuaded that there are other ways of securing income for the family beyond the hurtful and harmful method of CM.
- 3.2.2.11 Understand that while the community may think CM is fine, this view is changing and the community as noticed at the village monthly meetings (proposed in the COMBI Plan) as village members reexamine how CM is seen, realizing that it is harmful to our children and a bad practice to inflict on our young girl children, and noting the large numbers of families which do not allow CM for their children.
- 3.2.2.12 Persuaded of the harm of CM by hearing from other young women who got married under the age of 18 and suffered psychological, physical and emotional harm from CM, including having an very unsatisfactory marriage, even leading to divorce, and enabling his young girl child to hear of the bad experience of others involved in CM, especially when his under 18 year old girl child wants CM.
- 3.2.2.13 Convinced via the communication efforts of a local imam or other KOL (Key Opinion Leader) of the harm caused by CM to the girl child.
- 3.2.2.14 Given some form of praise in the form of a gift or incentive every year for as long as he postpones CM till his girl child is 18 or older.

3.2.2.15 Seen by himself as the great protector of his girl child and feels good about that, and is also seen by his peers as a courageous man who refuses to abide by harmful traditions

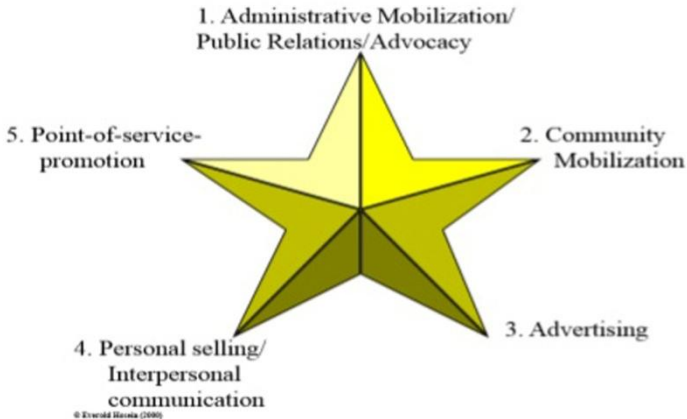
3.2.3 Modifying Communication Keys for Each Governorate/District/Sub-District/IDP

Homes/Refugee Camps.: These communication keys may need to be modified and made relevant to specific governorates/district/sub-districts/villages/IDP homes/refugee camps. They also need to be adjusted to each household depending on the residential status and living conditions of families, whether they are proper residents of KR, or are IDPs or refugees in camps.

3.3 Part II: The Strategic Communication Actions

Part II is presented in relation to key communication action areas of the COMBI Planning method (see the next page for the COMBI 5-point Star blend of five communication action areas, synchronised and integrated) plus a prior branding of the recommended behaviour. A detailed Action Plan is then presented later.

COMBI's Five Integrated Communication Actions- Part I[©]



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3.3.1 Branding:

3.3.1.1 There is no current branding of the behaviour of discouraging CM.

3.3.1.2 An English suggestion follows but needs pre-testing and putting in Kurdish form. If the English suggestion does not survive translation, then hopefully some other Kurdish re-branding can emerge. The logo suggested here may also not survive review and pre-testing. It is provided here to prompt further discussion about having a simple logo for the COMBI programme.

3.3.1.3 It is suggested we refer to the behaviour in terms of ***“Protect Your Young Daughter: Reject a proposal for marriage if she is under age 18.*** No Marriage until she is 18 years old. Leave her in school. Discuss marriage once she is over 18. To marry her off is to hurt her, deprive her of her full development, and deprive her of her rights. Do not hurt your daughter. CM No More”

**Protect Your Young Daughter
Under 18? No Child Marriage (CM)!
It is against the law!
Better to Stay in School**



**BE HER PROTECTOR
Do not hurt your young daughter
CM No More (CM-NM)**

3.3.1.4 **CM No More (CM-NM)** will at first appear odd and mysterious but as further explanation is provided in person and in the media and by friends and relatives, it will become a quick memory aide of the behaviour being recommended

3.3.1.5 A competition can be held among advertising/graphic design firms for pro-bono work to be done on developing a logo and branding theme for CM/NM. A modest monetary prize can be given to the winner.

3.3.1.6 *Pronunciation in English: CM/NM can be pronounced*

“CMNM” in English, if the first initials CM is pronounced “CM” as in the letter “M”.

3.3.2 *Administrative Mobilisation*

3.3.2.1 Every single staff member of every Ministry and agency/institution in government, from the lowest ranks (cleaning and security staff) to the highest, at every level of government (governorate/district/sub-district/village) will be advised by the Head of KR Government (KRG) or whoever is designated the Lead Ministry/minister in the partnership of Ministries working on Child Protection via an administrative memorandum to everyone, advising of a new KR programme to promote CM/NM. The memo should share the rationale for this effort, mention the major Communication Keys (see above), thank the staff for their substantial contribution so far but pointing to the remaining challenge ahead given the current unacceptable level of CM among children. The memo should also request that all supervisors discuss the memorandum at their next staff meeting, at each administrative level, including at the Village level, for each of the Ministries involved. (This is an attempt to get all workers in KR government to consider this CM/NM behavioral recommendation, talk to others about it, and hopefully take action themselves.

3.3.3 *Public Relations*

3.3.3.1 Public relations (press) activities will consist of a CM/NM launch press conference, followed by three press conferences during the course of the year, covering key aspects of the behavioural messages (see Communication Keys above) and rationale. The follow-up three press conferences in the course of the year

will also report on any progress results, highlighting communities and individuals who have endorsed and carried out CM/NM behaviour. Each press conference should have ready for distribution a news release or long feature article with human interest dimensions and photographs, such as the expressed delight of a family saying no to children being involved in CM. Contracted writers/free-lance journalists should prepare these. Each press conference will be followed by an extended 1-hour press briefing hosted by CM technical experts for journalists, concluding with a small reception.

- 3.3.3.2 Every month a 2000-word feature article on CM/NM will be distributed to print and electronic media, incorporating themes from the Communication Keys.
- 3.3.3.3 Every four months there will a daily one-hour call-in radio and television chat show over one week, with an engaging host and two (male and female) CM/NM technical experts on child protection and gender-based violence. These could be existing shows but on these occasions dedicated to the recommended behaviour.
- 3.3.3.4 An 8-minute video on the recommended behaviour and covering the major Communication Keys will be produced, for use on television chat shows, and in community meetings (see community mobilization below) where video play back is possible via a DVD player or computer.
- 3.3.3.5 A series of 10 15-second sound bites will be written to be used as a public service and at no cost as “fillers” between musical selections by Disc Jockeys (DJs-radio announcers) and shared with all Disc Jockeys (DJs) at all radio stations, in suggested

three-week time periods in the course of the year, multiple times in the suggested days, urging the CM/NM behaviour and sharing its rationale.

3.3.3.6 An attempt will be made to have the CM/NM behavioral theme raised/presented in short scenes in *existing* radio-TV drama shows at least once every four months during the year.

3.3.3.7 A **Business Partnership for Child Protection** will be created and will comprise representatives of selected business companies such as a cell phone company, a bank, supermarket companies, airlines, travel tour companies, and others. These partners will be invited to fund different components of the proposed COMBI Plan (such as providing gifts for volunteers, and Lucky Draw Prizes (discussed later), with discreet acknowledgment given to the business entities for their contribution.

3.3.4 *Community Mobilisation*

3.3.4.1 Every month at a Village meeting should be called by the Village Leader. The Village Leader should put on the meeting agenda the subject of **CM/NM** and request a 15-30 minute discussion of the behaviour, calling on a local volunteer (Child Protection Ambassadors – OUTREACH TEAMS - described below) to lead the discussion. These discussions should highlight the importance of the

behaviour (see Communication Keys), any problems with getting the behaviour adopted by HOHs, and should address the major Communication Keys, such as it is a shame on the community when an illegal behaviour such as CM is practiced. Imams and other religious leaders attending these meetings should be invited to speak up against CM. These sessions should end with a call for those attending the meeting to pass on the word about CM/NM and to raise their hands if they plan on carrying out CM/NM. In addition, the meetings should also request volunteers who can help each other in getting the recommended behaviour carried out.

3.3.4.2 Each imam and other religious leaders will be asked to read out a 3-minute “sermon” against CM, advocating for CM/NM, every Friday during Friday prayers or Saturday/Sunday for other religious services.

3.3.5 *Advertising*

3.3.5.1 The campaign will consist of 4 three-week spurts (or flights) of advertising, during the year, with radio advertising consisting of 60-second and 30-second spots played 6-8 times per day for 5 days per week in each flight, television spots (60 seconds and 30 seconds) 2-3 times per evening five days per week in each flight and full-page print advertisements during the first week of each flight.

Preferably a competent local advertising agency could be used. The advertising cost should be heavily discounted but they will be paid for to ensure broadcast of the spots at specific times and placement of print ads in pre-selected locations in the newspaper. The KR government broadcasting facility should be used but private media may also be part of the campaign, if funds allow. If the above can be done as a public service by the government, at no costs, then so much the better.

3.3.5.2 In addition, during the above flights of advertising, a daily text message re the recommended behaviour should be sent to all mobile phone users at least 3 times/per day on each of the five days of the three weeks of each flight.

3.3.6 *Personal Selling/Interpersonal Communication: GBV Outreach Teams and Child Protection Ambassadors (OUTREACH TEAMS) Home Visits, and School Children* (This is perhaps the most important component of this plan)

3.3.6.1 Firstly, a network of 32,000 GBV Outreach teams and Child Protection Ambassadors, two (one male, one female) per village or villages, will be established. Each pair of OUTREACH TEAMS mobilisation teams will be assigned to 100 families for home visits. The village dual team OUTREACH TEAMS will be asked to map the

households/families in their Village(including camps for refugees and temporary housing for IDPs)to identify home with girls age 9-18 years of age. Theoutreach teamOUTREACH TEAMSwill be asked as a team of two tovisit each home in their village where there is such a family. These visits will be short 15-30 minute home visits, and is to be repeated every four months with those homes where CM is a possibility and the CM/NM decision needs to be taken, allowing for at least three visits per year. Beyond these three visits, the Outreach teams may have other contacts with the families in the area, especially when marriage proposals are being made to under-age girls. Such occasions will require special involvement of the OUTREACH TEAMS.

3.3.6.2 At each home, the outreach teams will hand out a single-page, two-sided “CM/NM Advisory Sheet” (described later), which covers the behaviouraltheme expressed above, in a nicely laid out presentation. On one side is the basic behavioural message and rationale, with the key behaviouraltheme mentioned at least three times. On the other side would be a game/quiz of 5 multiple-choice questions with some answers being humorous which a family member can try to answer. The correct answers will be at the bottom of the page upside down. Each household should get at least one of these sheets, regardless of

literacy level. The outreach teams will go over the basic behavioural theme of the sheet as he/she hands over the sheet and emphasizes the key behaviour recommended at least three times in the sheet. The outreach teams will focus on the cost/value decision-making process, stressing the values of joining modern Kurdistan Region and preventing harming one's daughter by having her engaged in CM. Once the HOH has indicated a positive decision on CM/NM, the OUTREACH TEAMS should congratulate the HOH on making a great decision. He is then given a badge naming him a **"Child Protector"**. At the end of the year, if the HOH has stuck to this decision, then his name is put into a list of names for a Lucky Draw to win a prize (possibly a smart phone?)

3.3.6.3 Each OUTREACH TEAMS will be given a large CM/NM badge and special coloured CM/NM sash, to which the badge will be affixed. All OUTREACH TEAMS should receive a personally addressed memo from the most senior KRG official (if not the Minister himself responsible for this CM/NM programme) requesting their keen participation in the home visit programme and thanking them for their past effort in Child Protection and fighting gender-based violence.

3.3.6.4 Each OUTREACH TEAMS will receive a one-day non-residential training by their supervising staff from an appropriate partner Ministry at the

linked local facility. The training should cover the key elements of the CM/NM Information Sheet; half the time day should be spent on all the technical information they need to be aware of; and the second half spent in role playing sessions in which each OUTREACH TEAMS plays the role of a HOH and each plays the role of OUTREACH TEAMSgoing through the process of engaging the HOH and other household members on CM/NM.

- 3.3.6.5 The OUTREACH TEAMS will not be paid but they will be rewarded in various ways and provided with on-going motivational social opportunities for sharing experiences. Three quarterly gatherings of the OUTREACH TEAMS (in groups of 50) will be held at various convenient locations. At these gatherings they will be thanked by the most senior linked Ministerial officer available at that level, provided with a simple meal (tea and cakes?) and given gifts donated by the private sector through the Business Partnership for Child Protectiondescribed earlier. These gifts might include packages of non-perishable foodstuff, plastic dishware, mobile phone top-up time cards. They will also have an opportunity to share their experiences with their colleagues. In the last quarter of the first year, a districtThank You Ceremony will be held for all OUTREACH TEAMS from each district at which a simple meal will be served, a Certificate of Appreciation signed by the

Head of KRG or Minister of the lead Ministry for this COMBI Plan, handed to each OUTREACH TEAMS, with private sector-secured gifts given to each, and a Lucky Draw/Lottery Prize given to one lucky OUTREACH TEAMS pair village from each district. The Prize could be an all-expenses-paid three-day weekend trip to a holiday resort donated by a hotel and airline company. The certificates and thank-you event and lucky prizes are small ways of expressing appreciation and motivating these committed OUTREACH TEAMS. In addition, at this event there will be a Lucky Draw Prize for giving gifts to 100 of the HOHs who stuck to CCM/NM. This lucky prize could be one of a hundred smart phones donated by a mobile phone company.

- 3.3.6.6 The OUTREACH TEAMS should be selected by each village through its Village leader and in consultation with villagers. Ideally the OUTREACH TEAMS should be literate, known by community members as trustworthy and reliable, and are themselves convinced that CM is a harmful tradition. Some OUTREACH TEAMS may actually be women who got married as a child and regretted it and can speak from bitter experience. Imams, other local religious leaders, and school teachers may be called upon to be OUTREACH TEAMS.

3.3.6.7 Secondly, “personal selling” will also take the form of a special school-involvement programme involving all school children (age 9-14), about 1 million, in all government primary schools. Children will themselves serve as “personal sellers” to their families via sharing of information at home and parental signing of a slip committing them to actions for *CM/NM*.

3.3.6.8 Each primary school child will be given a single-page two-sided work sheet of information (two colours or one colour on coloured stock) on Child Protection, CRC/Child Rights, and *CM/NM*, on a particular fixed date and a fixed time for all (preferably the last day of the school week before the close of school day) , and covering the CKs, with the key behavioural message (*CM/NM*) repeated at least three times in the sheet . The information continues unto the other side which will also include an exercise consisting of 5 multiple-choice questions based on the front page content and with some of the answer choices being purposefully funny. The sheet will be read aloud in each classroom by the teacher at the same time/day in all schools and briefly discussed. Students should complete the quiz on the back-side and the teacher can take them through each

correct answer. The teacher then invites the class to ask questions which he/she answers based on just the information in the worksheet. No special training of teachers will be undertaken. If there is a question the teacher cannot answer, he/she will seek out the correct information from a neighbouring Ministerial staff member/OUTREACH TEAMS and provide the answer on another occasion.

3.3.6.9 Each child will be asked to take the sheet home, read it aloud to family members (saying that “teacher asked all of us to do this”) or have it read out aloud by someone else, have a parent or other adult sign the bottom tear-off part of the sheet indicating that the reading of the sheet was done, and that the family, especially the HOH, commit themselves to carrying out the recommended behaviour. (The children may also engage family members in taking the “quiz” on the other side of each sheet.) The school child is asked to bring back the tear off slip to the teacher the next school day.

3.3.6.10 Each school head collects all the slips and sends via the various bureaucratic channels to the KRG Minister of Education. All collected slips will then be formally handed over on a particular day to the Minister (with appropriate press coverage) pointing to the level of family support for CM/NMin schools and homes.

- 3.3.6.11 On the set dates when all children in all schools will be given the information sheets, they will also be given a coloured paper sun-visor/sun cap which will also carry the behavioural theme of *CM/NM and its logo*. The 1 million school children will leave school on the set date, waving the information sheet in the air and wearing the CM/NM sun caps, thus creating a community stir, with community questions being raised and answered about what this whole CCM/NM effort is about.
- 3.3.6.12 The lead Ministry or government agency for this programme should establish a special CM/NM Personal Selling Working Committee which should oversee the creation and utilization of GBV Outreach teams and OUTREACH TEAMS for CM/NM work as described above, including their orientation/training with regard to what is expected of them, as per the description above. The Committee should also establish a monitoring system.
- 3.3.6.13 ***Special Note: It might be difficult to discuss CCM with children of a very young age but since we are focusing on children age 9 – 18, we need to find a way to sensitively discuss this issue even for children age 9. They are of an age where they can see other young girls being married off illegally.***

3.3.7 *Outdoor Promotion and Point of Service Promotion*

3.3.7.1 A CM/NM poster should be designed. 50,000 A-2 posters of the type that can be pasted on as done for political campaigns should be printed. They will then be posted in multiple quantities (3-5 posters in the same spot, one after the other) at a variety of places where men/women go for services: health centers, government offices, small shops, schools, pharmacies, hair salons/barber shops, market places.

4 **IMPACT EVALUATION**

4.1 Four (4) small tracking surveys of sample size 100 (3 rural, 1 urban) will be conducted to track exposure to and comprehension of the CM/NM messages, and any behavioural trends. This can be done probably by phone.

4.2 Behavioural impact will be evaluated by way of a baseline measure of CMin the past year and in a random sample of communities, and an end-line random sample survey after one year.

5 **MANAGEMENT**

5.1 The COMBI Plan will be managed by a team to be called the Implementation Group (IG) comprising officers from the participating KR Ministries, High Council of Women, Ministry of Education, Ministry

of Health, Ministry of Interior, UNFPA, UNICEF, WHO, and other appropriate government departments and civil society organisations working on child protection, Gender based Violence, selected representatives of the media, and selected other partners. This Implementation Group (IG) will be chaired by a senior officer from the lead Ministry for this project. One senior staff member of the lead Ministry should be designated the chief staff person responsible for coordinating day-to-day execution of the programme and will be called the COMBI Coordinator. He/she will be supported by another staff member assigned fulltime to be the COMBI Manager working closely with the COMBI Coordinator. The COMBI Manager will deal with the fine details of implementation and will work in close collaboration with governorate/district/sub-district/Village officers (of those Ministries agencies/involved) who will be designated at each level to be responsible for district/Village implementation of those COMBI components which will need to be executed at the district/Village levels. This Implementation Group will meet once per week in the first four months of the programme and afterwards once per month, for coordinating implementation and monitoring implementation progress, as per the detailed Action Plan presented below.

Action/Work Plan

*Kurdistan Region Child Protection -
CM/NMCOMBI Work Plan: January 2016 –
December 2015*

To be completed in a group exercise with implementing staff, ending up with a version with the two left hand columns filled out—who is responsible and by when to be completed)

SUMMARY OF COMMUNICATION INTERVENTIONS

Behavioural Theme:

“Protect Your Young Daughter: Reject a proposal for marriage if she is under age 18. No Marriage until she is 18 years old. Leave her in school. Discuss marriage once she is 18. To marry her off is to hurt her, deprive her of her full development, and deprive of her rights. Do not hurt your daughter. CM No More. CM/NM”

- Branding of CM/NM: Develop logo for CM/NM
- Administrative Mobilisation: MeMos to all staff in all Ministries, Governorate/Districts/Villages Administrative staff and Officers of participating Ministries, Staff Meetings, Inter-Ministerial Meetings, other administrative meetings, district/Village level meetings of field level health staff.
- Public Relations/Media Promotion: Launching event, launching press conference, press kit for launch, Feature articles, news releases every two months, radio-TV talk/call-in discussion shows, 8-minute video, on-going Press Conferences (one every three months), and “filler” announcements for DJs on radio.
- “Personal Sellers”: 32,000 OUTREACH TEAMS and GBV Outreach teams (Child Protection Ambassadors) in male/female pairs visiting each home with girl children age 9-18, going over an informational CM/NM worksheet; school promotion activity involving 1 million school children taking information worksheet on CM/NM to parents at home. Thank You social events with Certificates of Appreciation and a lottery for OUTREACH

Communication for Behavioral Impact (COMBI)

TEAMS with a chance to win one of 100 mobile phones, or holiday trip, donated by Business Partnership. Lucky draw prizes for HOHs who stick to CM/NM.

- Advertising: Four 3-week flights of advertising on radio-TV-newspaper. Mobile phone text messaging.
- Point of Service Promotion: CM/NM Posters will be placed (multiple posting—meaning three or more of the same poster in the same “spot”—at service spots such as hair salons, barber shops, other shops, pharmacies, etc.
- Business Partnership for Child Protection: A Business Partnership for Child Protection and GBV will be created to support the COMBI programme with gifts and donated incentives to be given to families building latrines, and OUTREACH TEAMS.

NOTE: Numerous actions below will require their separate micro-plans and sometimes micro-plans for actions at the Governorate/district/sub-district level. The activities below should there fore be modified to reflect internal micro-planning steps to be taken.

Activities

| | <u>Completion Date</u> | <u>Responsible</u> |
|--|--|--------------------|
| 1.1 Branding of CM/NM | | |
| 1.1.1 | Design a logo for CCM/NM brand. See suggestion above. This is to be used on all materials dealing with the COMBI Plan for CM/NM in Kurdistan Region. | |
| 1.1.2 | Develop a micro plan for this activity, having a competition among local design firms. (Design firms may wish to contribute their creatives on a pro bono basis, or they may be given a flat fee as the prize for the chosen logo design.) | |
| 1.2 Administrative Mobilisation | | |

Carry out a programme of activities for *Administrative Mobilisation*, consisting of staff meetings and consultations, and the distribution of various memoranda/circulars.

- 1.2.1 Prepare a single-sheet two-page briefing paper in Memorandum format with the CM/NM logo signed by the Head of the KRG or the lead Ministers involved in this effort with their photographs if useful. The memorandum should describe the new thrust in Child Protection and ensuring Children's Rights in Kurdistan Region, and reducing violence against women/gender-based violence (GBV), with the CM/NM programme in Kurdistan Region and the COMBI Plan to be implemented with its behavioural theme, the importance of this CM/NM theme/behaviour, thanking government workers for their CM/NM and Child Protection work in the past, and calling for keen support of the COMBI initiative focused on the specific desired behavioural outcome. The briefing memorandum is to be distributed to all staff at all levels (including the lowest level – cleaning and security staff) in all Ministries and government agencies.
- 1.2.2 Print 1 million copies of the Briefing memorandum, single page, both sides, with the CM/NM logo, on coloured stock with one additional colour, or two colours on white stock.
- 1.2.3 Hold joint meeting with Ministers of involved Ministries and their senior officers, all governorate counterpart Directors, District counterpart Directors, sub-district counterpart Directors, other senior staff, as part of one of the regular Ministerial administrative meetings for the Ministries' senior officers. Share briefing paper with the COMBI Plan summary and discuss implementation, especially role of the OUTREACH TEAMS or Outreach Teams visiting each home with a girl child age 9-18 years and what will be expected at those home visits with respect to CM/NM. Secure commitment for implementation.

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- 1.2.4 Issue an official memorandum from each Ministry to all counterpart Governorate/ District Chiefs and Directors, referring to the meetings above, sharing a copy of the Briefing Memo, inviting KR-wide support of the COMBI initiative, and requesting that Governorate counterpart Directors and District counterpart directors have subsequent meetings with all their staff at all government centers under their supervision and guidance, down to the village level Ministerial sector facilities, advising everyone of the CM/NM COMBI initiative, and inviting keen support, drawing attention also to the incentive to be provided to OUTREACH TEAMS. Request that a special meeting be held between senior officers of the lead Ministries at the district level and all OUTREACH TEAMS at the Village level to explain the special role of the OUTREACH TEAMS in the COMBI programme and the incentive being offered.
 - 1.2.5 Check that directors linked to the different Ministries at the district and sub-district level have held in-house meetings as requested. Check that information to all staff at the Governorate, District and Sub-District and “lower” levels have been delivered, through written memorandum and/or through one of the regular meetings of staff, with copies of the Briefing Memo to all.
 - 1.2.6 Arrange for distribution of the above Briefing Memo to all government Employees, at all levels, via their appropriate Ministries.
 - 1.2.7 Develop micro implementation plans for each of the above activities
- 1.3. *Public Relations: Press/Media Promotion*
Carry-out a programme of *Press/Media Promotional* activities to put on the public agenda the issues surrounding CM/NM in Kurdistan Region and why Kurdistan Region Government is taking special intensive action with regard to

CM/NM, and what specific behaviour(CM/NM) is being urged:

- 1.3.1 Contract a freelance writer/journalist.
- 1.3.2 Prepare a two-page press release (written in journalistic style) and based on the briefing memorandum, announcing plans to Embark on a COMBIstrategy to encourage the specific CM/NMbehaviour, and explaining why Kurdistan Region Government is taking special intensive action.
- 1.3.3 Hold press conference, and an extended press briefing following the formal press conference to announce the launch of the CM/NMCOMBIProgramme and the behavioural objective, for the Ministers of the lead participating Ministries (and perhaps the KRG Head) and senior officials of the involved Ministries, officials of UNFPA, UNICEF, WHO,NGO partners working on Child Protection, GBV and the Business Partnership. At the press conference, distribute a small press kit comprising press release on the CM/NMprogramme launch and background documents for distribution to the media representatives, including general information on CM/NM in Kurdistan Region. The lead Ministry, UNFPA, UNICEF, WHO, and NGO technical staff should conduct the press briefing which should follow the press conference and should be about an hour long. Staff should be prepared to respond to queries about the CM/NMsituation and questions regarding the rationale for the CM/NMbehaviour being recommended. Staff should be particularly prepared to answer questions about the importance of CM/NMbehaviour.
- 1.3.4 Hold three other such press conferences during the rest of the year.
- 1.3.5 Prepare and distribute to print media in Kurdistan Region a major press release of a 2000-word feature article on the CM/NM situation in Kurdistan Region based on the briefing document and past research but written in journalistic style and featuring various quotes from Kurdistan Region

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HQ/Governorate staff, and others, including UNFPA, UNICEF, WHO, NGO and Business Partnership representatives. The feature article should be supplemented by photos and should address the key questions likely to be asked about CM/NM.

- 1.3.6 Prepare and distribute for radio and television a 2-minute press release with sound/video bites from the KRG covering some of the same themes as the feature article/press release above, for use in radio-television news programmes.
- 1.3.7 Prepare every month at least one 1500-word feature article to be offered and hopefully to appear in each of the major newspapers, covering some aspect of CM/NM or some aspect of the COMBI Programme, such as personal new stories and testimonials (with photos) of people carrying out the recommended behaviour with great satisfaction
- 1.3.8 Produce and broadcast three one-hour daily radio discussion programme for 5 days with invited telephone call-in on Kurdistan Region National Radio, once every four months. The show hosted by a good moderator and two articulate CM/NM specialists (one male, one female) should discuss various issues related to CM/NM but with special Emphasis on the behavioural theme. The show should be done in front of a small live audience if possible. The show should try for a blend of music and chat. Some of the telephone calls should be pre-arranged to get the process going. (National Radio seems to reach the largest audience. A similar format could be considered for other radio stations.) Alternatively, an existing talk show can be used with part of the show dedicated to CM/NM in the time frame indicated above
- 1.3.9 Produce and broadcast three one-hour television discussion shows with telephone call-in on Kurdistan Region National Television, similar in format to the radio discussion show, once every four months. This show should be done in front of a live audience if possible. (Again, a similar show could be

considered for other television networks.) Again, an existing show can be used but dedicated to CM/NM on these requested occasions.

- 1.3.10 Produce an 8-minute video focused on the CM/NM behavioural themes and rationale, and distribute to all television stations, and selected Governorate/District/Sub-District/Village heads for using in local community screenings, where playback equipment is available.
- 1.3.11 Arrange to use the 8-minute video as a trigger for discussion on the television chat/call-in show discussed above.
- 1.3.12 Arrange for the CM/NM behavioural theme to be raised/presented in short scenes in *existing* radio-TV drama shows at least once every four months during the year.
- 1.3.13 Prepare ten (10) 15-second (or shorter) sound bites (fillers) in scripted form covering ten different aspects of the CM/NM behavioural messages. These are to be used as “fillers” by radio disc jockeys (DJs) to fill time in between playing musical selections. For e.g., after a record is played, the DJ says, “Hello, it is not nice to marry off your daughter under the age of 18. It is hurtful. It is harmful. It is not the modern Kurdistan. Early Marriage – No More. CM/NM. Discuss marriage when she gets to age 18, not before. Please...be the Child Protector.”
- 1.3.14 Distribute the pack of 10 “filler” scripts to each radio station with a request that the DJs use them from time during the day (as a public service for protecting children and preventing GBV), preferably about 8 times during the day, either repeating the same filler or mixing them. The radio stations should be urged to use these fillers over one two week period to be specified/suggested every three months.
- 1.3.15 Re-send the same pack of 10 “fillers” or slightly modified ones just before the specified two week period in every three months (with a reminder note and specifying the

desired two weeks for the use of the fillers) to all radio stations

1.4 *Personal Selling/Interpersonal Communication(IPC): OUTREACH TEAMS and School Children*

1.4.1 Establish a Working Group which will look after all the details of the personal selling/IPC action area.

1.4.2 **OUTREACH TEAMS:** Establish a network of 32,000 Child Protection Ambassadors in pairs, two (1 male, 1 female) per village/villages to cover 100 homes, selected in a community dialogue under the chairmanship of the Village leader.

1.4.2.1 Arrange via District Chiefs and Village Leaders for the selection of the OUTREACH TEAMS by sending a memo from the lead Ministry to District Chiefs, explaining the new Child Protection/GBV thrust, and the need to have OUTREACH TEAMS who can visit each home in male/female pairs and counsel families about children's rights and GBV, including no more CM, no more Early Marriages. The memo should set out the criteria for selecting OUTREACH TEAMS, such as minimal literacy, preferably already Employed (e.g. school teachers), trusted by the community, willing to visit homes and engage families, supportive of CM/NM, and have good communication and listening skills.) In the memo, set a deadline for the submission of the names and contact numbers and addresses for the selected OUTREACH TEAMS. Note: Imams and local religious leaders could also serve as OUTREACH TEAMS.

1.4.2.2 Construct list of all OUTREACH TEAMS and their contact information.

1.4.3 Prepare and send a memorandum from the Lead Minister for this COMBI Plan (or senior official) to all 32,000 selected OUTREACH TEAMS and outlining the Child Protection/GBV/CM situation and challenges in Kurdistan

Region, its importance, the COMBI Programme for the specific CM/NM behaviour, the limited behavioural theme to be promoted, and calling for their keen, passionate promotion of the CM/NM behavioural message in designated house-to-house visits.

- 1.4.4 Design and produce 32,000 plastic pin badges, in the CM/NM colours and with the logo to be given to all OUTREACH TEAMS. OUTREACH TEAMS should wear these badges when visiting homes with girl children age 9-18 years.
- 1.4.5 Design and produce 32,000 CM/NM Sashes for the OUTREACH TEAMS.
 - 1.4.5.1 Write, design and print 1 million copies of a CM/NM Advisory/Information Worksheet, A-4 size, two-sided, single sheet, two colours, with content as described above, with the focus on the behavioural message, its importance and rationale.
 - 1.4.5.2 Secure the donation of personal gifts from the Business Partnership for gifts for the OUTREACH TEAMS.
 - 1.4.5.3 Design and print 32,000 Certificates of Appreciation, to be electronically co-signed by the Minister of Health, to be given out to the OUTREACH TEAMS at a special end-of-year thank-you ceremony.
 - 1.4.5.4 Appoint Mentors/Supervisors for the 32,000 OUTREACH TEAMS from among senior officers of a Child Protection/GBV partner agency of the KRG at the district level.
 - 1.4.5.5 Arrange for OUTREACH TEAMS to meet with their designated Mentors/Supervisors for a one-day CM/NM training session as discussed earlier and to plan their home visits, and review in detail what is to be done at each home visit in relation to the CM/NM programme as described above; and at this meeting the badges, the sashes, the CM/NM Advisory/Information Sheets, , should be distributed, and the OUTREACH TEAMS should

discuss exactly what they will do at each home visit to stress the behavioural theme and encourage adoption, using the Advisory Sheet as a basis for discussion. They will leave an Advisory Sheet at each home visit, regardless of literacy of the HOH.

- 1.4.5.6 Arrange for the home visits by OUTREACH TEAMS to begin taking place as per a schedule to be discussed at the meeting above, preferably in the 2nd month of the start of this COMBI Plan.
- 1.4.5.7 Arrange for press coverage of the launch of the OUTREACH TEAMS' work.
- 1.4.5.8 Arrange for the collection of small gifts from the private sector to be distributed to the OUTREACH TEAMS on 4 occasions in the year.
- 1.4.5.9 Hold a modest community social (simple refreshments) event at the district or sub-district level in the first three months of the COMBI Programme under the auspices of KR lead Ministry for this programme and the equivalent district team. Thank the OUTREACH TEAMS for their home visit work and continued support, distribute gifts, and invite them to share their experiences and challenges.
- 1.4.5.10 Hold another similar community event in the second quarter.
- 1.4.5.11 Hold a similar event in the third quarter.
- 1.4.5.12 Request each OUTREACH TEAMS to maintain a list of all HOHs who maintain CM/NM behaviour during the year and submit those names for a Lucky Draw.
- 1.4.5.13 Hold a Thank You Ceremony event at the provincial/Governorate level for all OUTREACH TEAMS with a simple meal served. At this ceremony, a senior officer thanks each OUTREACH TEAMS for their work, distribute gifts, and gives each a Certificate of Appreciation. A lucky draw is conducted from among the

- names of all OUTREACH TEAMS present; the lucky winners are given prizes, as discussed above.
- 1.4.5.14 Conduct Lucky Draw at the above Thank You Ceremony for choosing winners from among all those HOHs who stuck to CM/NM during the past year for a prize such as a smart phone donated by the Business Partnership.
 - 1.4.5.15 Arrange for handing over the prizes to the lucky HOHs winners, with press coverage.
 - 1.4.5.16 **Schools Program:** (This is a challenging activity because it involves discussing “sex” with an age group that is likely to be “forced” into CM. As sensitive as it is, it needs to be done if we are to protect these children.) This will involve about 1 million school children in primary school (age 9-14 years of age) who will themselves serve as “personal sellers” to their families, as described above.
 - 1.4.5.17 Establish a Task Force at the central level and also in each District/Village to ensure effective implementation of this school promotion activity.
 - 1.4.5.18 Arrange for memorandum from MOE to each primary school principal via the governance structure for the MOE requesting school heads to participate in the school exercise to promote CM/NM, describing in detail what is involved as per description earlier.
 - 1.4.5.19 Confirm the fixed dates when the school children will carry out the school exercise throughout KR.
 - 1.4.5.20 Prepare and print 6,000 copies of an advisory memorandum to be sent by the MOE to each school head in each district/Village advising of the fixed dates for the school exercise, and describing what is expected of each teacher as described earlier above, to be shared with each teacher at a staff meeting. In this advisory, a special request should be made of teachers to encourage children to ask questions about the information sheet.
 - 1.4.5.21 Design and print 1 million copies of the school discussion/worksheets on CM/NM as described earlier.

- 1.4.5.22 Produce 1 million paper sun caps with the *CM/NM* logo/theme,
- 1.4.5.23 Arrange for distribution of the *CM/NM* discussion/worksheets to each school together with the advisory memorandum for all teachers, and the sun-caps.
- 1.4.6 Check with each District /Village Education Office and a sample of schools that all is ready for the School Exercise, as described above.
- 1.4.7 Monitor the exercise on the date set for the start of the exercise.
- 1.4.8 Arrange press coverage of the “school exercise” being carried out in school and at home.
- 1.4.9 Make arrangements for collecting the tear off slips from each school via district education offices.
- 1.4.10 Arrange for and hold a press conference at which all the tear-off slips are handed over by the KR Minister of Education to the Ministers of the Partnership Ministries for Child Protection/GBV, showing the support of the public and parents for *CM/NM*.

1.5 *Community Mobilisation*

- 1.5.1** Arrange for each Village Head via the necessary protocols process to put on the agenda of each monthly Village community meeting the subject of *CM/NM*, and request a 15-30 minute discussion of the behaviour, calling on a local OUTREACH TEAMS, imams, other religious leaders, to lead the discussion, ending with a public show of hands of those who will carry out *CM/NM*, and who will help neighbours in carrying out *CM/NM*.
- 1.5.2** Arrange for the writing of a persuasive 3-minute sermon against *CM* and for *CM/NM* to be read out every week by Imams and religious leaders.

- 1.5.3** Pre-test the sermon with some imams and religious leaders.
 - 1.5.4** Arrange for the distribution of the sermon to all imams and religious leaders in KR with a request that it be read out at every weekly prayer service.
 - 1.5.5** Monitor that this activity is being carried out.
- 1.6** *Advertising*
- 1.6.1** Plan and execute an M-RIP (Massive, Repetitive, Intense, Persistent) Radio-TV- Newspaper advertising campaign (to be carried out in collaboration with an “advertising-communication agency” to be contracted by the lead Ministry of Education, High Council of Women and UNFPA).
 - 1.6.2** Make arrangements for selecting an “advertising/communication agency”, including sending out a creative brief (based on this COMBI Plan) and having invited agencies make short presentations on their creative treatment.
 - 1.6.3** Confirm “flight” scheduling of campaign allowing for 4 flights of 3 weeks duration during the course of one year with breaks/pauses between the flights ranging from 2-6 weeks. (The advertising campaign will be carried out in “flights” over the one-year period. A flight is defined as that period of time during which the advertisement’s take-off or are run (say three weeks), followed by a pause of several weeks (about 2-6 weeks), and then followed by another flight of another three weeks, another pause, and so on. Strategic and constant repetition is key in advertising. The ads, reinforcing each other in each medium, will reach key opinion leaders (KOLs) who in turn further disseminate the messages and stir interpersonal chat.)
 - 1.6.4** Ensure that the advertisements strive for an intimate, engaged conversation with HOHs.
 - 1.6.5** Arrange with mobile phone companies to send a CM/NMtext message to all subscribers as described above.

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1.7 *Outdoor Promotion and Point of Service Promotion*

1.7.1 Produce 40,000 posters on the CM/NM behavioural theme.

1.7.2 Arrange to have 20,000 of these posters placed at health centers, government offices, small shops, schools, barber shops, hair salons, market places, pharmacies, etc — wherever parents/HOH may go for some kind of service), and put them up in multiple numbers at each spot, not just a single poster, but three or five in the same spot, one after the other.

1.7.3 Repeat postering with another 20,000 posters about 5-6 months later.

1.8 *Business Partnership for Child Protection*

1.8.1 Arrange to meet individually with a select group of Businesses (such as a mobile phone company, a national bank, soap and toilet paper manufacturers, toy manufacturers, supermarkets), share a summary of the CM/NM COMBI plan with a special note on the importance of CM/NM for children's health, and wellbeing, and development, and invite partnership in a group to be called Business Partnership for Child Protection.

1.8.2 Arrange to meet with this group once per month (or as needed) to describe progress on the COMBI Plan and assistance needed from the group such as donations of phone time, toys and products like soap and toilet paper, mobile phones, holiday tours, etc as Thank You to OUTREACH TEAMS for their volunteer work.

1.9 *Impact Evaluation*

1.9.1 Conduct Tracking Surveys (based on sample size of about 100 respondents) in 4 discrete communities (rural and urban) in different parts of the country at mid-plan to measure exposure to the communication interventions, track perceptions and understanding of the messages disseminated, and

- also track behaviour levels. This research activity will be contracted out to a research firm locally. Results of the tracking surveys will be used to re-shape the communication effort, if necessary.
- 1.9.2 Carry out a baseline measure of CM/NM behaviour in a randomly selected sample of districts, measuring the level of CM in the past year.
 - 1.9.3 Conduct an end-line measure of the behaviour a year later.
 - 1.9.4 Prepare a report after Year 1 on the comparative results of the two surveys.
- 1.10 *COMBI Programme Management*
- 1.10.1 Establish COMBI Implementation Group (IG) and appoint chair-person
 - 1.10.2 Appoint COMBI Coordinator (see earlier description)
 - 1.10.3 Appoint COMBI Manager (see earlier description)
 - 1.10.4 Hold weekly IG meetings for first four months
 - 1.10.5 Hold monthly IG Meeting after four months.

7. Budget (January - December 2015) US \$

Note: This is a tentative estimate of costs and will need to be refined. One emphasises: Effective communication for behavioural impact, unfortunately, cannot be done on the cheap. This budget also presumes the usual counter-part contribution of the KRG in terms of logistics, etc. The budget will be reformulated and so too the COMBI activities when there is a clearer sense of exactly what funds are available and exactly what activities are to be implemented. Some it are expected to be co-sponsored by the Business Partnership and these are put in brackets [---]. Materials production costs are based on printing outside Kurdistan Region for bulk quantities, such as turkey, with all design work done, of course, in Kurdistan Region. Kurdistan Region printing costs, like in so many other countries, tend to be quite expensive because all raw materials (paper, ink, etc) have to be imported at high costs.

7.1 CM/NM Logo Design

7.2 Administrative Mobilisation

7.2.1 1 million copies of COMBI Briefing Paper
8,000

7.2.2 Meetings, travel, refreshments

Sub-Total: 11,000

7.3 Media Promotion

7.3.1 Press Conferences/Refreshments 1,000

7.3.2 FeatureArticles Writing and other press 2,000

7.3.3 RadioCall-In/Discussion-Shows 1,200

7.3.4 TelevisionCall-In/DiscussionShows 1500

7.3.5 Writing and distribution of “filler” announcements

7.3.6 Video – 8 min 3,000

Sub-Total:

7.4 Personal Sellers: OUTREACH TEAMS

7.4.1 32,000 Thank You Certificates

7.4.2 1.5 million CM/NM Advisory Sheet 12,000

7.4.3 ThankYou Social Event (Partial) Costs 5,000

7.4.4 Plastic badgetsforOUTREACH TEAMS 15,000

7.4.5 1 million CM/NM School Worksheets

7.4.6 1 million CM/NM sun caps

7.4.7 500,000 “Outreach Team “ Badges for HOHs

Sub-Total: 56,000

7.5 Outdoor/Point of Service Promotion

7.5.1 40,000 posters
12,000

Sub-Total: 12,000

**7.6 Advertising(Radio-TV-Newspaper-Text)
20,000**

7.7 Evaluation/Research

7.7.1 4 Tracking Surveys

7.7.2 Baseline and End-line Random
Sample Surveys

Sub-Total:

7.8 COMBI Management

7.8.1 COMBI Manager
12000

GRAND TOTAL: US \$139,700