



# Development Communication in Action

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Building Understanding and  
Creating Participation

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ANDREW A. MOEMEKA

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# Chapter 7

## Development Communication: Strategies and Methods

*Andrew A. Moemeka*

*No one is qualified to change the system he does not understand.*

-----*George E. Johnson*

In chapter Six the need for adequate and appropriately relevant planning is discussed. And it is pointed out there that appropriate planning presupposes adequate knowledge of the target social system – its peoples, human and material resources, communication policy and infrastructure, mass media and traditional communication, socio-cultural realities, development objectives, etc. This is “knowing the audience” (the target social system), its strengths and weaknesses, as well as its aspirations and expectations before any meaningful planning should be embarked upon. The need for this initial task of gathering and analyzing basic information needed to ensure that the communication plans for development or social change in any social system is appropriate and relevant to that social system is universal; it is not exclusive to the developing world. But it would seem to strike a particularly urgent note for the countries of the South -- the developing societies -- because these countries are sensitively tradition-conscious, and have cultures many elements of which are impenetrable for outsiders. Reasonable familiarity with the people and adequate knowledge of their cultural expectations and demands are therefore essential for –

**\*\*meaningful examination of the **enhancing** and the **hindering** or impeding factors of development or social change with a view o determining how they – collectively or singly - apply to that target social system; and**

**\*\*intelligently determining the most appropriate strategy or strategies to use for the solution of the problems identified in the target social system.**

It is generally accepted that because each target social system is unique, the approaches and methods that work for one may not work for the other. But there seems to be an unwillingness to appreciate the fact that to be able to know which approach – Strategy and Method – would be most effective in any target social system, the development or social change communicator must first study and understand the socio-cultural environments of that target social system. This important exercise of finding out relevant facts about one's target social system has been the Achilles heel of most development or social change projects. It is more often than not either neglected or haphazardly done to the detriment of the projects. The success of any development strategy is strongly dependent upon its relevance to the socio-cultural contexts of the target social system in which it is to be used. These contexts or realities can only be appropriately identified and articulately understood through **culturally relevant** formative research – in other words, through **knowing** the target social system. This is why Graeff, Elder & Booth (1993, p. 13) have emphasized that the communication process must alternate listening and doing – research and action. The communicator must enter into a dialogue with the community through the use of ongoing systematic research with representatives of the target audience. “We first listen to the community during assessment, in order to plan communication strategies and activities based on that community's needs, cultural context, and practices. We then test sample strategies and materials (see Trialability, p. 74) with the community before delivering them on a mass scale.”

### **Development Communication Strategies.**

There are two basic levels at which to examine the strategies that may be considered appropriate for implementing advocated social change or development. The first is the socio-political level, which is concerned with establishing an effective –and efficient rapport between the

development communicator or the development agency and the target social system in order to create a conducive atmosphere for exchange of ideas about an advocated change. The second is the communication level, concerned with what to say, to whom, when and how, through what medium/media and by who. The intention is to provide the relevant and acceptable information that would advance the cause of the project and sustain the conducive atmosphere for exchange of ideas about the change. It would appear that the scene for social change endeavor is set at the socio-political level, while the details of implementation are worked out at the communication level. However, one cannot achieve development success working only at one level. Both must be used, but the process should begin at the socio-political level.

**(i) *Socio-Politically-based strategies.***

Socio-Political strategies are those directed at determining communicator/target audience working relationship in the process of meeting the identified need of a target social system. They are concerned with how to relate to the target social system in such a way as to avoid unnecessary conflicts arising from difference in socio-cultural background, perception of objectives, existing mind-set, and methods of implementation. They are based primarily on the socio-political climate or tone of the community. The development communicator must work within the existing socio-cultural/political system recognizing (even if not necessarily accepting) it if he/she must gain the attention of the people. Adequate knowledge of subject-matter, and of the socio-cultural contexts of the target social system, almost always helps to turn the disadvantage of "unacceptable" systems into advantage. implementation. They Therefore, Therefore, socio-political strategies are action-tools for creating conducive working relationship between the development communicator and the target social system vis-à-vis the implementation of the plans for an advocated change.

These working relationships have been identified and discussed individually, in order to help understand the place of each in social change or development activities. In practice, however, they are hardly ever used singly. In most, if not all, development projects, one could find some form of a combination of these strategies -- each strategy used one after the other depending on when they appropriately fit into the implementation process; or all strategies used simultaneously, each for a

different aspect of the project. This is a testimony to the importance now attached to the concept of integration in development activities. Two or more strategies, skillfully used, are always better than one.

There are four main working relationships –

**helping** a people to solve a problem which they have identified and for which they are eager to find solution, for example, **the spread of Aids virus;**

**persuading** a people to do what they know they need to do but do not want to do it, for example, **stoppage of cigarette-smoking;**

**educating** a people to unlearn old and detrimental habits and to learn new and beneficial ones that advance the cause of social change, for example, **environmental sanitation; and**

**coercing** a people to do what, if left to themselves, they may not be enthusiastic enough to want to do it even though it is recognized as a necessity for the community, for example, **educating daughters.**

These four types of working relationships find expression in the classification of social change strategies into Facilitative, Persuasive, Re-educative and Power (Zaltman and Duncan's (1977: 91-180).

**Facilitative strategy** is most appropriate under conditions in which the target group does not only already recognize that it has a problem, but also indicates in substantial measure that it wants the problem solved. Also important to the success of a facilitative strategy are willingness on the part of the target group to seek, accept and successfully utilize external assistance and the willingness to be "the captain of its own ship", that is, to be fully involved in, and committed to, the social change tasks directed at improving its conditions. This was the strategy used by the people of Aniocha West in Delta State, Nigeria when they decided to electrify their villages. They knew what they wanted; had contributed from among themselves the financial resources needed for the project and drawn up a plan for implementation. Then they sought the approval of the government, and the services of experts to facilitate their plan.

Facilitative strategy is directed at helping target groups realize their objectives. Therefore a very positive attitude/behavior towards self-help on the part of the people is imperative for success. Here, more than in any other strategy, the call on development communicators or social change agents to lead from behind is most appropriate. *Leading from Behind* (Moemeka, 1993) is a concept that gives top priority to target social system's involvement, active participation and leading role in development and social change project directed at improving the quality of life of its people. It derives from an ancient African tradition of not directly telling those under one's supervision what to do and how to do it, but rather, leading them on through what the world now knows as the Socratic Process, to correctly identify what is appropriate to do and how to effectively and efficiently do it.

It is expected that the social change agent or the development communicator should be well-informed not only on the subject of development communication or social change, but also about the target social system and about the possible solution to the social problem identified. With this level and breadth of knowledge, the temptation is usually high for development communicators to believe they would conserve energy and save time and resources most effectively if they used their knowledge to "just tell the people" what to do and how to do it. This is leading from the front; and it robs communities that already know their problem and are willing to have it solved of their self-worth and self-confidence. It turns the people into active but order-taking participants in the process of their own development, thus creating nonchalant attitude if not a feeling of inferiority complex. Such an 'unwelcome' leading role by development agents is at odds with the communalistic principles of Sanctity of Authority and the Supremacy of the Community (Moemeka, 1998, 1984). It almost always incurs the wrath of community leaders, evokes cultural pride in the people and suspicion of the agent. It creates an uncomfortable working relationship.

When a community can identify its problems, and is 'ready' to work towards a solution under the guidance of an agent, it behooves that agent to do as little imposition of ideas and plans as possible on the community. Solutions to social problems have an added advantage - the learning that is embedded in the process of solving a problem. If the agent dumps ideas and solutions on a community, then he/she would have deprived such a community of the learning involved in the social change process. But it is such a learning process that eventually equips a

community with the knowledge to deal with similar or new problems in future. Handouts, whether tangible or intangible, mental or physical, are generally mere palliatives; they are useful only as a stop-gap. When they are used as the solution to human problems they almost always create more problems than they were supposed to have solved. They are particularly frustrating for a people who want to be their own masters in the task of improving the quality of their own lives. Such a people want a **facilitation** of their ideas, expectations, efforts, and actions, not a **'take over'** by an outside expert. The people may make mistakes; but such mistakes generally turn out to be part of the learning process that eventually helps communities gain useful knowledge and experience.

**Persuasive strategy** is geared towards using indirect means and methods of persuasion to induce from a target social system the acceptance and implementation of an advocated change. It is almost a misnomer because it does not involve open persuasion or the direct use of persuasive methods. It is most useful when there is a conspicuous (or even 'unspoken') conflict between what the people **need** in order to improve the quality of their lives, and what they **want** because of the illusion of happiness and the lure of immediate gratification. It is not uncommon to find target social systems which know they have problems that are impeding their progress, but because of some socio-cultural or political reasons, the majority of their citizens are not willing to change or think that the economic and emotional cost of changing would rob them of existing advantages. A case in point is developing societies and their attitude towards family planning. Even though it is realized in most of these societies that having fewer children would improve the quality of life in the family, the economic advantage of having many children to provide for the family, the fear that the fewer the number of children the sooner a family may be without any child because of the high rate of infantile mortality, the desire to have enough children to look after one in one's old age, the social status accorded polygyny and its attendant competition among the wives not to be outdone in the number of children they could have - all contribute to make the acceptance of family planning very difficult. Here the project value of high standard of living does not only conflict with existing cultural values, but is also seen as less important in the social system. Any hope for effective change in such social systems cannot but be through indirect efforts. Hence the persuasive strategy which tries to bring about social change and development through very subtle ways and indirect inducement is generally preferred.

Persuasive strategy is more effective when the persuasion is not too obvious; it can create an openness to change, or in the very least, induce receptivity to information about change. In general, the lower the degree of commitment to change in the target group, the greater the need for the use of persuasive strategy if the issue is one that cannot generate unwanted conflict. It is very effective in reducing the level of resistance to change.

Persuasive strategy provides an opportunity for infusing two communalistic cultural values - the Usefulness of the Individual and Religion as a Way of Life - into social change and development communication activities. It is true that the former - Usefulness of the Individual - abhors 'interrupting' nature with regards to bearing children, and advocates the acceptance of any number of children it may please Providence to give to one. But it does not specifically prefer quantity over quality. In fact, the healthier and stronger a child is, the happier the parents, not only because the child is strong and healthy, but also because of the encomiums usually poured on such parents by the community. This is an 'unspoken' admission that communalistic communities admire healthier and stronger citizens more than they do the sickly and weaklings. The persuasive strategy can be used to profitably cash-in on this subtle admission of preference for quality.

The latter value - Religion as a Way of Life - is an effective tool for inducing attitude and behavior change. Because in authentic communalistic societies, religion is "a way of life", it pervades all activities - personal and communal. In such societies, what is a crime in law is a moral vice and a religious sin, what is duty is a moral obligation and a religious imperative (Moemeka, 1998, 1984). An indirect appeal to the religious instincts of a people for whom there is no formal distinction between the sacred and the secular, and between the spiritual and the material arenas of life, is not likely to fall on deaf ears. The more a demand for change has a religious tint to it, the easier it is likely to win approval and evoke appropriate action.

**Re-educative strategy** is used when there is an obvious need to provide a rational justification for development or social change action and when the target social system is not fully aware of the adverse effects of the existing order of things. It generally involves the 'unlearning' of existing behaviors and the learning of the new that are expected to help in solving existing problems. It assumes that human-beings are capable of discerning facts and adjusting their behavior



accordingly when facts are presented to them. The strategy is particularly useful when the target social system does not possess the skills and knowledge required to bring about an advocated change, or when there is a clear need for clarification of the goals, direction and expected benefits of an advocated change. This was the major strategy used in the Northern part of Nigeria to convince parents of the need to accept free primary education and to send **all** their children of school age to school.

Because this strategy utilizes, to a great extent, the non-formal and informal methods of education, it is sometimes difficult to distinguish between it and the persuasive strategy. The distinction, however, is mostly in intent. Re-education, unlike the persuasive strategy, is not directed at persuading citizens, directly and indirectly, to accept new forms of behavior. Rather, it is aimed at creating a conducive environment in which clear understanding, and subsequently, willing acceptance of new ideas, will be feasible. It does not present information not clearly rooted in objective facts. The objective information provided, and the exchange of ideas they generate, help to show the relationship between the target audience's needs and wants on the one hand, and the advocated change on the other. Such a clear picture would reveal, for the benefit of the development communicator, any gaps between objectives and expectations, and any discontinuities in the planning and implementation of the advocated change.

It is in re-educative strategy, more than in any other, that an extensive use of local opinion leaders (not decision makers) is required. These opinion leaders are members of the community who are respected by the majority of the people, and whose opinions "bulk large" in the judgment of others. Decision makers, (whose role is considered important for the next strategy to be discussed), are those leaders who are officially and traditionally recognized as having the power to "make others do things." They may not command the respect and admiration of the majority. Opinion leaders are always respected and admired. Their power to influence others is ascribed by the very people whom they positively influence, sometimes without they knowing it. In communalistic communities, for example, opinion leaders are usually from among the older generation, generally reputed for their life and community experience, and for their wise counsel. Herein lies the relevance of the communalistic principle of Respect for Old Age. Not only do the people respect and admire these opinion leaders for who they are vis-à-vis their usefulness to the community, but also they have a

culturally-sanctioned moral and traditional obligation to respect and listen to them, just as the opinion leaders themselves have a culturally-sanctioned moral and traditional obligation to speak and advise in the interest of the community.

**Power strategy** (also known as **Coercive strategy**) is of two types. The first - **hard-core power strategy** - is predicated on the need for coercion or threats of coercion when new ideas considered a necessity for a community are totally rejected by the community or are being treated with levity by majority of the people in the community. It is used when the target social system is recalcitrant and unyielding in its opposition to a social change or development issue which, based on the realities of the target social system's situations, is crucial. The second - **benevolent power strategy** - is based on the 'assumed' responsibility of an authority to provide for a community (without the active involvement of the community) services, goods and facilities considered necessary in the community. Although it looks less confrontational than the hard-core type, it is nonetheless a good example of "how to work for a people without working with the people." Neither of these two types is particularly recommended with enthusiasm.

Power strategy, especially the hard-core type, is generally recommended as a last resort. This should be when all other attempts to win support have failed, but the need for a change is very high, the motivation of the target social system towards it is very low or the opposition to it and the unwillingness to be involved is very high. For most social change problems, any of the first three strategies discussed above, or a combination of them, would suffice to create a suitable working relationship between providers and beneficiaries. Ironically, power strategy which should be used the least, is the most commonly used around the world, especially in the developing societies, albeit, in its 'benevolent' form.

The majority in a community, especially the rank and file, may reject a new idea, e.g. educating daughters; or the influential members of the community may strongly oppose a shift in the power structure, e.g. redistribution of farmland. If the opposition to either of these is very strong, and if the use of either the persuasive or the re-educative strategy proves inadequate to create a change of heart, then power strategy would seem to be the only alternative in view of the importance of these changes to the community. Situations such as these usually require, for solution, the use of the hard-core type of power strategy, that is,

implementing the change in spite of opposition - forcing the change. In doing so, the authority and/or the development communicator almost always requires the help of those members of the community that have power to enforce decisions - the decision makers.

While the development agent may not be able to coerce community members to accept and implement necessary changes, decision makers in the community can. This is why they are considered extremely important if and when a decision to use the power strategy has been made. The involvement of decision makers in the utilization of the power strategy, and the necessity for their continued presence in the execution of projects using this strategy, are a necessary, even though not a sufficient, condition for success. Because the strategy does not admit of failure, it is almost always, at least in the interim, successful. But to sustain any successes, those who exercise the power behind the strategy must continue to make their presence felt. This is why the involvement of local decision makers is a necessity. They are particularly effective in communalistic societies. Not only are they physically present in the community on a continuous basis, but also the influence of their culturally-sanctioned role which derives its power from the communalistic principle of Sanctity of Authority has both a moral and a religious binding on the people's allegiance and obedience.

Sometimes, power strategy is used to implement a necessary change in a community without the concurrence of the community, or with their concurrence but without their involvement. Such cases come under benevolent power strategy because even though the project may be beneficial to, and may be welcomed, by the community, there is usually no consultation seeking the opinion of community members before the implementation of the project. A government and/or a donor agency may decide to implement a change seen as necessary in a community on the basis of what they themselves think is most urgently needed, but not on the expressed wishes of the people. A case in point is the provision of facilities for pipe-borne water for numerous villages in Nigeria in the 1980s by the Nigerian government. Heralded as one of the greatest signs of the government's concern for improving the quality of life of the people, the facilities started breaking down within one year. And by the end of the fourth year less than 10% was still functional.

This is the fate that befalls most power strategy-driven development projects. When the power behind the projects leaves, the projects literally "leave" the people. Because the villagers were not involved in the planning and execution of the pipe-borne water project,

and were not educated on how to care for and maintain the facilities, they could not properly supervise their use or pay sufficient attention to maintenance. There could not be many better cases to illustrate the need for target social system participation and involvement in development or social change project, and for less dependence on the power strategy -- hard-core or benevolent.

### (ii) *Communication-based Strategies*

Whether the chosen 'working relationship' is one aimed at helping the target social system reach its goals, or one aimed at persuading the system, or educating it or coercing it to take action, communication is imperative. Communication is the one vehicle without which implementation of any working relationship would be impossible. Just as there are different socio-political strategies to determine working relationships, so there are communication strategies to bring the chosen working relationships to fruition. It is communication strategy which creates the appropriate atmosphere for determining who is to say what to whom, through what channels; how much is to be said, how and when. It also identifies the information channels that would enable the people to know what is happening where, and to whom; where to go for what resources and help; how to plan and operate, who is doing what and with what resources, how to monitor the progress of the change efforts and identify possible problem spots, and how to maintain an enabling atmosphere within the target social system.

There are three basic approaches (Moemeka, 1989: 201-222) to the use of communication in development and social change endeavors. Put differently, there are three ways of utilizing development communication messages within a social system. These are the Interpersonal Strategy, which is of two types: Extension and Community Development, and Ideological and Mass Mobilization; the Mass Media Strategy which, is also of two types: the Centralized and the Localized (or Decentralized); and the Integrated Strategy which combines the interpersonal and mass media strategies in ratios appropriate to each social system, based on felt needs and socio-cultural realities.

### A. *Interpersonal Strategies*

#### (i) *Extension and Community Development:*

This is the oldest strategy for using communication to generate social change or development within social systems. Its aim is disseminating,

with the purpose of generating dialogue and exchange of ideas, useful and practical information on any issue for which a development program is to be, or has been, launched. Such issues include, but are not limited to Agriculture, Health, Sanitation, Conservation, Self-help, Social Responsibility, etc. This is done through face-to-face and interpersonal (letters, telephone, handbills, etc) communication and group discussions. Extensive use is made of group meetings during which new information is provided for purposes of clarifications, and practical demonstrations are held in order to help people **to learn** and internalize the new ways/methods introduced into their social system. The method has a good chance of succeeding if the following are present:

Awareness of the need for change and willingness to change;

Provision of necessary resources to support and make the change effort as easy as possible (e.g. in the case of agriculture: new breed of crops, machinery, fertilizers, extension agents, experts etc, etc);

Existence of educated, intelligent and public-spirited leaders who can motivate the people and provide positive leadership.

Extension and Community Development is the 'traditional' method used for self-help rural community development efforts in Africa and some other developing societies. It is particularly useful for agricultural and health improvement projects.

(ii) ***Ideological and Mass Mobilization:***

This is another development communication strategy that makes extensive use of interpersonal channels and modes. Because this strategy treats development, especially community development, as a process which begins with a radical change in the political orientation of the people, the ruling political party or ruling elite in the target social system is required to play a major role in its operation. Here, the main function of development communication is seen as that of "promoting and heightening" the political consciousness of the people. The second function is to ensure that workers and peasants become self-reliant through the rational mobilization and utilization of internal resources. Political consciousness is stressed because it is held that political

awareness would awaken the people to their social role and motivate them to participate in development activities.

This is the strategy that has been used with limited and varying degrees of success in the former communist social systems, and especially in China. One country known to have successfully used it in Africa is Tanzania (Greenholm, 1975). It tends to function very well when used along with power strategy -- hard-core (as was the case in the communist world) and benevolent (as it was in Tanzania). It needs to be pointed though that Tanzania used a unique combination of strategies. For a good many of the projects carried out in that country in the 70s, the participation and active involvement of the people was a key factor for the successes achieved. But as it is usual with projects driven mainly by the tenets of power strategy, such successes that were achieved would appear to have since dissipated.

## **B. Mass Media Strategies**

### **(i) Centralized Mass Media**

This strategy emphasizes the centralized control of mass media personnel, infrastructure and content, as well as the control of the direction and flow of mass media messages for the purposes of development. It is predicated on two controversial principles:

- that the authorities, that is, the government or development agencies know more about development priorities and therefore should have complete control over activities directed towards development in the social system;
- that a good and 'useful' message is capable of being accepted by the people whether or not they were part of the process of constructing the message and whether or not they were consulted (Gunter & Theroux, 1977).

Not many development communication specialists subscribe to these controversial principles. In fact, there is no evidence to show that the principles can stand the test of scrutiny. It is true that the government may know more about development priorities, but what is a priority for the government may not necessarily be a priority for communities. To use mass media resources for the people without involving the people in

the activities is like shooting into the dark. It is talking *at*, or at best, talking *to* the people, but not talking **with** them. Information 'dumped' on a people hardly ever wins their support. And this leads on to the second controversial principle. The problems that confront communities are not universals; these problems are unique in each community. Therefore a global type of message cannot be adequately relevant to all communities at the same time. No matter how 'good' or 'useful' a message may appear to be, unless it is adequately relevant to the unique situations of a community, it will not be fully accepted.

Admittedly, the centralized mass media strategy has some advantages. Because it uses the mass media, its coverage potential is substantially extensive. And because the content of its mass media messages is usually of a general nature, there is always something of relevance, no matter how small, to different segments of the target social system. Unfortunately, these very limited advantages soon turn into disadvantages when they are used as the sole basis for communicating with the people, for they merely touch on, but do not deal with, the realities of the people's development problems.

This is the strategy used by almost all developing societies. It may be argued that developing countries adopt this strategy because it is the cheapest and easiest method to use, and it is the strategy which gives the almost authoritarian governments of developing societies complete control over how the mass media are used. Because, in this strategy, programs and messages are planned, produced and disseminated by experts and program officers with little or no reference to the views and opinions of receiving audiences, relevance of content is almost always very weak. And this ultimately affects the effect of such programs and messages. The strategy gives the impression, false as it is, that there has been adequate communication between the authorities and the people, and leaves the authorities with a false sense of satisfaction that they have met the requirement of fully consulting with the people before project plans are implemented. As research has shown (Heshmat, 1967:76; Moemeka, 1987:63) centralized mass media strategy is the least effective in ensuring intelligent and effective understanding and utilization of development messages.

(ii) ***Localized (Decentralized) Mass Media:***

This strategy is also very much mass media-oriented. Deriving its strength from the Democratic-Participant Media theory (McQuail, 1994, 1983) the strategy emphasizes interaction with and among the people,

and strongly demands, (and depends on), the establishment of local media channels to provide access for direct participation in mass media activities by the people. The starting point in the use of this strategy is the identification of the problems of the people and the clarification of goals through personal calls, discussion groups and community meetings. Not only do such activities provide relevant information, they also create opportunities for media personnel to enter into the socio-cultural contexts of the target social system, and understand its problems at first hand. The strategy recognizes that while many social systems may have similar (or even the same) problems, the causes and impacts of such problems would depend on the special peculiarities of each social system, and therefore solutions to the problems should be localized based on such local peculiarities. This is why it considers the establishment of local media - local radio stations, rural press, cable television, and television production/viewing centers - as imperative for success.

Localized mass media strategy can be found mostly in developed societies. It is what these countries use in their social change endeavors (anti-drug, teenage pregnancy prevention, and anti-smoking campaigns). In the United States, the United Kingdom, Sweden and other developed societies, programs aimed at changes in individuals and in individual communities are broadcast or telecast in local or affiliate stations of national broadcast media organizations or published in local newspapers and magazines. This allows for relevance of message contents to local conditions, and therefore creates conducive conditions for success. Because of the cost involved, and particularly because of its political implications (creating open and free communication environment for rural populations most of whom are non-literate) most developing countries have not shown significant interest in this strategy which, ironically, was meant for application in their societies. In the very few developing countries (for example, Colombia, Brazil, Nigeria) where the strategy has been applied to a number of development activities, evidence of strong commitment on the part of the government was conspicuously lacking.

### **C. The Integrated Strategy**

This strategy combines the Interpersonal and Mass Media strategies into one, with the aim of eliminating their limitations and problems and



maximizing their potentials and strengths. The thrust of the strategy is feeding the interpersonal and traditional networks within the target social system with relevant information that would generate positive discussions which, in turn, would lead to intelligent understanding of development objectives and each person's and each group's role in achieving those objective. To feed the interpersonal channels, the strategy depends on the mass media which have the capacity for rapid dissemination of information and wide-area coverage. But because the mass media are generally not able to change people's attitudes, the strategy depends, for such necessary changes in attitudes and behavior, on interpersonal and traditional channels which are regarded as very effective in inducing attitude change and effective development behaviors. The use of the integrated approach gains support in the findings of the research on the use of radio for education and development (Rogers, et al, 1977). The researchers found that the combination of a mass medium with an interpersonal channel is generally more effective than using either alone. (see Fig. 8.1, p. 150).

All over the world, the many benefits of the integrated approach in the use of communication to advance development purposes are no longer questioned. Whether in the developed societies (the North) or in the developing societies (the South), development communicators have found that going over the heads of traditional rulers, opinion leaders, peer-groups and the leadership of organizations to which the people belong has made understanding and acceptance of development or social change messages almost impossible. On the other hand, depending only on the interpersonal communication that goes on with these leaders slows down considerably the speed of development messages as well as the spread of development momentum. So, some form of integration is practiced almost everywhere. The commonest form in the

developing societies is the integration of the Interpersonal strategies with one half of the Mass Media strategies - the Centralized Mass Media. In the developed societies, the Interpersonal strategy is usually combined with the other half of the Mass Media strategy - the Localized Mass Media. As stressed by Piotrow, et al (1997, p 73), a good communication strategy will combine different media to repeat and reinforce key messages. Not everyone is reached by the same channels of communication, so a multimedia approach is the only way to reach a substantial proportion of the audience.

### **Necessary and Sufficient conditions.**

What has been said so far constitute very necessary but not sufficient condition for ensuring successful development projects. To it must be added two other conditions – adequate analysis and knowledge of those unique factors (some enhancing, others hindering) that have significantly substantial impact on change processes; and the need for prompt and adequate supply of material resources to implement change. Among the enhancing factors are Relative (not Comparative) Advantage of the expected outcome, Compatibility of the expected outcome with the fundamental (not peripheral) values of the people, Simplification of language and processes and Communicability of the facts about the issue and of its requirements. Among the hindering factors are Cultural Values and Beliefs, Cultural Ethnocentrism, Social Norms, and Group Solidarity. Unless these factors are taken into account, few change efforts can be successfully executed, and fewer still can endure for long.

The best of planning and the best of strategies can do so much and no more. The development communicator and the target social system may know what to do, how to do it, and be very willing to do it. But unless the all-important factor – having the resources to do it – is present, everything else will go to naught. It is true that each of those four ‘unspoken’ imperatives of social change is important, and that if any one of them is missing not many change efforts can succeed. But if human and material resources are not available no change effort can even take off; and if there is no prompt and adequate supply of resources, most change efforts that have taken off will grind to a halt.

In spite of its difficulty to plan and execute, and in spite of the doubts about success, social change or development is a necessity for the human race, and an imperative for the developing societies. The world is constantly changing, and new problems arise every day. Such problems can only be reduced or eliminated through relevant and appropriately executed social change or development programs. For change to be relevant, there is the need to know and understand the target social system in which the change effort is to be executed. It is this knowledge which helps to plan appropriately and put a relevant (and potentially successful) strategy in place.

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