

I. General

\*1. Communications and information are an essential part of the Child Survival Revolution and must be fully integrated into programme at all levels - i.e., at headquarters as well as in field offices. A number of measures must be taken to "operationalize" this approach to the CSR throughout UNICEF.

\*2. At least three prerequisites are necessary for the Child Survival Revolution to be successfully initiated in any given country:

a) adequate technical infrastructure must exist, including equipment/hardware, communications/information techniques, and the skill and ability to use those techniques;

b) existence of political will (political will can be mobilized in many ways - support of political leaders and/or elder statesmen, parliamentary movements, messages in political party manifestoes) - the key goal is to make the CSR a national movement - it must "belong to" a particular government or it cannot be sustained; and

c) communication/mobilization of the public - requires extensive, flexible use of non-governmental groups and use of all media forms (especially radio).

- postal campaign initiated by GCO is some example of an innovative experiment to reach all segments of society through already-existing channels;

\*- Objective: CSR is not a "UNICEF" programme - it must be adopted, shaped and molded by each government.

II. Going to Scale

"Going to Scale" is a multi-faceted process; each of its many aspects must be taken into account".

\*1. Decisions to begin national, universal or global depend on many factors, including: the resources of the field offices; size of country, preferences of government partners; availability of non-governmental allies; access to local communities; etc.

\* Whatever step is taken first should be one that will succeed so that overall campaign gets off to the right start.

\*2. Going to scale does not mean bigger but rather better or intensified action.

\*3. The key factor is not the speed of action but its deliberate, consistent pace of action toward specified goals.

- \*4. Field offices must feel they have institutional (e.g., HQs) support for taking the risks that are necessary to get the CSR underway on a national scale. The "entrepreneurial" spirit of programme officers must be protected.
- \*5. CSR action at the national (country) level should take into account country-specific problems of children without distorting overall CSR programme.
- \*6. It is advisable to target or go to scale in between 6 - 12 countries over the next 1 to 2 years. Attention should be given to restructuring the programmes in those countries, building in the flexibility the CSR requires. Countries selected should include some where success is likely (or guaranteed) as well as some very difficult situations.
7. Advocacy related to going to scale should:
- a) Stress messages that are technically accurate, organizationally realistic and politically challenging;
  - b) Emphasize the prerequisites and/or conditions necessary for the success of the CSR in any given situation;
  - c) Recognize the need for extensive programme communications material - both from UNICEF and from government partners; and
  - d) Get the government involved in all phases of the programme.
- \*8. If the CSR in any country can go national or universal, the extensive involvement of non-governmental groups is an absolute necessity. Therefore:
- a) Within the parameters of country possibilities, the doors of UNICEF field offices should be open to NGOs;
  - b) A special budget should be set up for NGOs (at HQs) to increase the flexibility of cooperation with NGOs;
  - c) The criteria for working with NGOs should be their ability to serve children and their access to populations UNICEF cannot reach;
  - d) NGOs should be understood in the broadest sense of the term. (Several lists of potential groups of NGOs were presented - by Nyi Nyi, Vittachi, etc.).
- \*9. The role of National Committees in ensuring the success of the CSR is absolutely essential. They are the principal messengers of the CSR in donor countries; they must be treated as full partners and consulted in early stages of planning. They must fully understand what UNICEF is about. Field visits are essential in building this reality base.

### III. Structures

\*1. Existing structures within UNICEF must be functionally adapted to allow for the coordination and flexibility that the CSR requires - without jeopardizing serious programming (e.g., recruitment and personnel procedures must be adapted).

\*2. In regard to funding:

a) PFO needs an "anticipatory statement" of CSR funding requirements;

b) PFO needs clear instructions as to UNICEF fund raising priorities over the next 1 - 2 years;

c) More flexible, intermediary structures must be developed to respond to donor enthusiasm for CSR. PFO should be involved in the development of these structures. The problems that PFO is facing in dealing with donors regarding the CSR are important problems of the organization as a whole and must be treated as such;

3. In regard to information and communication staff:

\*a) Staff must increase at N.Y. and Geneva Hqs. Staff has been decreased at the same time as demands on them have increased. Ensuring an adequate number of staff in these areas must be a top priority, along with strengthening services to NGOs;

\*b) In field offices, information staff must be fully integrated into programme planning. In addition, in many field offices, information programme communication and GCO staff are isolated and/or not working together. Steps should be taken to coordinate their efforts;

c) Programme Communications posts in the field should be restored as core posts rather than project posts. Only if they are core posts can top quality staff be recruited at the country level;

\*3. The initiatives taken by GCO demonstrate how the CSR can be successfully integrated into existing structures and operations. The outstanding effort (and success) of GCO in this regard was commended.

### IV. Attitudes

\*1. Training

a) Need for training - at Hqs and especially in the field - in substantive areas of the CSR. Such training will boost the self-confidence of UNICEF staff as well as the confidence of government partners in their ability to "deliver" - credibility gap must be avoided;

\*b) Need for a wide range of staff to receive basic training as advocates and communicators - these skills should not be confined to a small group of people in each office;

2. Field orientation of all staff should be encouraged. A tendency is developing for resident programme officers to want to visit regional offices and Hqs. rather than UNICEF-assisted programmes in the country itself. This trend must be reversed.

3. Four major misunderstandings of staff re: the CSR which should be eliminated:

a) Before CSR, UNICEF staff members were frustrated because they got no attention - now they feel overwhelmed by government attention and expectations. These frustrations must be address;

b) Field offices sometimes feel Hqs. puts too much emphasis on technology and ideas - and not enough on country realities;

c) Field sometimes perceives the CSR as an external relations gimmick;

d) CSR is perceived by some as contrary to UNICEF's traditional programmes. This impression must be corrected.

4. Workload priorities must be carefully examined - how much effort is directly related to CSR? How could this effort be increased?

#### V. State of the World's Children Report

##### \*1. Suggestions for 1985 Report:

a) Infant Mortality Rate - establish IMR as serious social indicator and measure of development;

b) Going to scale - demonstrate success in selected areas or countries;

c) Women;

d) African emergency;

e) Cost of failing to achieve the CSR - for children and governments;

f) Highlight contribution of individuals, private sector, NGOs to CSR in different countries;

2. State of the Nation's Children Report -- will be discussed further at regional Mohonks.

3. New "angle" or look might be needed to capture media attention next year - but UNICEF must also show some success in implementing CSR.



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6:53:36 PM

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CF-RAI-USAA-PD-GEN-2007-000117

Expanded Number **CF-RAI-USAA-PD-GEN-2007-000117**

External ID

Title

**"Summary of Recommendations of the Meeting of External Relations" held at West Point, New York, USA, 15-17 January 1984. Generated by the PSC Service, UNICEF Hq (?).**

Date Created / From Date

5/12/1975

Date Registered

8/10/2007 at 2:21 PM

Date Closed / To Date

Primary Contact

Home Location **CF-RAF-USAA-DB01-2007-09430 (in Container)**

FI2: Status Certain? **No**

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

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

Current Location/Assignee **In Container 'CF-RAF-USAA-DB01-2007-09430 (Upasana Young)' since 8/19/2007 at**

Date Published

FI3: Record Copy? **No**

Record Type **A01 PD-GEN ITEM**

Contained Records

Container **CF/RA/BX/PD/CW/1986/T001: PSC Files - Programme Support Comr**

Fd3: Doc Type - Format

Da1: Date First Published

Priority

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

Notes

**The report's headings include: General ("Communications and information are an essential part of the Child Survival Revolution and must be fully integrated into programme at all levels ... A number of measures must be take to "operationalize" this approach to the CSR throughout UNICEF. ...; Going to Scale; structures; attitudes (training, advocates, communicators); State of the World's Children Report. This summary was sent to all PSC officers on 13 August 1984**

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