

THE "ICE-BERG PROJECT"

AN ACTION PROGRAM FOR QUICK ORGANIZING OF
F. P. COMMUNICATION UNITS IN DEVELOPING COUNTRIES.

by

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The objective is to bring 1) know-how and 2) equipment to a chain of nations who need and apply for SIDA-assistance in the field of L. E. & C. (information, education, and communication).

The means to do this is through well equipped workteam(s) who move from country to country.

This can realistically only be done if an administrative group - and a very efficient one - prepare the ground before, during, and after the activity of the communication group.

(This large "hidden" part of the work can be said to relate in quantity and time to the smaller open "visible" part done by the action group as the under water part of an ice-berg to the above water visible part.)

The "ice-berg" project is built on the assumption that developing nations

- A
- 1) Will need help with IE&C during several decades, and as quickly as possible.
 - 2) Are interested in communication units complete or in part as they are organized in Pakistan and Tunisia by SIDA, and request such help.
 - 3a) Can make available needed local operational funds, local facilities and manpower through a well established Government F. P. organization, preferably autonomous.
 - b) or can justify using voluntary organizations for "the phase one" in introducing F. P. but also need funds for purchasing local facilities and services. (* See the definition in the report from Nigeria by Mr. Robert W. Morgan: "Family Planning in Asia and the Middle East, with Implications for the Development of a Program in Nigeria", where he analyses how in many countries phase I is the introduction which is made by voluntary organizations. Phase II is when the Government tries to use an existing infrastructure (MCH). Phase III is when a semi- or fully autonomous organization finally is taking over the job.)

It also assumes:

- B that SIDA is prepared to put special administrative emphasis on the pre-planning of communication services,
- C that SIDA is prepared to establish one or several communication action groups,
- C that SIDA is prepared to offer basic production equipment as a gift, and supplies for an agreed upon period of time.

WHY THE ICE BERG:

The reason why the comparison with the ice berg is the fact that bringing to life a series of IE&C programs can only succeed through a separate rather efficient administrative group who in fact will be responsible for the largest part of the job (in terms of time-input). The work is hidden away in files but it brings to the surface the remaining small part which can be seen and heard.

In "ice-berg" organization would, if established, work under the following basic assumptions related to factual findings:

that operational national budgets for F. P. communication can not be made available in less than 1 - 3 years after the F. P. idea is accepted.

that arranging localities for work - even if money is available will take 1 - 2 years.

that it takes 2 - 3 years to create a sufficiently well informed and functioning administration. (The complexity of such an organization is briefly outlined in appendix L.)

that several multi- and bilateral organizations train people to assume responsibility for IE&C, but their resources at home do not permit use of their new skill.

that most F. P. programs launched are emphasizing and concentrating on medical services and training of medical and paramedical personnel which need program support.

The reason and justification for the ice-berg project would mainly be economical (cost benefit), but the resulting intrinsic quality of production and its end result :within approximately 1/3 of the usual time must be good policy and efficient management.

Repeated use of one or several well trained action groups would establish an efficient, flexible workstructure, easy to direct. Good work-morale, work organization, and sufficient funds once established are the pillars of worksuccess, and easy to keep up and offer to motivated work groups in the field.

PERSONNEL:

The Action Group:

- 1 Head (a journalist, who is a sociologist, preferably with administrative experience, leader of the group)
- 1 Visualizer (artist, photographer)
- 1 Printing expert (offset specialist)

This group is supported by local counterparts and technical auxiliary personnel.

The Administrative Group (Central and Field):

- ▲ 1 Head of program (supported by a communication advisor)
- 1 Joint Head and Executive Administrator at Central Headquarters
- 1 Supply Officer
- 1 Secretary supported by SIDA's existing organization

- B 1 Joint Head and Project Field Administrator
- 1 Secretary

Local Administrative Staff supported by SIDA's Biståndskontor or Embassy Personnel

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Enclosed please also find a flow chart, time related, that can best describe the work idea, if not the exact details.

PRE-ORGANIZATIONAL PHASE
Budget and feasibility evaluation

ORGANIZATIONAL WORK PHASE

Start by Head and Deputy Head

- Arrangement of headquarter facilities, selection of administrative personnel
- Prepare project documentation to be used before and during negotiations
- Informing countries or using available requests for negotiations
- Assemble documentation on equipment and supplies. Secure quotations and seek assurance about capacity of delivery.

APPRAISAL AND NEGOTIATIVE PHASE

- Appraisal of 3-4 countries. Study of work feasibility.
- Prepare and present workplan and seek permission to go ahead.
- Formulation of bi-lateral agreement with 1st country.
- Negotiations to start through Embassy. (Note that special care and efforts are needed to bring down negotiating time from 1 year to about 3 months.)
- (unpredictable period of time)
- Possible field visits for speeding up of negotiations.
- Signing of 1st agreement about personnel, equipment, and supplies related to work- and living facilities, transport and lodging (continuation of 2nd and 3rd cv. agreement if 3 work-groups are made available). Particular attention given to customs formalities.

PREPARATION FOR FIELD WORK STARTS

- Selection of communication personnel starts. Evt. arrangement for later field training of personnel.
- Ordering and assembling of equipment and supplies for field administration and AV Communication activity.
- Shipment of equipment and supplies. Approximate arrival preconditions the arrival of advance party (one month before).
- (Fairly predictable time period 10 to 60 days)
- Shipment arrives (here after 1 1/2 months) for group 1 to be received by advance administrative party.
- Field administration starts, ordering of broken parts.
- Preparation for next assignment.
- Handing over procedure terminated.
- Next assignment starts (advance party).

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- Field training of selected personnel (3 to 5 months)
- Headquarter briefing (combined with leave?)
- Advance party arrives. Organization of an action committee. Planning.
- Equipment and all personnel arrive. Installation of equipment.
- Fact-finding period. Research contacts. Selection of local personnel.
- Script and visualizing starts for an appropriate P. P. campaign.
- Pre-test period.
- Presentation to action committee of prototypes.
- Revision period.
- Reproduction starts. Campaign organized and starts.
- Revised material prepared after field experiences. (Other program support production)
- Evaluation, preparation for next assignment (after homeleave).
- Material, equipment and supplies are handed over to local

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Appendix I, criteria for selection.
 ** Appendix II, Campaign Preparation; Campaign de
 *** Appendix III, Tunisian work-program, 1971-72.



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Notes

Discusses how to bring knowhow and equipment to a chain of nations who may apply for assistance from the Swedish International Development Assistance Agency (SIDA) in the field of information, education and communication by means of a team that moves from country to country.

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