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Notes

5 pp. See paras 14 - 20 discussing target audiences. Given UNICEF's limited resources, and the difficulty in determining true end-users of UNICEF's message, it is not realistic to have the public in general as a target audience. A good network of multipliers makes the effort more cost-effective.

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SAROJA DOUGLAS

Saroja Douglas

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UNITED NATIONS CHILDREN'S FUND
AMERICAS REGIONAL OFFICE

GUIDELINES FOR THE PREPARATION
OF INFORMATION WORKPLANS IN THE AMERICAS REGION
1983 - 1985

Bogotá, Colombia
May 1982

GUIDELINES FOR THE PREPARATION OF INFORMATION
WORKPLANS IN THE AMERICANS REGION - 1983-1985 ^{1/}

I. INTRODUCTION

1. These guidelines were prepared as a source of information and assistance for the preparation of information workplans within the Americas Region. They condense advice already offered Area Offices by the Information Division and by the Regional Information Officer, and that can be found in policy documents available at the Offices, and in memos and reports prepared by the Regional Office.

2. A quick glance and study of the attached documents and its relation to the guidelines are necessary before proceeding to the actual task of reviewing and/or preparing the 1983 workplans and budget estimates for the 1984-85 biennium. The following documents are attached:

- a. Memorandum EXD-2837 from our Executive Director on the subject: Information Review Meeting - Conclusions.
- b. Timetable for Information Programme Formulation
- c. Ling/Gindy cable of 14 March to Regional Information Officers listing information programme emphasis.
- d. Cable UCF019-5/T780 from Anderberg requesting to work out plans according to themes rather than media.
- e. Medium Term Workplan: Information Division Chapter .

^{1/} Prepared in Santiago by Francisco J. Pelucio Silva, Regional Information Officer and revised in Bogotá by Luis F. Rivera, UNICEF Consultant. Some ideas from Maria Luisa Chaves, Information Officer in Bogotá, were also incorporated. Bogotá, May 1982.

- f. Información, Comités Nacionales y Organizaciones no Gubernamentales.
- g. EXPRO-240: Communications Support to Project Implementation
- h. Description of Budget Accounts.
- i. Elementos para un Plan de Actividades de Información Pública en las Américas.
- j. Workplan Data Sheet.
- k. Selected pages from the UNICEF Field Directory

II. TIMETABLE

3. The attached timetable (Annex B) was prepared at Headquarters and aims at establishing a time frame for the formulation of a concerted information programme for UNICEF. This information programme should be ready to be discussed at an Information Programme Review Meeting now scheduled for late June 1982. For this to be a concerted programme, the participation of field information staff is required.

4. The Regional Director, Ms. Teresa Albáñez, is contemplating the possibility of holding a meeting in Bogotá prior to the late-June Review Meeting, when Area Office information workplans for 1983 and budget estimates for 1984/85 could be discussed, and submitted to Headquarters as the Americas Region's information programme.

III. BUDGETARY RESOURCES

Administrative Budget

5. As many offices may not be familiar with the budgetary and administrative processes pertaining to information work, we enclose a description of the

various codes of the Administrative and Programme Support Budget.

6. While you are encouraged to study the whole document, special attention should be paid to the following codes:

- 02 Short-term professional personnel
- 03 Short-term General Service personnel
- 22 International Volunteers and Field Observers
- 23 Staff training
- 35 Travel on official business
- 36 Communications and freight
- 40 Information productions costs (audio-visual)
- 41 Information production costs (publications)
- 44 Support costs for other information activities
- 85 Furniture, fixtures and permanent equipment.

7. Please note that Codes 40 and 41 correspond to 42 and 43 at Headquarters, and therefore are not described as such in the attached document "Description of Budget Accounts". The description for Codes 42 and 43, then, apply respectively to 40 and 41 in the field. In the case of a request from Headquarters or Geneva that has not been contemplated in the Area Office information workplan, costs can be charged to them, following their approval.

8. When studying the "Description of Budget Accounts" please keep in mind that the presence of information staff in an Office should certainly reflect itself on all of the Administrative Budget codes, and especially on

the ones mentioned above. The Information Officer or other staff in charge of information activities should point this out to the Representative, and participate actively in the office's budget preparation exercise. The Administration and Finance Officer in your Area Office shall also be consulted for further details on the application of budget codes for financing information-related expenditures.

Inter-regional Fund for Programme Preparation (IFP)

9. This Fund is for activities of a preparatory nature at the global and regional level, leading to the formulation of national policies, programme preparation and strengthening of services benefitting children. Advocacy for UNICEF may also be covered by IFP. Part of these resources are programmed by the Regional Offices which, after review at Headquarters and approval by the Board, is at the disposal of Regional Directors for the purpose mentioned above.

10. The Regional Directors and the Regional Information Officers may discuss activities of a regional nature falling within the fields mentioned to be incorporated in the IFP request from the Regional Directors for the next biennium (1984-1985).

Programme Support Funds

11. Some of UNICEF's advocacy and information plans will have a programme theme bias. Therefore, the possibilities of funding such activities from programme funds should be explored. If the Office is formulating a programme

recommendation for 1983, 1984 or 1985, an effort should be made to incorporate such advocacy and information plans into the recommendation. This is especially true when the recommendation contemplates communication support for a specific programme, either as supply or non-supply. (See EXPRO-240, ANNEX G).

IV. WORKPLAN DATA SHEET

12. As requested in the cable sent by Anderberg (Annex D), workplans shall be prepared according to themes. A data sheet has been prepared for such purpose (Annex J). This instrument allows for a summary of the workplan considering theme; target audience; information objective; message; communication channels; funding, and; timing as the main elements.

13. There are two (2), Workplan Data Sheets in Annex J; one empty form and the other with some notes suggesting the use of the other Annexes as sources of information for its completion. The empty form shall be photocopied so as to use one Data Sheet to draft a plan for each theme. After going through this exercise, the resulting set of Workplan Data Sheets will contain the necessary elements for the preparation of Information Workplans and Budget. It is necessary perform this task from the standpoint of plans for 1983 and projections for 1984-85.

14. The definition of target audiences is a must, and failure to make this preliminary and often difficult analysis will make it impossible to evaluate activities on a rational basis. A qualitative mailing list, containing end-users of materials and multipliers of the message, must then be developed by the Office, and preferably fed into the computer-based UNICAS

system at Headquarters. (See memo PI/TARO-16/167 of 8 December 1981, not attached).

15. We believe it is realistic to consider that, among others, the following target audiences would be of interest to a UNICEF Office:

- a. policy makers and decision makers;
- b. government counterparts (both as end-users and multipliers)
- c. NGO officials (both as end-users and multipliers)
- d. specialists in fields related to childhood;
- e. the communication media (both as end-users and multipliers);
- f. UNICEF National Committees (as multipliers);
- f. GCO consignees in the area under the Office jurisdiction (as multipliers).

16. It is not realistic to have the public in general as a target audience, given our limited resources and the difficulty to determine true end-users of UNICEF'S message amongst the public in general. A good network of multipliers (redistributors of core materials and diffusers of the more topical messages) permits a greater proximity to end-users and potentializes the information effort in general, making it more cost-effective.

17. These considerations on the types of audiences should set the stage for the other aspects of the workplan, which should be developed by the information staff in consultation with the Representative and programme staff.

18. As to these other aspects of the workplan, we recommend a close

examination of suggestions put forward in the Medium-Term Workplan - Information Division Chapter (Annex E). Under the heading "Communications for Development" there are recommendations as to choice of media and as to the design, production and distribution of messages.

19. As to the themes to be promoted by the Office's information programme, we believe these should coincide with the country programme. At the recent Information Review Meeting held at Headquarters in early March, there was the recommendation that information workplans concentrate on themes such as Infant Feeding and other programme emphasis on a global basis (See Annexes A & C).

20. In any case, it is of the utmost importance that information staff be familiar with the country programme and with the information environment of the country or area. This pre-condition, coupled with a joint effort by the information and programme staff to define audiences, should facilitate the preparation and/or review the future workplans.

V. PROPOSED MEETING IN BOGOTA

21. A meeting involving the Area Offices within the Region is being scheduled for early June, 1982 in Bogotá. Once the Representatives have been consulted on this matter, the decisions and further details will be informed to the concerned staff. It is being proposed that each Area Office be represented in this meeting by the Information Officer or another staff member delegated by the Representative.

22. During this event, there will be a joint discussion focused on the A/O and Regional Information Workplans with the purpose of sending Headquarters a truly concerted information/communication programme for the Region.
23. In addition to the completed Workplan Data Sheets, any additional documentation or notes brought by the participants on the following subjects will be very useful during the meeting:
- (a) the Office's 1983 information workplan;
 - (b) the Office's 1984/85 workplans and budget estimates;
 - (c) whether the Office has a distribution and/or diffusion network;
 - (d) countries under the Area Office jurisdiction with programme recommendation for 1983/85;
 - (e) what kind of support is envisaged from Headquarters, Regional Office, Office of Europe or GCO-NY to implement activities in the workplan;
24. In order to facilitate contacts with Headquarters, GCO-NY and the Regional Office, in case assistance is needed, photocopies of the pertinent Field Directory pages are being attached (ANNEX K).
25. Specific consultations within the Region can be made with Francisco Pelucio Silva (New York, Information Division, after 13 May) or María Luisa Chaves (UNICEF Bogotá).

I N D E X

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| TIMETABLE FOR INFORMATION PROGRAMME FORMULATION | B |
| LING/GINDY CABLE OF 14 MARCH TO REGIONAL INFORMATION OFFICERS LISTING INFORMATION PROGRAMME EMPHASIS | C |
| CABLE UCF019-5/T780 FROM ANDERBERG REQUESTING TO WORK OUT PLANS ACCORDING TO THEMES RATHER THAN MEDIA | D |
| MEDIUM TERM WORKPLAN: INFORMATION DIVISION CHAPTER | E |
| INFORMACION, COMITES NACIONALES Y ORGANIZACIONES NO GUBERNA- MENTALES | F |
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