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14 pp

Part of final(?) report of the workshop. Summary of Group I discussions: How can PSC be integrated into the total programming process? Discusses function of PSC officer and relations with programming. Specifies recommendations. Also a table laying out steps of a PSC campaign.

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V. SUMMARY OF GROUP REPORTS - CONCLUSIONS AND RECOMMENDATIONS

A. Summary of Group I - How Can PSC be integrated into the total programming process?

Group members

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Group I was of the view that it was scarcely sufficient to talk of PSC as "integral part of the programme process" etc. This has been said too often for too long - without actual procedures being laid down that fit both the nature of communications and the general sequence of events in programming (suggested in PRO-25) nor has enough time been devoted to looking at the PSC job and the type of person required to do it well.

Group I therefore set out to consider in detail just what the PSC Officer, or Communications Officer as he/she has been referred to in the following pages, would do at various stages of the programme process. Since his/her relationship will be primarily with the Programme Officer(s) involved, the Group focused on this relationship.

The PSC function and job

The PSC function in the field is ideally performed by a qualified person in a defined PSC post. But it may also be performed by a Programme Officer or PI Officer provided he or she has adequate PSC training and/or experience.

It is, therefore, important that the PSC need in an Office, Area or Region be clearly defined so that performance objectives, proper training and recruitment are possible.

Like many aspects of the social sciences or of programming itself, communications are not always an exact science. Along with the disciplines they undoubtedly demand, communication activities also require judgement skills and creativity in their practice.

The "disciplines" are determined by the PSC practitioner's formation and by the needs of an Office or programme. The required judgement and creativity should arise from the practitioner's experience and personal attributes.

These considerations should guide recruitment, training and development of PSC people.

Group I believes that PSC provides a specialist input irreplaceable by other methods in programme operation. The importance assigned at this Workshop to the PSC function must influence the level/status of the PSC job and its incumbent.

New York Headquarters has a key role to play in ensuring that the PSC function, job and Officer are all seen in this perspective and that the right administrative/operational steps are taken in consequence.

In any case, his function brings him most closely in contact with the Programme Officer. This relationship could be clarified in the light of the following ideas:

The responsibility for a programme obviously rests with the Programme Officer. However, this role is best played when he functions as a team leader. As a full member of this team, the Communications Officer can and should provide specialised inputs into programme planning, design and implementation.

The Communications Officer's role should derive from his more intimate knowledge of people, their knowledge levels, attitudes and behaviour, so he can advise on acceptability and feasibility of programme design and implementation strategy.

His role extends beyond the Programme Officer's in one sense. He is concerned with managing the behavioural dimension of target groups within programmes. Since communications are an important element in behavioural change and such change is necessary at many levels of the programme, the Communications Officer can and should make an important contribution throughout the programming process.

In short, associated with the programme planning process there is a communication planning process that should be designed to forge the link between the programme and its impact.

RECOMMENDATIONS

1. PSC must be considered an integral part of the programme/project design, planning and implementation process.
2. Key areas in which PSC has a significant role to play to improve programme performance and effectiveness are:
 - Community participation/training.
 - Promoting inter-institutional coordination and intra-institutional contact.
 - Facilitating and expediting decision-making.
 - Advocacy and programme promotion.
 - Skill development in change agents.
 - Attitude and behavioural change.
3. Different alternatives in the use of PSC should be considered so as to keep PSC costs within reasonable and acceptable e.g. use of national resources, PSC staff from HQ/Regional/other Offices, hiring of consultants, combining PSC functions with that of information in field Offices.
4. The PSC function and job must be clearly defined and the role/status of the incumbent Officer must be in consonance.

PRE-PROGRAMME

PREPARATION AND ADVOCACY

OBJECTIVE	TARGET GROUP	METHOD/MEANS	COMMUNICATIONS INPUTS
Recognition of the problem by government.	Legislators, policy-makers, decision-makers, planners, and technocrats; opinion-formers; NGO's; bilateral agencies.	Interpersonal contact, demonstration meetings, observation travel, publication, audio-visual methods, use of authoritative persons in the relevant fields, media use.	Collection and collation of information for advocacy; identification of resource people and dialogue with them; elaboration and presentation of messages; media contacts.
Communication of UNICEF support/assistance in the problem	Policy-makers, decision-makers, technocrats in Government and NGO's.	As above	As above
Secure Government's commitment to action	As above	As above	As above

STEP I - INFORMATION COLLECTION

AREA	CONTENT OF INFORMATION	METHOD	ROLE OF PROGRAMME OFFICER	ROLE OF COMMUNICATIONS OFFICER
The problem	Incidence Distribution Severity Causes Consequences	Published information Consultation Surveys	Primarily in collection of technical, political economic information	Primarily in collection of data on information/knowledge levels, values, taboos etc. of relevant socio-economic groups communication structures, vehicles and possibilities
The population affected	Demographic Current experience Attitudes/behaviour Changes needed Obstacles Resources	As above	As above	As above
structures and institutions relevant to the problem/program-	Coverage Jurisdiction, Systems, Resources How constituted/ linked, changes needed, response	As above	Primarily, in areas of authority, power structure, Who is who?	Primarily in information on operational channels, coordinating channels, out-reach, impact on affected population.
Enabling legislation and "arms".	Relevance, Existence/ absence of relevant legislation, changes needed.	As above	Primary	Collection of information on the way legislation is/is not working

STEP II - IDENTIFICATION OF PRIORITY PROBLEMS

ACTIVITY	ROLE OF PROGRAMME OFFICER	ROLE OF COMMUNICATIONS OFFICER
<p>1. Use of the following criteria for selecting priorities:</p> <ul style="list-style-type: none"> - Political situation - socio-economic situation - resources - personnel availability/quality - needs (felt) 		
<p>2. Analysis of the prioritised problems: technical, socio-economic, cultural, political, facets</p>	<p>Leadership of the programming team involved in these activities</p>	<p>Contributes to identification of communications implications, as a member of the programming team.</p>

STEP III - FORMULATION OF OBJECTIVES

ACTIVITY

ROLE OF PROGRAMME OFFICER (PO) AND
COMMUNICATIONS OFFICER (CO)*

PO/CO

1. Formulation of problem reduction objectives
(eg, "Reduce infant mortality rate from X
to X per 1,000 live births")

PO/CO

2. Formulation of service coverage objectives
(eg, "X number of people to be reached by
X number of health centres")

PO/CO

3. Formulation of behavioural objectives: (eg,
"Get X% population to use and maintain X
latrines")

* Underlining indicates lead role in the
relationship to accomplish the activity

STEP 1V - IDENTIFICATION OF STRATEGIES

ROLE OF PROGRAMME OFFICER/EXPERT AND
COMMUNICATIONS OFFICER/EXPERT

ACTIVITY

PO/CO

1. Identify resources and obstacles

PO/CO

2. Define processes to optimize resources
and overcome obstacles

PO/CO

3. Identify type and scale of community
participation and modalities for it.

PO/CO

4. Modalities of UNICEF and Government
cooperation.

PO/CO

5. Draft strategy

STEP V - IDENTIFICATION OF STRATEGY
(FEASIBILITY ANALYSIS)

ROLE OF PROGRAMME OFFICER/EXPERT AND
COMMUNICATIONS OFFICER/EXPERT

CRITERIA

- | | |
|---------------------------------------|---------------|
| 1. Financial | <u>PO/CO*</u> |
| 2. Technical | <u>PO/CO</u> |
| 3. Institutional | <u>PO/CO</u> |
| 4. Community Perception/Participation | <u>PO/CO</u> |
| 5. Political | <u>PO/CO</u> |
| 6. Time Spans | <u>PO/CO</u> |

* Communications Officer generally provides as inputs the more detailed knowledge of people and environment that he should have - except at 4, where he must lead for obvious reasons.

STEP VI - PREPARATION OF PLAN OF ACTION

ELEMENTS	ROLE OF PROGRAMME OFFICER/EXPERT AND COMMUNICATIONS OFFICER/EXPERT
1. Output Objects	<u>PO/CO</u>
2. Activities	<u>PO/CO</u>
3. Schedule of (2)	<u>PO/CO</u>
4. Resources (Inputs) (human, institutional, money)	<u>PO/CO</u>
5. Organization and Management	<u>PO/CO</u>
6. Evaluation Plan	<u>PO/CO</u>

STEP VII - IMPLEMENTATION

PHASE	ACTIVITIES	MEANS/METHODS	ROLES/FUNCTIONS
1. Preparation	- Setting up organization		<u>PO/CO</u>
	- Staffing		<u>PC/CO</u>
	- Supplies and equipment		<u>PC/CO</u>
	- Preparation of Communication and Traininr ; materials	- Identification of resources for creation and production of communication messages/strategies and materials	<u>CO/PO</u> and special list NGO's
	- Training	- Establishing a system of guidance supervision and approval of the above with Government	
	- Establishing benchmark data	- Focus group research and pretesting	<u>PO/CO</u> <u>CO/PO</u>

STEP VII - IMPLEMENTATION (Cont.)

PHASE	ACTIVITIES	MEANS/METHODS	ROLES/FUNCTIONS
Project Development	Appropriate activities in various programme sectors	Media leaflets, manuals etc.	CO Specialist
	Seminars	Personal contact	
	Courses	Media relations	
	Meetings		
	Conferences		
	Field day		
	Community work		
Delivery of supplies			
Launch	Ceremonies	Mobilize Government and community/institutional resources	CO/NGO's Media Specialists
	Group meetings		
	Media Activation		
	Community events		

STEP VII - IMPLEMENTATION (Cont.)

PHASE	ACTIVITIES	MEANS/METHODS	ROLES/FUNCTIONS
Monitoring and feedback	Post-test of communication activities.	Specialist	
Evaluation Establishing criteria	Check on other programme activities.	Professional	
Preparation of instruments	Reporting	Organization	PO/CO/Specialists
Testing		Different	1 FC 1
Involving target groups		Formal and	
Applying instruments		Informal	
Analysis and interpretation			
Reporting			
Reprogramming and adjustments			