



CF Item Barcode Sign

Page 11
Date 11/7/2007
Time 2:53:37 PM

Login Name Saroja Douglas



CF-RAI-USAA-PD-GEN-2007-000366

Expanded Number **CF-RAI-USAA-PD-GEN-2007-000366**

External ID

Title

"Programme Communication Workshop" memo from David Mason, UNICEF Islamabad, to RRN Tuluhungwa, UNICEF New York, commenting on the Workshop on Social Communication and Marketing, held in Nairobi, 10-17 Feb 1985. UNICEF

Date Created / From Date

Date Registered

Date Closed / To Date

2/21/1985

8/10/2007 at 1:21 PM

Primary Contact

Home Location **CF-RAF-USAA-DB01-2007-10316 (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-DB01-2007-10316 (Upasana Young)' since 11/6/2007 at**

Date Published

FI3: Record Copy? **No**

Record Type **A01 PD-GEN ITEM**

Contained Records

Container **CF/RA/BX/PD/CW/1985/T033: PSC. "Social Communication and Mar**

Fd3: Doc Type - Format

Da1: Date First Published

Priority

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

Notes

5 pp

The memo indicates that some of the discussions at the Nairobi meeting were repetitive and reverting back to points already reached years earlier. The attachment lays out what should be UNICEF's communication strategy for the CSDR (Child Survival and Development Revolution), and how to prioritize programmes given the meager resources.

Print Name of Person Submit Image

Signature of Person Submit

Number of images without cover

SAROJA DOUGLAS

Saroja Douglas

5



UNICEF

UNITED NATIONS CHILDREN'S FUND
FONDS DES NATIONS UNIES POUR L'ENFANCE

INTEROFFICE MEMORANDUM

TO: Mr. Revy Tuluhungwa
DCI -- UNICEF NYHQ

DATE: 21 Feb. 1985

FROM: David Mason
CIS - UNICEF Islamabad *David*

FILE NO.: PAKNY/078/PSC:1

SUBJECT: Programme Communication Workshop

....

Enclosed is the amended 'manifesto' with a somewhat bland preamble, but it is not for me to reinvent the wheel (I had no time to consult with Maria and Juan); what has been written in Carnets and SOWC85 could just as well be tacked on. The main thing is to keep it short.

Trouble is: we have (you and I at least) been here before. I quote: "A PSC officer is no longer an AV aids technician but a programme officer in its classical (sic) sense with social communication and planning skills" (RRNT, Global Information and Communication Conference Report, Poughheepsie, 1980). In the Regional PSC meeting earlier that year they had gone some way to adapting PRO25. ETC, etc, etc.

We really have to move now, or the programme officer in the street will start getting sarcastic. While tactically (as Jacob suggested) we should not be too aggressive, at least we should be assertive: surely we are not arrivistes just because we wish to arrive. I repeat my suggestion that Colin's dogma-free approach could well be continued; he could well do all the drafting.

All in all, it was a useful meeting — part workshop, part training, part staff meeting. It struck me afterwards that we should not have been assessing the skills-development needs of PC/Inf staff, but of programme staff; their baseline is the proper starting point.

..../

PSC SERVICE	
Date: <u>13-85</u>	CCs: _____
File: _____	_____
Attention: _____	_____
Action: _____	_____
Also signed by: _____	Date: _____

DM: s

- Mr. Tarzie Vittachi - UNICEF NYHQ
- Ms. Maria Diamanti - UNICEF Kathmandu
- Ms. Jane Bunnag - UNICEF EAPRO
- Mr. Juan Braun - UNICEF Nairobi

Please spell out PC — let's not encourage more acronyms and initials.



- 2 -

One final point: if we are to continue discussing the 'crass' term social marketing, let it be stressed that, simplistically stated, it amounts sequentially to K-→ P-→ A rather than the conventional K-→ A-→ P, and if we have not often succeeded in reaching the P by conventional communication means, social marketing's quick-fix of P will not survive unless the attitude-reinforcement is pursued; whatever Gerson says, the commercial marketers don't create demand, they generate supply.

often!

One essence of development is the empowering / people of to help themselves. This is central to the themes of child survival and development, where UNICEF seeks to make health the responsibility primarily of the family. This radical change of stance implies fundamental re-education that can only succeed through creative and inspired communication processes. These have often been lacking in UNICEF programming.

Since UNICEF's material contribution to development resources can only be meagre, it follows it should itself accentuate in its work the communication of change through the mobilisation of political and social forces that will work for children. Only when the people demand to take their health in their own hands will a revolutionary shift in health status take place. Such a demand can be stimulated. Communication can thus be seen as the vital but neglected element of development, and subsumed within it are a range of techniques from social marketing to advocacy, from pedagogy to consciousness-raising.

Programme communication is itself an under-developed skill among UNICEF staff generally, and it is not the function of specialist communicators to fill the gaps in isolation from other programme components; all development agents must be communicators, and all programmes must redress the imbalance between the material and the behavioural aspects of development which inhibits the marketing of ideas.

To define and apply programme communication as an essential ingredient of child survival and development, the following steps are needed:

SENIOR MANAGEMENT should advocate PC throughout the organization by issuing a policy directive, by supporting actions to increase UNICEF's capacity and competence to deliver PC, and by promoting the position of PC as an integral element of the programming process, particularly for accelerated programmes central to CSD.

THE DIVISION OF COMMUNICATION AND INFORMATION, PDPD, AND DFS should issue a PRO defining PC and specifying the actions and criteria required for programming and implementing PC as an integral part of programme activities for CSD.

DCI and DPO, in consultation with the field, should redefine the functions and status of PC and information officers at HQ, regional and country levels. Orientation of representatives and POs on the strategic processes of PC programming should be intensified. For instance, all programming workshops must include sessions on PC.

DCI should produce appropriate orientation and training materials on PC, including video or slide presentations and a manual with case studies for use by UNICEF, government counterparts and NGOs. DCI should draw up a roster of consultants.

DCI should set up an information exchange service on PC to disseminate experience among field offices, NGOs, other agencies and governments.

REGIONAL OFFICES and country offices should consistently stress with governments the essential catalytic role of communication among the other development factors.

REGIONAL OFFICES should promote the need for PC as an integral part of country programming, drawing up plans for re-orienting programme, PC and information staff. PC staff will need specialised training.

They should operate a roster of communication consultants and resources and themselves be staffed to provide back-up in specialised areas of PC. Regional offices should play a leading part in disseminating and exchanging communication skills, experiences and successes.

COUNTRY OFFICES should promote greater understanding of PC and its value and place in programming for CSD, emphasising its vital role early in the planning process. They should increase country PC capacity by upgrading the skills of PO, IO and PC staff, by locating and using commercial or NGO capacities, and by improving and using government and popular capacity.

Communication must be seen as a programming specialism (as is, for example, nutrition) rather than a distinct function.

The labour-intensive nature of communication probably necessitates a larger programme communication presence in office staffing than might result from applying the usual criteria for the appointment of other technical professionals, although if communication is to be fully integrated into programming the bulk of the work will fall on generalist programming staff.

Country offices should adopt Programme communication policy and operational guidelines and adapt them to local programmes.

Communication technologies can be used to improve and enliven monitoring evaluation and documentation of programmes. Attention-gathering events in programmes (e.g. the drilling of boreholes) should be exploited as opportunities to communicate and build up community infrastructures.

Clear identification and understanding of audiences is a prime requisite of successful programming, and community self analysis is itself a valuable communication role.

DM: s