



UNICEF

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

INTEROFFICE MEMORANDUM

TO: Mr. Revy Tuluhungwa  
Info. Div. - UNICEF NYHQ

DATE: 1 Sept. 1983

FROM: David Mason *David*  
UNICEF Islamabad

FILE NO.: PAKNY/509/PSC:1.1

SUBJECT: Global Workshop

Since time is passing, just a quick note on the draft proposal to say it seems fine, well thought through and workmanlike i.e. it looks as though we mean to be productive (not like that JUNIC happening). The JUNIC follow-up event (still planned?) is the only objective not specifically mentioned, perhaps does not need to be, and should follow on naturally. Some small points:

-- The programme insiders (mentioned) can be vital contributors and should be invited carefully. What about professional outsiders (not make-weights)? Is there a handy one locally?

-- Group work is likely to eat into clinic sessions and should be allowed to do so.

-- The PRO25, manual/kit, and PSC-for-PSC outputs are the vital ones (in that order) and should take precedence over 'technical' sessions.

-- Lunch is too long, neither short enough for mere refreshment, nor quite long enough for a massage.

....  
Attached are Ramzan's comments.

CC: Ms. Jane Bunnag - UNICEF EAPRO Bangkok

PSC SERVICE	
Date	<u>7 Sept</u>
Attention	
Action	
Also see	Date
1.	
2.	
3.	
4.	
<input type="checkbox"/>	Note and Return



- :2: -

Comments on Global Workshop by RAMZAN AZHAR

On the whole these are well worked out workshop outlines. However I have following points to add to the agenda.

- 1- Training methodologies in PSC.
- 2- Training needs in PSC both within UNICEF and Government/HQs.
- 3- The internship programme and scope of its widening to develop national resources.
- 4- Role of PSC/advocacy resources like PR/AD agencies, professional bodies, institutions, universities and NGOs.
- 5- Mechanism for coordination of PSC activities at the regional level.
- 6- Establishing roster of PSC skills and its effective use.
- 7- Research needs in PSC including different attitudes towards KAP/KAS studies.



## UNICEF

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

#### INTEROFFICE MEMORANDUM

TO: Mr. Revy Tuluhungwa  
Chief, PSC

DATE: 13 September 1983

FROM: Nyi Nyi  
Director, PDPD

FILE NO.: NN/PDP/490/83

SUBJECT: Global Workshop: Communication  
Support for Programmes for Children,  
Bangkok, 23 January-3 February 1984

Thank you for sharing the draft of the above workshop. It is most comprehensive and educational for me. However, may I comment for your consideration on two points which appear important to me and probably need further emphasis:

1. PSC by Programme Officers: Although it is later covered in the main text, the objectives as mentioned on page 2 appear as if PSC work is for and by communications officers (e.g. 2.3) only. I think we will both agree that PSC work to be effective must be in the thinking of all Representatives and their Programme Officers. This aspect probably needs strengthening - PSC should permeate and be in the back of the mind of all concerned whenever a programme activity is considered.
2. Targetting: I think targetting in actual practice appears confused. To give an example, in current work on 'Child Survival and Growth Revolution' it has been found that the opinions of professional and para-professionals play an immensely important role in influencing the thinking and practice of parents, especially mothers. And yet I found many of our offices still targetting their audience only at the general public, although they are admittedly also an important target. How can one professionally operationalize this targetting?

I hope these comments have been useful.

cc: Dr. Jolly (with attachment)  
Mr. Vittachi  
Mr. Williams  
Mr. Hewett  
Mr. Assadi  
Mr. Lannert (with attachment)

Comments re PSC Workshop

From Mencef M. BOUHAFIA

Overall Comment

If I am not wrong, a basic assumption of the PSC Officer (advisor) is to provide our co-operation at the Country level with a capacity to introduce a communication component, which has been demonstrated to be as needed (if not more) than S and E. He further more is the main "technocrat" who implements the advocacy of the office as a whole where media is concerned. He is more than a producer, closer perhaps to someone who "selects" appropriate channels for a message, given the assumption the message is correct and authoritative.

2.1 B.SS (Basic Services Strategy) is advocacy per se.

Reminds me of Pelle <sup>(1400)</sup> describing our programmes as "advocacy in action". Fully integrated? A goal which can be aimed for but not achieved. Better to focus on lessons, taking for example 3 countries where it has worked well, and hasn't. (Peru, Indonesia, others?)

2.2 UNICEF capacity should be defined in light of my overall comment. Government capacity more important, but limited UNICEF role defined.

2.3 Excellent idea -- should be expanded as the main focuss.

2.4 Housekeeping item, could get bogged down. You are referring here to a knowledge network, which needs support in New York. The operational procedures should include a reference to the "pioneer" work of Tony. Maybe a discussion with his new Pre-Prod.

Agree here are  
Comments. I have  
another copy!

Officer would help define 'capacity' in HQ's <sup>to do this</sup> over the next year or so.

- 3.0 There are many "products" listed here, which you probably plan to evolve over the next few years. More than a kit, an orientation programme is needed. The resource <sup>kit</sup> ~~out~~work should indicate where to go for this and that. What forms <sup>u</sup> ~~are~~ <sup>in</sup> are best for this orientation? (workshops, seminars etc. or country visits?) But more important - how do we maintain contact with non- UN communications development? How do we renew ourselves? We come to UNICEF with a reservoir of knowledge. How do we continually broaden that, and prevent ourselves from becoming stale?
- 4.4 One burning issue, will be the project status of posts. (i.e. budget), as well as career paths. Yes this is an internal issue, but it should be addressed early on. Perhaps <sup>Kantsson</sup> Karl Eric should be present for that day or session. Once this is out of the way we can concentrate on the other issues, all of which are relevant, though if you have to leave any out, I would drop mobile units, production, and PSC for PSC. I would expand advocacy as follows:
- 7.2 As I, you are an optomist. A recent report shows Sub Saharan Africa standing still, if not declining. In those <sup>so called</sup> "advanced" countries debt financing causes severe cut backs in services at the National Level.

In the Gulf, a different set of problems remain.  
 (i.e. literacy, mobility, availability of software)  
 Breastfeeding in Brazil is O.K. depending on focus.  
 What happened since the Audio Visual? How was the  
 programme changed - and what has been the impact?  
 Your assumption is that advocacy follows a linear  
 expansion. The more "developed" a country becomes  
 the more PSC becomes advocacy oriented. Perhaps  
 this assumption would be debated by two outside  
 experts (who are controversial) to stimulate a  
 debate. Perhaps even in low income countries, <sup>developed</sup> advocacy  
 may have just an important place. With programmes  
 (S and E) leading the way. Once again Pelle's  
 advocacy in action is a nice "peg" to hang this on.  
 A final thought is opportunity analysis. UNICEF  
 can/cannot create opportunities with its "fistful  
 of ideas" and money. But it can recognize them  
 and capitalize on them. Where do we come into this  
 process. (since we have a tendency to be more in  
 contact with outsiders through the media - in the broad  
 sense of the word).

Adult ?  
advocacy

) debate ??

#### 7.4 Pretesting could be expanded to include evaluation.

How much do we do - and who does it? Of the examples  
 you mentioned I think the Brazil Programmes had some  
 good pretesting - check with Matthai.

Just - Remembered. Andio Usual (Prod. Dev. and so on will play) a greater role in the years ahead. Do they deserve a study workshops.?

Finally - what happened to GOBI? In reading JPG's introduction to Carnets, he comes out strongly for communication component. (See page 26 - 27 in Carnets 61/62). How does this advocacy component play. What ideas do we have on a strategy which can be integrated into what we are doing now.

Infant Mortality Rate Reduction

Also IMR. The alternative approaches paper and board debate provides a new advocacy strategy that we didn't have before. Where do we put this. Would Bolivia be an example? What about Sri Lanka?

Revy -- a word about organization. It seems very tight. I would have more days or more open slots. Perhaps the last week-end could be used.

do you have other ideas?

Another important issue is language. You are bringing three groups (four if you include Arabic) of languages together. Could you not have simultaneous interp. for at least three? ESCAP must have facilities, and it would go a long way to stimulating discussion.

Otherwise your sharing of experience is limited to Anglophone. And that would be unfortunate. I am thinking of the contributions you might get from TACRO and West Africa. Of course language is another point to consider in your knowledge network. (It is one we have to start dealing with and not brushing under the table, sorry!!)

Hope this has been helpful. Sorry if I have been a bit critical.

*Moncef*

Moncef M. Bouhafa

21 September 1983

PTD.



UNICEF

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

INTEROFFICE MEMORANDUM

TO: Mr. R. Tuluhungwa

DATE: 1 November 1983

FROM: John Williams 

FILE NO.:

SUBJECT: PSC GLOBAL WORKSHOP

In New Delhi Razia Ismail at my request, provided the following advice on the PSC Global Workshop:

" For PSC global workshop (or regional): include middle-level field programme staff as participants. Pick people who are applying communication ideas (e.g. Eugene-Leonenko, WES/India). Have "test" stimulations based on real PSC problems/experiences. Participants: Info, PSC, programme staff (of NO-A/B, P/L 1-2 level). More seasoned staff could assist in planning and running the workshop".

PSC SERVICE	
Date	1/Nov
Attention	RT
Action	
Also seen by	Date
1.	
2.	
3.	
4.	
<input type="checkbox"/>	Note and Estimate





UNICEF

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

INTEROFFICE MEMORANDUM

*all  
file in comments  
file RT 4/1/84*

TO: Mr. Revy Tuluhungwa

DATE: 1st December, 1983

FROM:

Lorna Clarke

FILE NO.: \_\_\_\_\_

SUBJECT: Comments on Global Workshop Draft

From the agenda and topics outlined in the above-mentioned draft, it is sure that this long-awaited workshop will be well appreciated and received by all concerned UNICEF staff, primarily PSC and even more especially new PSC officers.

I have some comments as follows:

3.0 I believe that a very methodical initial training schedule for new PSC recruits should be developed under the supervision of the immediate section head and incorporating advisors/POs\* and should form part of the briefing kit, and will fit somewhat into the objectives: 2.1, 4.3 and 4.4(f).

Based on my own experience it will save time and concentrate effective inputs from new officers. It would be more comprehensive if its formulation were contributed to by the several "old PSC hands" attending the workshop. Points to be included in the briefing could follow this format and timing:

- PSC programmes and projects in the country (brief point by point description.
- PSC problems - geographical, personal, institutional, cultural, of the particular country.
- PSC resources available - persons, equipment, etc. locally and through UNICEF offices.
- Introduction to file system, files, library, etc.
- Admin. procedures needed by PSC officers - procurement, request forms, etc.
- Programmes pending or which can be of interest to the recruit
- Methods of approaching particular programme staff and advisors and their particular needs.  
(Introduction to Advisors and Programme Officers on a formal work-oriented basis).
- Institutionalizing/localizing PSC inputs - mechanisms in place, needed, envisaged, pending, such as local counterpart agencies.
- Policy making procedures, PSC strategy planning and formulation, budgeting on a large scale, global basis.

The recruit does not have to be spoonfed this information but given the time and resources to acquire this knowledge on a systematic basis before starting and getting bogged down and learning after the "horse has gone through the gate". Additionally, all this does not have to happen all at once, but can be timed sequentially.

\*PO - Programme officer.



4.3. Why only "new " PSC officers? Is it new officers to a country or new officers to the organization, since this will mean slightly different approaches.

4.4(g) The point about the "role of public service in advocacy" was not clear.

1. Additional points to discuss under this paragraph would be "Where does communication stop and information start and vice versa. Where do they overlap and how can unnecessary replication/duplication be avoided?" This will tie in with point (a) of this paragraph and also point 7.2 as regards use of marketing and PR strategies for inducing attitude and behaviour change and whether Information or PSC should do this and for which audiences.

2. Language constraints in PSC - to tie in with pretesting. How do PSC officers deal with problems presented with translation, etc. in pretesting.

6.2. It would be very interesting for the female PSC staff to have a session together - formally or informally perhaps, to share experiences, methods.

It would also be interesting to find out if other UN agencies have a comparable unit to PSC or similar approach, the reasons for this approach, their problems, successes, etc.

7.5. Silk-screen printing is to be used in Baluchistan, Pakistan as an Income Generating Activity for Women and at the same time to provide a medium for Communication and supplement communication resources. It would be good to cite this example and link IGAW with PSC.

Finally, it might be useful to establish a basic list of required PSC material for each office - i.e. frequently used material, like slide packaging, exhibit boards, blank cassettes, etc.

I hope that these comments are useful, and thank you for sharing the draft in this regard.

UNICEF



NEPAL

INTER-OFFICE MEMORANDUM

To: Revy Tuluhungwa  
Chief PSC Services, New York

Date: 20.12.83

From: George McBean  
PSC Officer, Kathmandu

*George*

File No. NEP/P.40.1

Subject: PSC Workshop

I have very few comments on the proposal for the PSC workshop. It is a very comprehensive draft and I am looking forward to participating in the sessions outlined. After our recent experience in hosting the Appropriate Technology Workshop here in Nepal, I feel it is essential to try and find senior level programme people to attend the workshop. It may well be doomed if it consists only of PSC/information types. Also someone from personnel would be helpful, since I think one of the main obstacles to PSC people being involved in programmes at the planning stage is that more often than not they join or transfer office midway through implementation. It seems obvious that recruitment and transferring should be tied more to programming rather than contract expiry dates.

..... I have enclosed some comments which I sent to Jane Bunnag in reply to her paper on Trends and Issues in PSC. I could also prepare a presentation on the Nepal experience in PSC. It was my intention to bring along our collection of materials anyway. Let me know what you think. Lastly it may be helpful for some, to include the book "Illustrations for Development" available from the Nairobi office in the list of reading materials.

Best wishes for the Christmas season. I look forward to seeing you in May.

Best regards.

*AA → Global PSC  
Workshop Comments  
File*

*RT 15/1/84*

PSC SERVICE	
Date	<i>30 Jan</i> File
Attention	
Action	
1.	
2.	
3.	

UNICEF



NEPAL

INTER-OFFICE MEMORANDUM

To: Ms. Jane Bunnag  
Regional PSC Officer, Bangkok

Date: 12.7.83

From: George McBean  
PSC Officer, Kathmandu

File No. NEP/P.40.1

Subject: Trends and Issues in PSC

Many thanks for your paper on "Trends and Issues in PSC" which I've now read through fairly thoroughly. It is a good discussion paper and since you asked for my comments I've chosen a few points to speak on. I shall go through the paper stating my own ideas as they crop up in response to your own. All apparent criticism is with the view to making things better.

## Page 1. The Historical Perspective

I agree with the view that Project Support Communications was introduced into UNICEF "as a result of the growing recognition that social factors were often being ignored etc". Even in the 1970's participants at development workshops and conferences would blame the failure of projects on "lack of communication". I feel the way in which PSC was introduced into UNICEF bears great significance to its present status within the Organisation. The logic which lead certain people to believe that programmes were failing mainly because of communication problems and that the introduction of communicators would almost guarantee the success of a programme lies at the root of many PSC Officers problems. In the same way as projects were once introduced into villages (the hypothetical well or dam) without consultation or agreement from villagers. In that same way PSC was introduced into UNICEF. Still to this day PSC seems to be an appendage, an attachment which many programme officers have little understanding of.

## Page 7-8. On the two main factors which limit scope of PSC in practise

Agreed in point one that project managers turned to PSC as a panacea. Consequently PSC is overrated by many in the higher echelons of power and decision making.

Agreed in point two that the background experience of PSC officers is so varied that it is almost impossible to define one. It seems as if "PSC project by personality" is more often the rule than the exception.

A third point I would add in this section is the difference between the time it takes to implement and nurture a successful communications project and the time it takes to simply "supply" or "construct" in a project. Supply and construction are almost always quicker ways of implementing change and the truth is that the bureaucratic process we work under supports what you called the economist/engineer and technicians approach. There is a high emphasis on results and little patience in sitting waiting until a community's ideas are changed through exposure to "information". You would think that the slow success figures from multi million dollar anti-smoking campaigns and the gradual improvement of family planning practises (again where no expense is spared) would have enlightened a few to what I may call "the natural speed of information absorption" within communities, but no.

## Page 8. What is PSC doing?

The key phrase for me is in your first sentence, that officers should "pinpoint areas". Oh if only one had the opportunity to work on an area that has been pinpointed. The trouble is that there are so many pinpointed areas it becomes redundant to talk about them. The way in which some programme officers do their work has such an overall lack of "dialogue and discussion with users" that it would be a full time job to step in and service one individual project with communications help. Multiply this by the number of programme people and projects all requiring communications help and you find yourself in the horrible UNICEF dilemma of additional manpower needed.

What you then go onto say from page 9 onward is the classroom description of PSC in practice. How all PSC officers would like to see themselves. But it lacks instruction into how, when faced with the multitude of things that a country office is involved in, a PSC officer or even a PSC team can effectively manage their time. One or two projects may be given the treatment you describe but what of the rest?

Your summary on page 17 serves for me as the most useful part of the discussion paper and to contribute to the answers to your final questions I feel the following points should be raised.

Firstly there is an illusion within UNICEF that it is a field based organisation. It is really a capital city based organisation. Having now worked and visited over 20 UNICEF offices I can truthfully say that Nepal is the nearest I have come across to having field based UNICEF staff. We have a few people here living in rural areas, no electricity, eating local, poor quality food etc. Most of UNICEF's global field staff live relatively affluent lives in poor surroundings, and brief visits are all that give us justification for using the word "field". Also the overall trend of the organisation is to move upward away from the field - to do more things at a higher level with the same number of staff. This I think has grave consequences for PSC as it now stands. Without a direct link to communities a PSC officers' job becomes that of a programme person, only pushing "communications" as another UNICEF package.

Secondly as you have insinuated, at present when a PSC officer joins an office he may well be asked to do anything from estimating the total office paper requirement for a year's material production, to actually going out to the poorest people in the country and finding out what they want. How the rest of the organisation presently sees a PSC officer and his duties is very important for gauging the future. Somehow we are here and to a degree have been accepted by the organisation so this is one advantage we have over the many other skills which UNICEF could obviously spend its money on hiring (because we deal with every social service thinkable). But I must also say that the lack of "professionalism" within PSC itself has not won us a permanent place.

You may gather from my words that many of my frustrations are caused, not by genuine development communication problems, but by trying to do this type of work while working for UNICEF. I have waited years to meet other PSC officers to talk over such things, but the proposed "PSC meeting" has never materialised. We are all working so independantly that we are not imposing a united forceful image of PSC on the organisation. I believe that there is a place for PSC in UNICEF. It functions much more realistically than DSC, IEC, or its other UN agency counterparts, but it has a long way to go. Maybe your discussion paper will help unite the ideas of PSC officers.

Lastly I would say that Communication within UNICEF itself is very poor. There is a great deal of paper flying around the globe, but the content of most of it is very suspect. Perhaps due to the size and unique mandate it has set itself, but perhaps more because it is staffed with professional people from a multitude of backgrounds who are interested mostly in their own professions. UNICEF seems to suffer from the lack of an efficient communication network to spread relevant information throughout the organisation. When a communications officer enters this environment he cannot ignore it. (Should a health advisor ignore the nutritional level of staff members kids)? Perhaps the methodology which you reiterate on page 12 could be applied to UNICEF itself. I don't think anyone has ever done it before.

Please keep me informed on how this discussion is going.

Best wishes

*See Global PSC Workshop  
Comments "72" RT 15/1/84*



**UNICEF**

PSC SERVICE
Date <u>12 Jan</u>

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

**TO:** Revy R. Tuluhungwa, Chief, P.S.C., UNICEF, New York **DATE:** 2 January 1984

**FROM:** Scholastica Kimaryo, UNICEF, Dar es Salaam. *Kimaryo* **FILE NO.:** DAR/PR.5/1933

**SUBJECT:** Global Workshop on Communications in Support of Programmes for Children: Bangkok, 23 January - 3 February 1984

Since we were expecting you to participate at the Official Launching of the WHO/UNICEF Joint Nutrition Support Programme in Iringa (3/12/1983), we did not respond to your letter Ref. No. PSC/83/324 of 11 August 1983, on the above-named subject, earlier because we were counting on consulting with you on the said workshop as well as on our P.S.C. plans for the country office as of 1984. Unfortunately, we missed that golden opportunity since you could not make it to Iringa. Hence this letter.

The workshop takes place at a very opportune time for us in the Dar office and for myself in particular. As you may well know, we plan to launch full-scale P.S.C. activities as of January this year (1984); with myself as the Programme Officer responsible for P.S.C. My participation in the Bangkok workshop, therefore, offers me a unique opportunity to start on the right footing. We have plenty of ideas and plans which we want to share with you and others at the Bangkok workshop and I very much look forward to the "clinic" sessions.

Basically, I intend to present the P.S.C. projects as they appear in the Programme Document for UNICEF Cooperation with the United Republic of Tanzania for the 1983-1985 funding period as well as the P.S.C. component of the WHO/UNICEF Joint Nutrition Support Programme; of which the 3rd December activities were only a part. I will endeavour to compile a sort of case study and plan to bring along at least 50 copies of each; more if you say so. I am very sorry that I couldn't have done this earlier simply because of my over-commitment with other programme activities.

I am also hereby requesting you to kindly set some time aside so that I can get a chance to consult with you on Tanzania's participation in the EARO Regional P.S.C. Project, in order to concretise plans for implementation. We are all very confident down here that with a full-time P.S.C. person, and with the catalytic effect that should accrue from the Bangkok workshop, many of our P.S.C. dreams should soon become a reality.



The challenges are monumental, considering the pressing needs created by the implementation of the Basic Services Programme, the (JNSP) Nutrition Programme and the Essential Drugs Programme; over and above the regular cooperation with Health, Education, Prime Minister's Office (Community Development), Social Welfare (Child Development Services), etc. More in Bangkok.

With my Very Best Wishes for a Happy and Most Prosperous New Year, 1984.

c.c.: Dr. U. Jonsson, UNICEF Representative  
Dar es Salaam.

c.c.: Mr. D. Halliday, Principal Officer,  
EARO, Nairobi.

c.c.: Mr. I. Matheson, Ag. Chief,  
C.I.S. EARO, Nairobi.

SK/jb



CF Item Barcode Sign

Page

2

Date

8/15/2007

Time

6:34:52 PM

Login Name Saroja Douglas



CF-RAI-USAA-PD-GEN-2007-000094

Expanded Number **CF-RAI-USAA-PD-GEN-2007-000094**

External ID

Title

**Comments by UNICEF Hq and Field staff on draft outline for the conference "Global Workshop on Communications in Support of Programmes for Children" held in Bangkok 23 January - 3 February 1984**

Date Created / From Date

9/1/1983

Date Registered

8/10/2007 at 2:21 PM

Date Closed / To Date

Primary Contact

Home Location **CF-RAF-USAA-DB01-2007-09433 (In Container)**

F12: 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-DB01-2007-09433 (Upasana Young)' since 8/18/2007 at**

Date Published

F13: Record Copy? **No**

Record Type **A01 PD-GEN ITEM**

Contained Records

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

Fd3: Doc Type - Format

Da1: Date First Published

Priority

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

Notes

**Draft outline for the workshop was circulated at Headquarters and to field staff requesting comments. Comments from: David Mason and Ramzan Azhar, UNICEF Islamabad - Dr. Nyi Nyl, Director, PDPD - Moncef M. Bouhafa (What field office?) - John Williams, UNICEF Hq - Lorna Clarke, UNICEF Hq - George McBean, PSC Officer, Kathmandu -- Scholastica Kimaryo, UNICEF Dar-es-Salaam**

Print Name of Person Submit Image

Signature of Person Submit

Number of images without cover

SAROJA DOUGLAS

Saroja Douglas

17