



UNICEF

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

INTEROFFICE MEMORANDUM

TO: Revy Tuluhungwa
Information Division

DATE: 26 Jan. 1984

FROM: J. Mayrides
Africa Section, DPFS

FILE NO.: NYAF-0033

JIM

SUBJECT: Board Recommendation for Nairobi PSC

Enclosed is a copy of the proposal prepared for the 1984 Board.

We would appreciate your comments and technical input to enable us to process it in DPFS.

Thanks.

PSC SERVICE	
Date	<i>27 Jan</i>
Attention	
Action	<i>See RT 9/5</i>
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cc: M. Assadi
F. Kronfol

UNICEF

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

INTEROFFICE MEMORANDUM

TO: Mr. M. Assadi-Baiki
Director, Division of Programme Field Services

FROM: Bert Demmers
Chief, CIS EARO Nairobi *LA Demmers*

SUBJECT: Draft Recommendation to the Executive Board

DATE: January 19, 1984

FILE NO: 26/84 P.5.1

With reference to Ms. Racelis' telex of 16 January, I hereby submit the draft recommendation to the Executive Board for Programme Support 1985 - 1987 of "Programme for Communication Support Resource Centre for the Design and Delivery of Basic Services to Children in the Eastern Africa Region."

Again I apologize for the delay.

cc: Mr. F. Kronfol ✓
Mr. R.R.N. Tuluhungwa

APPROVED
JAN 25 1984
Fk JM
Regional PSC

PROGRAMME GROUP
1984 JAN 23 A 11:53
RECEIVED

DRAFT RECOMMENDATION TO THE EXECUTIVE BOARD

FOR PROGRAMME SUPPORT 1985-1987

Programme for Communication Support Resource Centre for the
Design and Delivery of Basic Services to Children in the
Eastern Africa Region

Proposed commitment: \$US 498,750

	<u>Probable yearly call-forwards</u>			
	<u>Total</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
Proposed 1984 Board commitment	\$US498,750	\$US158,000	\$US166,750	\$US174,000

Structure of proposed programme

<u>Field of aid</u>	<u>Commitment</u>	<u>Type of aid</u>	<u>Commitment</u>
Other	\$US 498,750	Supplies, equipment Production Costs and Workshops	- \$US 44,750
		Non-supply Personnel, Travel, training and Per Diems, etcetera	- \$US454,000

Introduction

Governments in the Eastern Africa Region, along with UNICEF and other development cooperation agencies, have come to recognize the importance of bridging the communications gaps between programme organizers, extension cadres and the people who are supposed to benefit from these programmes, but who are all too often ignored or overlooked in the various programme stages. Increasingly these communications gaps are seen to represent a serious obstacle to the effective implementation of programmes bearing on the survival and welfare of children.

As underscored in the 1984 'STATE OF THE WORLD'S CHILDREN REPORT', UNICEF's strategy of Accelerated Child Survival and Development relies upon communications processes working on a much broader scale than hitherto. In the field of advocacy and training, improved communications support is necessary to transfer ideas and know-how between groups of people isolated by geographical circumstances and different levels of education or literacy.

Background

While the concept of PSC (Programme Support Communications) is not new, the strategic importance of PSC as an integral part of programmes, from the formulation stage onwards, has only recently begun to gain wider acceptance in the region. But such recognition has, so far, been largely confined to theoretical rather than practical initiatives.

Early recognition of PSC's role in improved programming first emerged in a series of workshops held in various countries in the region during the late 1960s and through the 1970s, which brought together communications practitioners involved in development work. Participants reported experiencing problems in following-up recommendations and plans made at these workshops. Skills and ideas put forward and accepted could not be harnessed and integrated into general programming due to lack of support, financing and encouragement from other programme and administrative staff, both within UNICEF and the host countries of the region.

Meanwhile, EARO's Communication and Information Service (CIS) embarked upon a variety of PSC activities, based upon a loosely-structured regional PSC Unit responsible for graphics production, audio-visual material and the printing of workshop reports and dissemination of PSC-related literature. The general target audience for most of this early PSC activity consisted, in the main, of extension cadres in the various host governments of the region.

However, with the emergence of UNICEF's Basic Services approach to children's welfare and development, coupled with the realization that community-based participation was vital for the successful implementation of Accelerated Child Health and Survival, such exclusive reliance on extension cadres alone to fulfil the communications component of development programmes came to be seriously questioned.

Training institutions and government ministries, planners and policymakers tended to have little contact with the grass-roots realities of development at the village or community level. At the field level, technically oriented extension staff were not receiving the appropriate training, degree of contact, professional incentives or career orientation required to achieve anything more than the reproduction of narrowly prescribed sectoral functions and the perceived objectives of the existing institutions and organizations

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employing them.

Now, however, in a situation of increasing cost-restraints, the luxury of the former emphasis on education and information-transfer through face-to-face, schoolroom-style contact is rapidly becoming impracticable. There is a need for multi-sectoral communication, and this can best be provided by exploiting the mass media - radio, TV, cinema, libraries, newspapers and so on. It is only through appropriate and imaginative use of mass media that UNICEF and its government partners can hope to reach their "target group".

Advancing technology is actually reducing costs in several media fields. For instance, studies have found that the cost of contacting rural families by radio broadcasting can be up to 3,000 times less expensive than by reliance on orthodox extension channels. Media in various forms have shown themselves capable of reaching women and the more deprived elements of rural communities on a wide-scale, sustainable basis. But very few field studies have been made in the Eastern African region to try to establish the most appropriate combination of media, in terms of cost-effectiveness and influence on changing behaviour patterns.

Previous Related Activities

In an attempt to remedy this situation, EARO's CIS launched a strategy towards the end of the 1970s, which envisaged much greater use being made of the mass media in communicating with the predominantly rural populations, and the paraprofessionals and village-level volunteers needed to provide the follow-up contact for expanded programmes in support of Basic Services.

Recognizing the professional bias working against the application of popular communications media within existing educational institutions and extension services, CIS initiated in 1981 a three and a half year Regional Training Project in Communications for Basic Services. The aim of this project, which was financed from New York HQ global resources and approved by the Executive Board, was to strengthen and improve the communication skills and resources of extension workers within countries of the region. It was, at that time, assumed that these extension services were the most effective and appropriate channels through which to contact and assist children and women, at the community level, in Sub-Saharan Africa.

Initially the Regional Training Project was conceived as an educational exercise and worked mainly within the confines of educational institutions. It has since been reoriented toward the production of more practical PSC teaching aids, manuals and support materials, for the benefit of the 'trainers of trainers' among extension cadres. This project is due to be phased out at the end of 1984, by which time it is anticipated that most countries in the region will have been helped to establish their own institutional mechanisms and coordinating bodies for self-sustaining PSC initiatives, having a direct bearing on UNICEF's overall programme concerns.

Objectives of the Project

Recent evaluations and assessments of the Regional Training Project in PSC have already identified the continuing need for EARO support to these various national-level PSC mechanisms, above and beyond the scope and life-span of the existing Regional Training Project. Such support will include:

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- funding of PSC training activities for Basic Services on a regional level;
- Technical assistance to governments and institutions in establishing and maintaining communication channels, including use of radio programmes, video productions, films, handbooks, posters and flip-charts, pamphlets and other audio-visual aids.
- Production of 'prototype' materials for use by relevant Ministries and institutions with a view of cost-effective replication.
- Assistance to UNICEF programme officers and Government counterparts in integrating effective PSC approaches with programming.
- exchange of regional PSC experiences and know-how, using the 'clearing-house' approach, with access to professional expertise and evaluation provided through EARO auspices.
- stimulation of inter-ministerial and inter-agency coordination in PSC activities.

As they prepare to assume responsibility for their own self-sustaining national-level PSC activities, country bodies that have emerged through the auspices of the UNICEF Regional Training Project have already voiced their concern that such concerted and coordinated PSC programmes as they envisage on a regional basis will require resources and mobilization of personnel not affordable by most national governments without continued assistance from donors, such as UNICEF.

EARO/CIS is seen as the natural 'clearing-house' and resource centre for such continuing assistance to regional PSC activities. However, CIS' own fairly limited PSC operations will themselves be curtailed at the same time as the Regional Training Project in PSC is due to be phased out, at the end of 1984. For several years past, CIS' regional PSC operations have been funded through a complicated 'Dummy-BAL' procedure, involving the levy of a 'PSC tax' on country programme budgets within the region. Representatives have indicated that, although they recognize the importance of Regional PSC activities, they are not prepared to help finance these activities through the Dummy-BAL system beyond 1984. Therefore, if continued support for regional PSC initiatives already called for from EARO by national bodies is to be forthcoming, funding have to come from UNICEF HQ global resources. This funding would be necessary to set up a Regional PSC Resource Centre, attached to EARO's CIS. Such a Centre would, in essence, assume the dual roles of EARO's expiring Regional PSC Unit within CIS, and the Regional Training Project in Communications for Basic Services. It would be headed by the Regional PSC Adviser (already established as a core post), who will need to have a budget at his/her disposal after the demise of existing funding arrangements for Regional PSC at the end of 1984.

The proposed Regional PSC Resource Centre would be responsible for re-orienting the existing activities of EARO's PSC strategies, towards a more integrated support service for the continuing PSC activities envisaged by partner governments in the region. The existence of the Resource Centre would enable UNICEF staff and government counterparts to build in PSC to all programmes at the design stage.

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The setting-up of this Resource Centre would not involve the recruitment of any extra staff beyond those already working in the existing PSC Unit attached to EARO CIS. The only additional funding beyond that presently covered by the "Dummy-BAL" would be to cover slightly increased production costs, consultation fees, workshops and evaluation - functions which have hitherto been subsumed indirectly under the Regional Training Project in PSC, which is to be phased out.

Plans of Operations

The new Regional PSC Resource Centre's support activities to countries will be geared towards research, production, pre-testing and evaluation of regional or sub-regional 'prototype' PSC packages for promoting and disseminating the tenets of UNICEF's 'Accelerated Child Survival and Development' strategy. In collaboration with partner governments, NGO's and other concerned actors within the social communications infrastructure of Eastern African countries, the Regional PSC Resource Centre will use a variety of appropriate communications techniques and methodologies for researching and disseminating information and experiences on programmes affecting children and women with the aim of stimulating public perceptions of children's needs and priorities, and enhancing programme delivery.

Media campaigns to be used in support of UNICEF programmes will call for the application of both modern and traditional communication techniques. PSC Resource Centre personnel will be expected to liaise closely with EARO advisory staff working on other specific sectoral interests such as Primary Health Care, Water and Sanitation, Family Welfare and the Young Child, Basic Education, Monitoring and Statistics, Transport, Urban Services, and Appropriate Technology. The Project's aim is to boost the recognition and utilization of PSC on an equal footing with other, more traditionally established sectoral interests. Its advisory role will, therefore, be strengthened with country-specific PSC production activities increasingly becoming the responsibility of national-level PSC officers, who are currently being recruited within Programme budgets.

In this essentially new advisory role, the Regional PSC Resource Centre will help coordinate PSC activities among countries in the region, avoid unnecessary duplication and expense, and help to bring together often antagonistic sectoral interests to cooperate in the same integrated campaigns intended to benefit children and women. In this way, the Regional PSC Resource Centre could lend an element of support to communications management throughout the Eastern Africa region's child-related development programmes.

Media programmes produced and disseminated by the Project will include, as far as possible, local talent and resources, in close cooperation with extension cadres, sectoral specialists and UNICEF Programme Staff. Such prototype programmes and campaigns will be disseminated regularly, in series, to carefully monitored target audiences. They will have to be followed up with additional support materials, such as printed matter and audio-visual aids.

Training activities and workshop-type learning forums will be geared to catalyse people into action and the sharing of experiences and exchange of relevant case-studies.

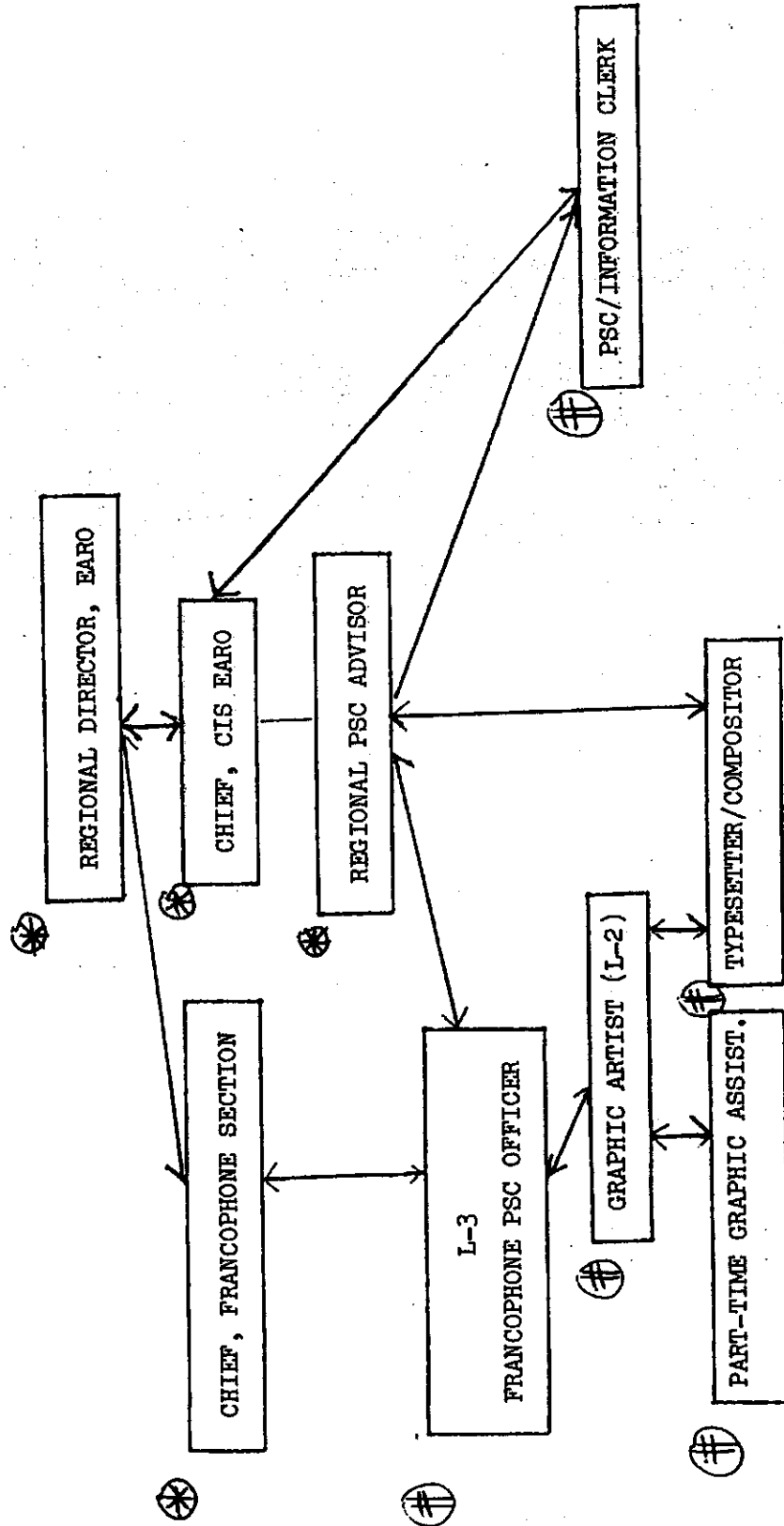
Communications equipment used by the Regional PSC Resource Centre will be selected and developed on a standardized basis, with costs kept low

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enough to be eventually borne by self-sustaining national-level PSC bodies.

The Regional PSC Resource Centre would, provide a solid and effective basis for a low-cost communication support service, aimed at integrating PSC into programme design and delivery and accelerating the acceptance of development strategies advocated by UNICEF in Eastern Africa.

PERSONNEL AND ACTIVITY CHART - REGIONAL PSC RESOURCE CENTRE



(⊕) FUNDED BY REGIONAL PSC PROJECT
 (⊗) CORE POSTS

[PSC RESOURCE CENTRE - ALLOCATION OF BUDGET 1985-1987]

(in US\$)

	<u>1985</u>	<u>1986</u>	<u>1987</u>
<u>Supplies and Equipment</u>			
Production costs of PSC prototype materials, and workshops	7,500	10,000	12,000
Books, journals, cassettes and tapes	2,000	2,750	3,000
Small production items for field testing	2,000	2,500	3,000
	<u>11,500</u>	<u>15,250</u>	<u>18,000</u>

TOTAL = US \$ 44,750

<u>Non-Supply Assistance</u>	<u>1985</u>	<u>1986</u>	<u>1987</u>
Salary and related costs of PSC Officer (Francophone) (L-3)	58,000	59,500	60,500
Salary and related costs of Graphic Artist/Print Specialist (L-2)	49,000	50,000	51,000
Salary and related costs of Typesetter/Compositor	12,000	12,500	13,000
Salary and related costs of Part-time (Graphics) Assistant	9,000	9,500	10,000
Salary and related costs of PSC/Information Clerk	11,000	11,500	12,000
Local consultancies and Part-time PSC Assistance	3,500	4,000	4,500
Travel, per-diems, etc., for PSC Officers	4,000	4,500	5,000
	<u>146,500</u>	<u>151,500</u>	<u>156,000</u>

TOTAL = US \$ 454,000

COMBINED TOTAL = US \$ 498,750

Tarzia Vittachi, Deputy Executive Director for
External Affairs, NYRQ
Donald A. Allan, Chief, CIS, EARO, Nairobi

7th December, 1982

789/82 P.1/P.5.1

Regional PSC Activities - EAR

CONFIDENTIAL.-

I am writing to you as a friend at court to see what can be done to save regional PSC activities in East Africa, now threatened with extinction.

For some years the Nairobi office PSC staff and operating costs -- with the exception of a core-post P-4 Regional PSC Officer -- have been paid for by passing the hat among the country offices for contributions from their programme funds. A "Dummy BAL" was created in this haphazard fashion amounting to around \$180,000 a year which I have reduced to \$130,000 in 1983 and still haven't collected. There were many drawbacks: some representatives saw their contributions as advance payments for specific services, not as support for salaries and costs for a regional resource centre. They complained if they donated \$10,000 and didn't see a PSC officer that year. Fixing the level of contributions always started arguments about inequities. Since programme levels change from year to year and different countries go to the Board for funding at different times, no guaranteed quotas could ever be applied and each year became a new dunning exercise. Governments that regard country programme funds as "theirs" complained about funds being transferred to Nairobi.

In short, everyone likes PSC but no-one liked the Dummy BAL system of financing it. After discussing problems with country representatives at regional meetings Knutsson, Tuluhungwa and I promised that the system would be replaced by the end of 1983. At the same time, we have been encouraging country offices to build up their own PSC capacity on the principle that the closer a PSC officer is to a project, the better he can support it. We now have, or soon will have, five country office PSC officers in the 19 countries of the region. But these countries still demand a range of services from the regional office that are financed up to now by the old system.

After canvassing alternatives, the representatives and regional officers agree that the only practical system to replace the Dummy BAL is a regional project funded by the Board. This project would pay for services that no single country could afford and for promotion of ISC in countries where it is still in infancy and providing training and exchange of experience amongst our countries.

It would pay for an L-3 Francophone PSC Officer (long on the manning table and essential now that our French-speaking Regional Officer, Sock, is leaving), for the five small French-speaking countries, none of which can afford a PSC Officer. It would pay to continue the post of an Art and Design Officer, L-2, at the head of a small production unit capable of producing training aids, manuals, illustrations for publications, exhibitions, audio-visual materials, etc. This is the unit Jim Rose singled out for praise in his report, recommending it to all regions. It is much in demand by country offices. Somalia, for example, wants our man for two months to design a range of

training materials in our integrated project in the Northwest and to identify and train local artists and production people. The new project would also provide these L-staff and the Regional P-4 with an operating budget to buy equipment, supplies, travel, field testing of PSC materials -- operating funds. The cost would be around \$150,000 a year.

We have now been informed that Manou Assadi has ruled out this PSC Resource Centre regional project for presentation to the 1983 Board. This means that all existing services will stop a year from now, with the exception of the Regional PSC Officer, who will be here, but have no budget. It is argued that there are some \$90,000 for PSC earmarked in country programmes, and these should either be used nationally to meet any PSC requirements or regionally to revive the despised Dummy BAL. This will not be acceptable to country representatives. They still want the regional services which none can afford singly. It has also been argued that we could turn to commercial advertising agencies for art and design work; but show me the agency in Nairobi capable of designing and field testing health education materials for rural illiterates in Mozambique! Moreover, Mozambique would not accept them, and in any case where are the funds?

I well remember the March Information Meeting in New York, when Mr. Grant repeatedly underscored the importance of PSC. I remember Mrs. Catley-Carlson saying she wished she could impose a "negative tax" on any programme that didn't build in PSC. East Africa, under Balcomb and Tuluhungwa, was the showcase of UNICEF PSC. It has evolved here since then and is becoming more country-based, but the countries still need advisory services and common services at the regional level. Our regional project does not involve adding any staff beyond posts approved for years under the Dummy BAL project. The funds identified as PSC in country programmes are neither sufficient to finance a new Dummy BAL, nor a floating slush fund. This money is needed for expanding project support that will deepen the impact of our work. All this is in line with stated policy giving greater backing for PSC.

Now comes a decision to reject our regional project alternative. We have no choice but to announce to country representatives that regional services will end in 1983 and to tell staff that we are folding up the shop here. Ironically, I'm being asked to recruit for vacancies under the Dummy BAL -- a Francophone PSC officer and a new Art and Design Officer -- when there may be no jobs.

I have written a raft of memos alerting HQ to this situation and have been very disappointed by the indifference with which they've been received. This is a big reversal for PSC in a region used to the service. As I'm leaving, I could shrug and say it's not my problem. But I really don't think that the right people are fully aware of the consequences. I am appealing to you to look into this matter. We'll be meeting with the country representatives in a month and must tell them what HQ has decided and why.

Best regards.

s.c. Mr. J. Williams, Director, Information Division, NYHQ
Mr. R.R.N. Tuluhungwa, Chief, PSC Service, NYHQ
Mr. J. Mayrides, Africa Desk, NYHQ
Mr. M. Corbett, DPA, NYHQ
Dr. K.E. Knutson/Mr. D. Halliday, EARO, Nairobi.

MAA/sac



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Date 8/19/2007
Time 5:05:20 PM

Login Name Saroja Douglas



CF-RAI-USAA-PD-GEN-2007-000123

Expanded Number **CF-RAI-USAA-PD-GEN-2007-000123**

External ID

Title

"Draft Recommendations to the Executive Board for Programme Support 1985-1987" submitted by Bert Demmers, Chief, CIS, EARO Nairobi (see notes for full title); and two other documents strongly defending the continued funding and programming of PSC.

Date Created / From Date

1/19/1984

Date Registered

8/10/2007 at 2:21 PM

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Primary Contact

Home Location **CF-RAF-USAA-DB01-2007-09429 (In Container)**

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Date Published

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Record Type **A01 PD-GEN ITEM**

Contained Records

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

Fd3: Doc Type - Format

Da1: Date First Published

Priority

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

Notes

1. "Programme for Communication Support Resource Centre for the Design and Delivery of Basic Services to Children in the Eastern Africa Region". A strong justification for the continued funding of the PSC Regional Resource Centre: support by governments in the region; describes how PSC has made a great difference in the implementation of UNICEF-assisted projects in the EA Region; includes workflow chart and funding aspects.
2. "Analysis of Regional PSC Proposal" note to the file by J. Mayrdes, Africa Section UNICEF Hq, dd 26 January 1984, copied to RRN Tuluhungwa.
3. "Regional PSC Activities - EAR" confidential memo from Donald A. Allen, Chief, CIS, EARO, Nairobi to V. Tarzie Vittachi, UNICEF Hq, dd 7 December 1982

Print Name of Person Submit Image

SAROJA DOUGLAS

Signature of Person Submit

Saroja Douglas

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