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"Some Observations on Communication for the Child Survival and Development Revolution (CSDR)", paper by Colin Fraser, UNICEF Consultant, presented at the Social Communication and Marketing Workshop, Nairobi, 10-17 Feb 1985, organized by UNICEF.

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The consultant mentions 3 other documents (see p. 2) that he considers excellent papers on communication strategies for CSDR (see TRIM records CF-RAI-USAA-PD-GEN-2007-000051, Reesom Haile; CF-RAI-USAA-PD-GEN-2007-000124, Tarzie Vittachi; and (MENA Annual Strategy mtg, Sept 1984 - not found/scanned yet). The report discusses advocacy at the global and country levels, and social communication at the community and family levels; the impact of political will; the need for in-depth research at village level before commencing communication/social marketing. Evaluation is necessary at all levels; some policy and operational proposals are given, nomenclature (social marketing) is discussed, staffing implications, and the need to integrate social marketing and communication (SCM) into UNICEF's programmes. Finally, the report considers orientation and training needs, the role of advertising agencies, how to build up national capacity, and extend UNICEF's capacity in SCM.

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5 December 1984

SOME OBSERVATIONS ON COMMUNICATION FOR THE

CHILD SURVIVAL AND DEVELOPMENT REVOLUTION (CSDR)

I. INTRODUCTION

The purpose of the consultancy was to examine the role that social communication will be called upon to play in UNICEF's bold plan for the CSDR and to draw attention to some of the conceptual and operational implications for UNICEF's communication activities. The observations and recommendations that follow are put forward with some diffidence, for the consultancy was of less than two-weeks duration and of a general advisory rather than a precise policy-formulation nature. Nor did the consultancy include visits to any UNICEF Regional or Country Offices. However, the experience accumulated during the 16 years I spent building up development communication activities for another United Nations body were certainly useful background, and many of the factors and constraints encountered in UNICEF were strikingly familiar to me.

Section II of this short report aims to discuss some of the major considerations at stake in expanding communication/social marketing for CSDR; Section III aims to provide some pointers towards possible policy and operational issues. The whole report is offered for discussion purposes and, hopefully, as a step along the path that will lead to the action-oriented and imaginative communication work without which the CSDR will not happen at the pace or on the scale desired.

I wish to express my appreciation for the friendly cooperation received from all the UNICEF staff with whom I worked. Without their frankness and willingness to share their views, the task set me would have been impossible-- as opposed to merely difficult!

II. SOME OF THE ISSUES AT STAKE IN COMMUNICATION/SOCIAL MARKETING FOR CSDR

Several members of UNICEF staff have already written some excellent papers on communication strategies for CSDR. Particularly notable among those given to me to read were: CSDR Going to Scale (Draft IV) by Mr. T. Vittachi, the section on Communications and Social Marketing (pages 11-13) in the report on UNICEF's Regional Strategy Meeting for the Middle East and North Africa "The Amman Meeting" 10-14 September 1984, and The Child Survival and Development Revolution -- UNICEF's Marketing Strategy for the 80's (Draft II) by Mr. Réesom Hailé, PSC Officer, Dhaka. There is no point in lengthening this report by quoting from them, so I will confine myself to commenting or adding considerations which seem to call for attention.

1. Global-level Advocacy, Country-level Advocacy and Social Communication at Community and Family Level

The inter-relationship between these activities is an issue for discussion since they must be mutually dependent and supportive. Only by careful planning and phasing, and by a clear definition of responsibilities within UNICEF, will the optimum inter-relationship be achieved.

For global advocacy, the State of the World's Children report is a striking document, through one is compelled to raise the question of the risk of it becoming repetitive and as a result making less impact year by year. However, we must also recognize that we are still on the uphill path of advocating a CSDR, because UNICEF is still promoting an idea without the demonstrated proof that the idea is achievable and economically viable on a large scale. Once one or two countries have launched sustained CSDRs with good results, factual material in written and audio-visual form to describe the experiences will be a very convincing element in further advocacy activities. In fact the advocacy path should level out and the going become easier as more and more experience demonstrates that a CSDR is indeed possible and economically viable, and as this experience is made known.

The issue of economic viability seems to be one that could preoccupy governments, not only in terms of the cost of promoting and delivering the various measures for ensuring a drastic cut in infant/child mortality, but more sinisterly, in terms of creating even more problems than they face at present in respect of population growth in the short term, provision of educational services, employment opportunities for youth, etc..

There are many people in UNICEF who can provide better than I can the arguments to be used during country-level advocacy-- everything from political expediency to creating a society in which children can grow into adults, strong in body and mind, to build their nation.

My particular concern, based on experience, is that national advocacy must create a favourable climate in which communication and social marketing can operate. This means, in the main, reaching specific targets among decision-makers; for without "commands from on high" and the strongest government support, the national administrative cadres are unlikely to be motivated to play their parts effectively and in timely fashion. Nor will the media and other channels for reaching communities and families cooperate fully. This has implications for the training of communicators too. In the last 15 years or so, U.N. bodies have organized numerous training courses in development communication. The trainees have usually expressed themselves very satisfied with the knowledge and skills they have acquired, but meeting up with them again a few months or years later usually reveals that they have been unable to apply much of what they know because there is no political will in the country to apply communication systematically to social and economic development.

Needless to say, once the national advocacy effort has succeeded in creating a climate favourable to communication and social marketing, the communicators and social marketers must be ready to deliver. Hence the symbiotic link between advocacy on the one hand and communication at grassroot level on the other. The interdependence of the two must not be lost to sight in programming and planning.

2. Communication Strategies for the CSDR

From the papers and from discussions with UNICEF staff it emerges clearly that there is no lack of creative thinking as to communication approaches to be used. What is less clear is how UNICEF staff envision tackling the problems, and how UNICEF is going to gear up to the challenge.

Let us begin with one small example: the different interpretation given to the phrase "social marketing". Some UNICEF staff believe that implicit in the phrase is the actual calling in of advertising agencies, while others consider that social marketing implies only the use of advertising approaches and techniques to bring about behavioural change.

Another issue is the question of intensive "high-profile" campaigns, such as the one for immunization in Colombia, versus the less intensive, lower-profile activities of longer duration aimed at a self-sustaining multi-faceted CSDR in a country. Obviously, an international body like UNICEF needs some intensive high-profile campaigns, with rapid results, in order to attract attention and obtain funds for its work. However, a lower-profile, and building up national capacity for communication/social marketing over time will ultimately yield the most enduring results.

One of the most important considerations in respect of social communication and marketing for CSDR is the question of demand creation and the ability of governments to respond to the demand. Governments are often allergic to any communication/promotional work among their population that could lead to a wide-spread clamour for government-supplied services. Hence, the scatter-shot approach of nationwide mass media has to be used with caution unless a government really is geared up to respond to a nationwide demand. We need not be too concerned about government embarrassment at being unable to meet a demand, but we should be concerned, and deeply so, about arousing people's expectations and then disappointing them. For each disappointment makes it proportionately more difficult to arouse people the next time you launch an appeal for action by them. Fortunately several aspects of GOBI do not call for government supplied services.

Yet another issue that needs to be mentioned is the matter of a "global" approach to communication and social marketing for CSDR. The word "global" is often used in this connection with an implied value judgement to the effect that a global approach must of necessity be better and likely to achieve more, faster, than a country approach. It is clear that UNICEF must be aiming at a global CSDR, but in communication terms, even a country-wide approach may be too large-scale in many parts of the world. For even within one country, various ethnic groupings, and social systems and values, as well as varied ecological conditions will certainly call for different and locally-specific communication approaches to CSDR at the village level.

The essential need for proper in-depth research among people at village level before anything is done to begin communication and social marketing seems now to be recognized by everybody, and that at least is a major step forward. However, similar unanimity has long existed on the need to pretest communication materials in their draft state before final production runs; but despite this, honest communicators often admit that they seldom have the time or the resources to pre-test properly. The same pitfall could trap the best UNICEF intentions of going to the people to find out how they see things before trying to communicate with them.

Evaluation at all stages is yet another vital issue. Without formulative evaluation (i.e. the ongoing evaluation of impact as communication activities take place and the feedback of the data to the communicators so that they can correct their approach if necessary), it is all too easy for communication activities to go off track and miss their mark. By the time this discovery is made through a post-evaluation, vital time and resources have been wasted; and perhaps credibility and goodwill among the intended audience have been lost too.

Post-evaluations of programme and communication impact, and the relationship between the two, are particularly important as a means of building up an overall picture of what has been achieved, of what mistakes were made and should be avoided in future. But just as important is that post-evaluation data can provide proof of the effectiveness of communication/social marketing and can therefore be used in further advocacy activities. Unfortunately,-- and I do not mean necessarily in UNICEF-- monitoring and evaluations are often given only token attention in action plans, and even less during actual implementation of the plans. Research, monitoring and evaluation will be of crucial importance in social communication and marketing for CSDR.

Conversations with UNICEF staff at headquarters led to the impression that there may be some resistance among UNICEF field staff to the new drive in the area of communication and social marketing. Such resistance, if indeed it exists, would be understandable among UNICEF staff with no experience in the domain: they could easily feel insecure at having to become involved in what, to them, is an esoteric field and this insecurity could manifest itself as

resistance. The steps already taken to convince field staff of the need for this new emphasis, (e.g. regional "Mohonks"), and to select and prepare them for it may need to be reinforced, perhaps through some of the proposals put forward in the next section of this report.

III. SOME POLICY AND OPERATIONAL PROPOSALS FOR COMMUNICATION/SOCIAL MARKETING FOR CSDR

During a conversation with Mr. Vittachi, I casually mentioned that communication for development was still thought of by most people as a peripheral activity, or, as the Italians would say, "the fifth wheel on the cart": it is nice to have it; you can fall back on it in time of need, but it does not really affect whether the cart rolls properly or not. Mr. Vittachi responded: "We now have to make communication the steering wheel".

Over the last 15-16 years, an increasing number of us in the U.N. system, and some in other development organizations too, have been convinced that only human-oriented development provides the long-term solution to the problems of raising living standards in the Third World; and it is a corollary that human development cannot take place without a social communication process. A few of us over the last 16 years, have been navigating what, at the beginning, were the relatively uncharted seas of communicating with and among semi-literate and illiterate audiences. And UNICEF and FAO have doubtless been the most active and innovative among U.N. bodies in this area. Starting with an open-minded approach, trying different techniques in different situations and casting aside those that proved ineffective, UNICEF and FAO have actually succeeded in establishing numerous pragmatic, and action-oriented field programmes of PSC or DSC.

To mention just a few examples, the UNICEF-assisted DSC unit in Nigeria was instrumental in the social communication work leading up to the Oyo State immunization campaign and will now also play a vital role in expanding immunization and ORT nationwide. In Mozambique, the Social Communication Project, launched with UNICEF support in 1977, has made excellent progress in the use of communication techniques to inform, motivate and train rural people. In the Ivory Coast, an imaginative multi-media campaign for GOBI was launched in 1983 which, despite some weaknesses, appears to have been very successful in arousing awareness. The Brazilian breast-feeding campaign is well known.

Also in Latin America, starting from an FAO/UNDP project in the mid-70s in Peru, the use of portable video (backed up with simple printed materials etc.) to take information and training to rural people has aroused great interest throughout the Continent. The Peruvian methodology for rural information and training, which is now being applied nationwide there, is also being used in certain regions of Mexico; and Brazil, after an experimental phase in one state, plans to use it nationwide. Several other countries too are considering adapting the methodology. These FAO-assisted activities are mentioned not just as examples of successful social communication but also because they deal with general rural development matters, -- not just agriculture -- and therefore UNICEF could easily plug into them for GOBI.

Despite these country-level field successes and the positive evaluation of their impact, it has not always been easy to promote social communication for development within the various U.N. bureaucracies and aid agencies. If UNICEF is really about to make social communication the "steering wheel" for CSDR, and if the results come up to expectation, UNICEF would not only have achieved a revolution in child survival but would also have been the instrument of a revolution in development thinking that would certainly bring social communication to the forefront in all development agencies.

However, there are numerous policy and operational issues that UNICEF will have to take into account in its communication activities if it is to achieve its objective of a CSDR and bring about a major shift in approach to development. What follow appear to be the most important issues, but not necessarily stated in order of priority.

1. Nomenclature

It seems to be very important to decide on, and formally standardize, the nomenclature to be used in describing the communication activities that UNICEF is launching for CSDR. "Social Marketing" is being used by many, at least in New York, but it does have advertizing world connotations that arouse resistance in some quarters. "Development Support Communication" or "Programme Support Communication" are gravely flawed by the word "support", because this word relegates the activities to the second league, the servant rather than the peer of other programmes. A better title could perhaps be drawn from among the following: Development Communication, Social Communication for Development, Social Communication for Change, Social Communication and Marketing.

The question of nomenclature could seem a trivial point, but I believe it is instrumental in creating understanding, acceptance, and status. My personal preference would be for Social Communication and Marketing, and for convenience and even if this title is not agreed to ultimately by UNICEF, I will use the acronym SCM henceforth in this report.

2. Implications on Staffing for expanded Social Communication and Marketing (SCM) in UNICEF

If SCM is to assume its "steering wheel" role in CSDR some of the paradoxes in present staffing patterns will need to be ironed out. The PSC section in the Division of Communication and Information is chronically short of human resources to play a central, advisory and or co-ordinatory role for SCM. As I see it, the role of the New York-based SCM staff should be to provide conceptual guidance, information exchange and other support that will promulgate successful in-country SCM experience regionally and globally, always bearing in mind however, the need to tailor the approach to local needs and conditions.

Clearly, UNICEF alone can never expect to do all the SCM work required for child survival in a given country. Nor should it try to do so, because experience shows that, in the relatively delicate area of SCM, only nationals can hope to succeed properly at the operational level among the people. The role of UNICEF will therefore be primarily one of mobilizing the local media and every other possible channel for reaching communities and individual families. It follows that the role of the PSC officer should be that of a promoter and facilitator. He will need a broad knowledge of communication theory and practice, and he will need to have considerable powers of tactful persuasion in his dealings with local officials. And since management is so weak in many developing countries, he will need to help organize and integrate the various components in SCM for child survival. The sort of role envisioned above pre-supposes the availability of people with experience and stature, (not to mention some charisma). Few would probably be available at the existing grades offered to PSC officers.

The hierarchical nature of the U.N. system and of government structures puts young, relatively inexperienced and lower-graded people at a disadvantage when it comes to influencing older and more senior people, and unfortunately the majority of the present PSC officers in the field are relatively young and low graded.

Mr. Nyi Nyi stated that they are often considered "second-class citizens". However, this judgement could be based as much on the perception of the importance of PSC as on any judgement of the professional qualities of the PSC staff themselves. In any case, if SCM is to become the "steering wheel" this situation will need to be rectified. Evidently, it cannot be done rapidly in view of the budgetary and staffing restrictions that apply to all U.N. organizations. But as an interim measure, UNICEF could draw up a roster of key consultants, people who have real Third World SCM experience, can conceptualize and plan SCM for child survival, and who have the authority and presence to discuss matters at very high-level within national administrations.

These consultants could make periodic visits to countries to advise the UNICEF Representatives and work with the local PSC officers. The latter would be responsible for follow up between the key consultant's visits. In time, and as momentum was achieved, the key consultants could fade out.

The availability of such consultants would also be reassuring to UNICEF Representatives, especially those faced for the first time with the task of working in SCM. And we should bear in mind that, except in some rare cases, UNICEF Representatives are unlikely to be fully conversant with SCM.

The existing Benchmark Job Description for PSC officers will also need to be scrutinized and modified in the light of the new emphasis on SCM for CSDR.

The issues raised above also have implications for the existing PSC Officers in the field. I understand that they vary quite considerably in their levels of competence, energy and dedication. While some are excellent, a few others probably do not have the basic stuff ever to become truly effective in SCM. Then there are others who could easily grow into invaluable activists in SCM, either through further training or through working with the key consultants mentioned above. Perhaps a one-week workshop for existing PSC Officers for an orientation in Social Communication and Marketing and for an exchange of experience would be useful, and at the same time it might also allow some preliminary assessment to be made of those likely to develop into really effective SCM staff. Were such a workshop to be held, I think it would be useful to have some of the key consultants identified by UNICEF present as well in order to act as resource people, and also to get to know the existing PSC Officers.

In the long term, UNICEF emphasis on SCM should probably influence also the type of people that the organization recruits for its field programme, including Representatives. Social scientists, (anthropologists, sociologists, psychologists and behavioural scientists in general) would be better placed to provide and supervise SCM work than would people from more technical areas such as medicine, nutrition, water and sanitation.

3. The Integration of CSM into UNICEF Programmes

Ever since DSC/PSC were invented in the U.N. system, the issue of where the activities should be placed organizationally has been a vexed one. The founders of the DSC/PSC philosophy-- if that is not too grandiose a word for it-- were information people, and probably as much for this reason as any other, DSC/PSC has been located in Information Divisions, but with a distinct identity, and separate from the work in public information.

To date, no U.N. body has succeeded in bringing about a full and proper integration of social communication into its planning and programming of field-level development activities, though UNICEF, with its regional and country PSC officers has probably come the closest.

Nevertheless, I was informed by Mr. Nyi Nyi that in many Country Offices, the PSC Officer does not report directly to the Representative but rather to his deputy; and the PSC Officer's early involvement in programme formulation is far from being the automatic process it should be. Incidentally, Mr. Nyi Nyi's views on the crucial role of communication very early in the programming process precisely reflect the thinking of experienced communication specialists: how can it be possible to formulate an effective programme to help people without detailed knowledge and understanding of how the people themselves see their problems and how they would be likely to respond to certain types of service or message? If this fundamental approach is agreed, then social communication expertise and research need to go hand in hand with programme formulation, and programme designers must take into account the information that the social communicators provide to them about the attitudes in the communities the programme aims to help.

It seems also that there is considerable diversity among Country Offices in respect of their PSC component. In some cases the PSC Officer and the Information Officer are one and the same person; in others the PSC Officer and the Information Officer are in the same unit; in other cases they are in different units; they may or may not report to the same supervisor, etc.. Some harmonization seems necessary, above all with the objective of creating the proper status for SCM and in ensuring its integral part in programme formulation and delivery.

When talking about the planned intensification of SCM for CSDR, several senior staff members of UNICEF stated the view that the issue of the organizational placing of SCM should be raised once again.

Having thought about and discussed this issue ad nauseam over many years, in the FAO context, I am now convinced that there is no ideal location for SCM in an international organization. In UNICEF, there would seem to be three alternatives:-

1. Leave it where it is in the Division of Communication and Information but try even harder to integrate its contributions into programming;
2. Move it to the Division of Programme Development and Planning, and place it in such a way that it is fully involved in all programming activities. Whether it should constitute a separate section there or report to the Director would have to be carefully considered. A disadvantage of moving it to PDPD would be that the essential linkage with advocacy thrust and production expertise of DCI would be weakened and new problems of integration might be posed.
3. Place it in the office of the Deputy Executive Director for Programming but have a Steering Committee made up of the Deputy Executive Director for External Relations and the Director of the Division of Communication and Information.

This third possibility would, in fact, be the approach used in some Third World countries when DSC units have been attached to the offices of ministers in order to ensure that the communication service has the prestige and outreach it needs to be able to cover the needs of the whole sector in

question. After such a short in-house acquaintshp with UNICEF, I do not feel qualified to recommend any of the three options outlined. However, I do believe that the reach, prestige and general "clout" of those concerned with SCM in UNICEF at present is generally too low if SCM is to play the role now expected of it for CSDR.

4. Orientation and Training in SCM

Insofar as orientation of UNICEF staff is concerned, the idea of holding workshops, such as the one scheduled for Nairobi in February, is obviously sound.

In respect of training nationals for SCM work in connection with CSDR, the proposal put forward to contract out (with Norwegian funds) most of the work to Inter Press Service, Worldview International Foundation, Press Foundation of Asia, Asian Institute for Broadcasting Development etc. has been noted. Without wishing to put in question the wisdom of this decision, I would like to point out that there are a number of other institutions that could also be called upon to provide training to nationals in SCM for CSDR. Some of the institutions have given excellent and specialized training in DSC/PSC over past years. To mention just a few; Institute of Mass Communication, of the University of the Philippines, Conseil International de Radio et de Television d'Expression Francaise (CIRTEF), Institut National Audiovisuel of France, British Council, Centre for the Development of Educational Technology, (CENDIT) New Delhi, Centro de Servicios de Pedagogia Audio Visual para la Capacitacion (CESPAL), Peru, etc., etc. There are also universities, such as Iowa in the United States and Reading in the United Kingdom that have special development communication/extension courses. A thorough analysis of the most appropriate institution for UNICEF to use for specific cases would seem to be the best solution.

It should also be remembered that on-job training is the most effective of all. For example, in the area of radio programme production, to send an experienced development broadcaster to work with for a few weeks with some radio producers in their own radio station can achieve excellent results. Firstly, they are working in the conditions and with the equipment they are going to have to continue to use; secondly, the themes for programmes can be chosen for their actual relevance to the country; thirdly, while the training is going on, real programmes are being made and aired, and finally, some

evaluation of the programmes can be carried out. It is well-nigh impossible to achieve such relevant training in a workshop situation or training institution, which, more often than not, is in a foreign country.

5. The Role of Advertizing Agencies in SCM for CSDR

There is no black or white answer to the question of whether advertizing agencies should be called in to help UNICEF in SCM. Certainly it is too simplistic to state that Madison Avenue has all the answers, but there are some advertizing agencies in industrialized countries that really do have experiences and insights into marketing in impoverished areas of the Third World. The International Advertizing Association (IAA) has recently begun to propound the idea of "Global Marketing". This is based on the belief that TV will become so universal in the next decades, and that so many products will be of universal appeal, that, to put it simplistically, the sale of blue jeans could be promoted with the same message in Bangkok, Bogota or Bahrain! I am deeply sceptical about this, and indeed the paper explaining the concept also comes up with some counter arguments. The idea could, however, have implications for advocacy.

In any event, and as far as UNICEF is concerned, I believe that some advertizing agencies with proven Third World experience, and with a social commitment to assisting UNICEF-- which might manifest itself in the form of fees specially reduced from the normal astronomical levels charged by advertizing agencies!-- should be tried, as Dick Manoff (International) Inc. is being in Turkey at present.

Another tactic to gain access to advertizing skills and approaches would be for UNICEF to recruit some more advertizing staff in and from Third World countries as SCM officers, but care should be taken to find people who are not completely blinkered by Madison Avenue approaches.

6. Building National Capacity in SCM

Whether advertizing agencies or international staff or consultants are used, I believe it to be of vital importance to build up national capacity for SCM work. Only in this way can long-term continuity be assured. Dick Manoff's approach in using local advertizing agencies follows this principle.

When international consultants or staff are used in a country, the local UNICEF office should of course make every effort to ensure that the national administration assigns people to work with them. This will ensure a two-way learning process: the expatriate will be guided in respect of local and cultural considerations, and the national should gain some conceptual and planning experience in SCM.

Of particular importance is the question of community level research, monitoring and evaluation of SCM activities, as already stressed earlier in this paper. Such work, of course, is best done by nationals. Many countries have university faculties of sociology or anthropology, or social science institutions, and a useful approach would be to use graduate students and junior staff for community level work.

Some UNICEF experience in the quite recent past, however, has indicated that a straight contract with such national institutions in the social sciences may not give the best results, for these institutions often need guidance and advice in drawing up the research/evaluation methodology best suited to the circumstances. The best approach, therefore, would be to use SCM staff or consultants with specialization in communication research/evaluation to orient, train and advise young nationals social scientists for a given community level action. By using graduate students in this way, the government and UNICEF would be able to identify some with a real talent and liking for the task and recruit them into the government administration or as National Officers for UNICEF, thereby building up long-term competence in research, monitoring and evaluation for SCM work.

7. Some Final and General Thoughts on SCM for CSDR and how UNICEF should improve its Capacity in this Area.

The decentralized nature of UNICEF has implications for developing strategies for SCM for CSDR. Individual country and regional offices may have different approaches to the problems, and some individual UNICEF staff may have no approach to SCM at all because it is a new field to them. It should be possible to draw up guidelines on approaches to SCM in order to provide some sort of standardized global methodology, nevertheless leaving enough flexibility in the guidelines to allow for adaptation to local needs. (Indeed, the guidelines would have to stress the absolute necessity of the guidelines being applied in the light of local circumstances). Such a set of

parameters, or it could even be thought of as a check list to be referred to when planning, operating, monitoring and evaluating SCM for CSDR, might help to achieve some standardized conceptual approaches, but it would need to be updated from time to time as SCM experience expanded and new lessons were learned.

The advocacy/SCM inter-relationship calls for a further comment: There will be a need for the public information activities of UNICEF to watch SCM activities for CSDR closely as they expand and succeed and be prepared to report the successes in written and audio-visual form for further global and in-country advocacy use. So far this issue does not seem to have been discussed much in the Division of Communication and Information. Some work of this nature has been done but a systematic plan has not yet been developed for it.

Finally, a thought on country-level advocacy. I am so convinced of the vital need to prepare the national climate for SCM and CSDR that I would like to make a suggestion in this connection. Obviously, discussions between the Executive Director of UNICEF and Heads of State must play a central role in national advocacy, but perhaps he might think of enlisting other well-known public figures to carry some of the load. Famous ex-politicians such as Pierre Trudeau, Willy Brandt, Jimmy Carter, or perhaps famous Nobel Prize winners, could also be asked to visit Heads of State and key ministers to advocate the CSDR and SCM. Local press and media coverage of their visit, and the reason for it, would help to influence other decision-makers in the country. A really good film of 20-25 minutes duration on CSDR could perhaps be useful for such occasions. It would need to be produced by a highly professional network (NHK, RAI, BBC for example). Production by a network might get it onto many other TV networks for global advocacy, but its main use, probably in video form for convenience, would be to ram home in dramatic visual form the message of the State of the Worlds Children Report as a prelude to discussions with Heads of States, key ministers etc.. UNICEF Representatives could also use it with church groups, in teacher training colleges, universities, NGOs etc. etc. as part of national advocacy.

BHAWIT