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"Strengthening HQ Support for Programme Implementation. Organization for Social Marketing/Communications" paper by John Williams and R. Tuluhungwa, UNICEF, NY, prepared for the Social Communication and Marketing Workshop, Nairobi, 10-17 Feb 1985, UNICEF

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The paper is largely based on Colin Fraser's report of 5 Dec 1984 (TRIM record No CF-RAI-USAA-PD-GEN-2007-000367). The authors are mainly in agreement with the report, and their purpose is to pull out some major points for discussion at the Workshop. UNICEF must clarify the linkages between advocacy at the global and national levels; it is essential to establish a roster of senior consultants to work with UNICEF's regional offices and set country level communications plans. UNICEF should make more use of national institutions information and communications need to be integrated into one unit; monitoring and evaluation capacity needs to be established; certain posts need to be added; nomenclature to be standardized.

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J. Williams / R. Tuluhungwa

STRENGTHENING HQ SUPPORT FOR PROGRAMME IMPLEMENTATION

ORGANIZATION FOR SOCIAL MARKETING/COMMUNICATIONS

The following paper has been prepared for the meeting on the above subject scheduled for the afternoon of Thursday 10 January 1985, and is largely based on the 5 December 1984 report by the consultant, Colin Fraser, entitled "Some Observations on Social Communication for the Child Survival and Development Revolution".

DCI agrees in large measure with Mr. Fraser's summary. What this paper attempts is to pull out some major points for discussion and decision. Therefore we suggest that Mr. Fraser's paper be read before this one.

UNICEF must be clear on the distinction and linkages between advocacy at the global level, advocacy at the national level and communication at the community level. DCI agrees that communication at the national and community levels is essentially the role of the country office. However, national-level advocacy, particularly at the most senior government level, requires New York input, for, as Mr. Fraser says, "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".

Recommendation

We endorse the proposal, in Mr. Fraser's concluding paragraph, for a group of distinguished external figures to assist in this task.

Recommendation

DCI also believes that it is essential to establish a roster of senior consultants, such as Mr. Fraser himself, to work with New York and with the regional offices, in planning assistance on advocacy and communications at the country level. This is especially necessary in view of the relatively low level of PSC and information staff in many countries, and of the fact that a number of UNICEF representatives and senior programme officers, including many newcomers, have an imperfect understanding of this kind of work. These points are dealt with in greater length on page nine of Mr. Fraser's report.

Recommendation

DCI also supports Mr. Fraser's view that UNICEF should make more use of national institutions in the advocacy and communications field. We believe that the impact of national institutions in many cases will prove much more effective and appropriate than a global approach.

This leads to other important points that require discussion and decision:

- To what extent should UNICEF seek to use international advertising agencies in support of social marketing objectives?

- How can UNICEF assist in building up national capacity for communication? This, as Mr. Fraser says, over time will ultimately yield the most enduring results, such as in Mozambique and Nigeria. But should we encourage country offices to assist in certain aspects of this work - e.g., personnel training, provision of basic equipment and supplies?

- What system should UNICEF adopt for identifying priorities for New York's role in communication work? We have now many different lists of priority countries, by sectoral definition.

Recommendation

We need to be very clear on our criteria before committing scarce communication staff time to assist at country level. DCI recommends that an agreed list of priority countries be identified and a joint DCI/PDPD/DPFS strategy be developed.

What role should UNICEF New York take in advising regional and country offices on their internal structure vis-a-vis communications and information? The "policy" so far has been to allow each region and country office to adopt whatever structure it likes. This has lead, to a considerable variety of structures not necessarily adapted to local conditions. In many country offices, and even in some regional offices, the communication and information staff report to different supervisors, and there is no mechanism for ensuring their coordination.

Recommendation

DCI now believes that information and communication should be integrated in the one unit and, if this is judged impossible, that at the minimum they report to the same supervisor.

DCI, in its restructuring, is creating an information exchange unit which, among other tasks, will be responsible for ensuring that communications experiences gained in one country are passed to other countries when relevant. This will pose considerable problems of coordination, especially with DPFS, PDPD and field offices. How should this be handled?

Recommendation

DCI believes that it is necessary to develop capacity for monitoring and evaluating the communications components of programmes. One or two proto-type countries, such as Egypt and Nigeria, should be selected for intensive development of processes, indicators and determinants.

DCI believes that it is essential, as Mr. Fraser says, to accelerate staff training in communications. The "regional Mohonks" have gone some distance in this respect, but much more needs to be done. The Nairobi February workshop is one further step. How should this work be expanded?

In view of all of the above tasks, DCI believes that the staffing presently allotted to communications work in New York is extremely inadequate; one senior officer (P-5), travelling approximately half the time, and two junior ones (P-1 and JPO) are not nearly enough to undertake the minimum required tasks.

Recommendation

One additional P-5 post is being allocated through restructuring, but DCI believes that more resources must be diverted in the near future, possibly on an "L" basis, if the need for DCI to attend more programme previews and reviews, and to give more field-level support, is to be met.

On the question of nomenclature, the original term "project Support Communication" is gravely flawed by the words "project" and "support" because these words relegate the activities to the second league and the servant rather than the peer of programmes. Social marketing is new in UNICEF and refers to processes or techniques borrowed from commercial marketing (which includes advertising) and is used to advance a social cause, idea or behaviour. "Community Health Education", "Social Communication" and "Development Support Communication" are also used.

Recommendation

There is an urgent need to standardize.

The consultant recommends "Social Communication and Marketing. But DCI recommends "PROGRAMME COMMUNICATION AND MARKETING."

Finally, on the organisational placing of communication work — we leave it to Mr. Fraser's report (pages 11 and 12) to initiate any necessary discussion.

J. Williams/R. Tuluhungwa

New York, 7 January 1985

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