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**UNICEF Workshop - UNICEF-assisted programmes: Lessons from the sixties PLAN/71-71**

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Primary Contact **Tarlok Singh**

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## UNICEF

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

### INTEROFFICE MEMORANDUM

TO: Dr. Egger/Mr. Bowles/Programme Division      DATE: 11 February 1971

FROM: Tarlok Singh      FILE NO.: PLAN/71-71

SUBJECT: UNICEF Workshop - UNICEF-assisted programmes:  
Lessons from the sixties

This is the first and the most important item of discussion in the agenda of the UNICEF workshop to be held in Geneva on April 30 and May 1. A discussion paper on this item is being prepared in the Planning office. Dr. Remy and Miss Kuckreja will be seeking the advice and help of officers in the Programme division on various aspects of the subject.

...      An outline for the paper is enclosed. Further suggestions will be welcomed.

It is proposed to ask each of our Planning offices in the regions to prepare one case study in consultation with the Programme officers concerned touching particularly on points 3, 5, 6, 7 and 9 in the outline. Each case study will relate to a programme which has some importance in UNICEF's work in the country in which the Planning office is located, or in another country in the region if considered more appropriate for the purpose of the study. The final choice of the programme to be studied will be left to the officers concerned acting in consultation with the Regional Director. We should, however, like to put forward one or two suggestions in consultation with the Programme division about programmes which may be specially worth studying. The countries in question may be: Chile (or Colombia); Ivory Coast; Uganda; Lebanon (or UAR); India; Thailand; Indonesia.

The case studies will be circulated as material for discussion in the Workshop along with a summary of comments on the Headquarters discussion paper which come from the field.

cc: Mr. Heyward ✓  
Mr. Moe

## Outline of discussion paper

(Draft 11-2-1971)

### UNICEF-Assisted Programmes: Lessons from the sixties

1. Principal policy directives during decade: brief review.
2. Outstanding suggestions on UNICEF assistance from regional and national planning conferences.
3. Principal changes in UNICEF Planning and Programming procedures during decade.
4. Tables (with brief comments) on changes in volume and distribution of UNICEF assistance by major programmes for regions and selected countries (India, Pakistan, Indonesia, Philippines, U.A.R., Uganda, Ivory Coast, Algiers, Colombia, Brazil, Peru).
5. How priorities in national development plans have actually compared with priorities in UNICEF assistance. Also consider the question of concentration versus dispersal of UNICEF resources in terms of activities within a country.
6. For selected programmes assisted by UNICEF \*) review the following: (refer to Plan of operations and other relevant material available at Headquarters in relation to a country considered generally suitable)
  - (i) Precise purposes of programme and their relation to other aspects of development;
  - (ii) Place of training in programme assisted and how this training is related to other manpower training programmes in the sector in question;
  - (iii) Extent of assistance (relation to total cost, national outlay and other external inputs);
  - (iv) Period of assistance (examine effects of tapering within a very short period);
  - (v) Form and composition of assistance (imported supplies, local manufacturing capacity, local procurement, cash);
  - (vi) Effectiveness of utilization (criteria for - to be stated);
  - (vii) Post-assistance developments on programme.

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\*) Select one programme in each major sector assisted to serve as a background to the discussion, viz. Health and MCH, Family Planning, Disease control, Education, Nutrition, Family and Child Welfare, Integrated Services, Pre-vocational training.

7. Role of voluntary organizations (national and international) in UNICEF-assisted programmes.
8. "Noted" projects - Review of a few examples to see how far they were picked up by additional sources of funds for UNICEF, or by normal UNICEF resources at a later stage, or were dropped (Consult Mr. Beermann).
9. Summary observations on impact of UNICEF assistance
  - (i) in terms of sectors of development (expansion, upgrading, training, institutional support, pilot schemes);
  - (ii) in terms of different age-groups and their requirements (draw attention to main gaps observed).
10. Issues for consideration -
  - (i) On Programming methods and procedures
  - (ii) On Data, Information and Reporting
  - (iii) On Planning methods and procedures
  - (iv) On operational and other aspects.