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Notes

The annual reports quoted cover the following areas: Afghanistan; Beirut area; Caribbean Area: Kingston, Jamaica; EARO: Nairobi; Hanoi; Korea; Nigeria; Pakistan; Saudi Arabia; South Central Asia, New Delhi; Sudan.

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SAROJA DOUGLAS

Signature of Person Submit

Saroja Dougl

Number of images without cover

51

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Chief, PSC Service

7 Jan. '83

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The List of 1982 Annual Reports which Include PSC Activities

Afghanistan
Beirut Area
Caribbean Area: Kingston, Jamaica
EARO, Nairobi
Hanoi
Korea
Nigeria
Pakistan
Saudi Arabia
South Central Asia, New Delhi
Sudan

Note:

It is very difficult to find "PSC Activities" indipendently discussed or separately treated in 1982 Annual Reports, because almost all offices use standarized "Table of Content" which is devided by project by project. Therefore, they do not usually forcus on PSC itself.

Attached please find two "Table of Content" as example.

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UNITED NATIONS CHILDREN'S FUND

UNICEF - AFGHANISTAN
ANNUAL REPORT FOR 1982

Kabul
27 October 1982

AIR 1982

(vi) Project Support Communication

32. A Project Support Communication (PSC) unit has set up in the office, and plans and efforts to incorporate and implement communication support strategies in programmes and projects have been initiated. Training and production plans of the Educational Radio and Television (ERTV) were started. Several radio and television programmes on basic services were produced and broadcast. Plans have been drawn to strengthen the communication components of nutrition, water and sanitation, health, education and community participation through television and radio spots on short messages. DRA Television and Radio Afghanistan have agreed to produce and broadcast spots during their broadcasting time throughout the year dealing with basic services for children and mothers. A PSC recording and projection studio has been set up and is being inaugurated on 9 November. It will help to produce radio and slide-sound proto-type materials on basic services messages. It will also present advocacy materials, and hold communication seminars and workshops for policy makers and programme planners in the government. Definition of basic services messages that will be used for mass and inter-personal media has begun with the assistance of government counterparts.

(vii) Collaboration with other agencies:

33. UNICEF continued its close collaboration with other UN agencies, particularly with UNDP, WHO, UNESCO, UNFA and TCD. Cooperation with WHO was especially close in view of the large number of health projects in which both UNICEF and WHO are associated. Collaboration with UNESCO would have been enhanced had there been a senior UNESCO official to effectively coordinate at a policy level.

BEIRUT AREA OFFICE

ANNUAL REPORT

**UNITED NATIONS CHILDREN'S FUND
NOVEMBER 1982**

A number of evaluation studies were implemented with UNICEF technical and financial assistance in the three countries during the year, details of which are presented in Annex I.

A programme review meeting for Beirut Area Office staff was planned to be held in Beirut during the Summer of 1982 but was postponed due to the recent events in the country. It is hoped to hold this meeting either before the end of the current year or early in 1983.

Other Fields of Concern

6.1. PI/PSC/GCO Activities

Lebanon: Prior to the Israeli invasion of Lebanon in June 1982, the Regional PI Section continued to cover the reconstruction/rehabilitation projects carried out by UNICEF in the South and elsewhere. It provided assistance to Government agencies and NGOs in their advocacy efforts, especially in the fields of health and nutrition. Several publications were produced and distributed in all parts of Lebanon. The PI Section held a major exhibition at the Chambre of Commerce featuring 44 laminated blow ups showing the situation of children around the world and services being provided by UNICEF. The exhibition also included indigenous toys made by children from all over the world. This effort generated great interest in the media and among the public as reflected by the coverage it received and the numerous distinguished personalities who joined the public in visiting exhibition.

During and after the invasion and siege of Beirut the PI Section assumed a very active rôle in providing the international media with a steady flow of information on the plight of children and the civilian population. PI staff in Beirut received and accomplished numerous media missions, helped produce film footage and actively supported the UNICEF worldwide campaign to raise funds for Lebanon. The Regional PI Officer, at the request of HQs, toured several European countries, the U.S and Canada and held numerous press conferences and media appearances on the situation in Lebanon. Despite the extremely difficult circumstances in the country PI work increased considerably and will continue to do so in the foreseeable future when massive implementation of reconstruction and rehabilitation programmes picks up additional momentum.

Syria: PI/PSC work in Syria took a new impulse with the initiation of a new advocacy project undertaken with the School Health Department of the Ministry of Education. This project, carried out in co-operation with UNICEF, led to the production of a series of posters and wallsheets advocating child care and health, breast feeding, hygiene, clean drinking water, etc... Also co-operation continued with the Women's General Union in the fields of advocacy and planning on behalf of children and women, and the Regional PI Officer participated in planning and conducting a workshop on rural community development. A new project was initiated to produce a pioneer book in Arabic entitled "the Child's Health from A - Z". This project has not been finalized yet, but work on it is continuing. The Damascus Office rendered extremely valuable services to the PI staff in their travels to Syria during their efforts to cover the events of Lebanon and secure the shipment of related materials to New York and Geneva.

Jordan: The implementation of the new water projects in Jordan, the expansion of the Allan Rural Community Development Centre and related developments enhanced PI/PSC work in Jordan. UNICEF PI staff, in co-operation with the Area Programme Officer and the local staff in Amman, undertook several missions to Jordan for follow up on reporting and photography of above, and to strengthen the advocacy component especially in Allan. Also, contacts with the local media resulted in additional reporting on UNICEF work in Jordan and elsewhere, especially Lebanon. PI/PSC materials produced by the Regional Office were widely distributed. The Regional PI Officer launched a new effort to strengthen and re-motivate the Development Information Department, founded in 1976 with UNICEF assistance, through direct contact with the Department's staff and the Deputy Minister of Information. The Regional PI Officer carried out in October a filming mission in co-operation with above Department to produce a 25-26 minute film on Jordan featuring mainly the water projects, the work of the Allan Centre and other aspects of the country's progress and problems. The film is to be ready for showing in February 1983.

6.2. Supply Operations and Logistics

The tragic situation in Lebanon had for the past seven years adversely affected the movement and shipping operations via Beirut port. The lack of security had virtually brought to a complete halt all transit movements via Beirut.

Owing to the shut-down of Beirut port during the civil war and hostilities that were raging, appropriate arrangements were made to divert all shipments destined for Lebanon to Limasol / Larnaca ports in Cyprus as a staging post and from there the supplies were re-shipped to Jounieh port in East Beirut on small coasters. A forwarding Agent was appointed in Limasole who was entrusted with receiving, storing and handling all the transit movements to Jounieh port. A UNICEF Staff Member was stationed in Limasol to monitor the operations. It should be mentioned that the success of this operation was largely due to the efficiency and competence of the Forwarding Agents.

With the cessation of hostilities in September 1982 and the resumption of traffic at Beirut Port and Airport which is gradually picking up momentum, it was decided to resume direct shipment of all supplies to Beirut.

Despite the upheaval and the siege of Beirut, considerable local procurement of much needed supplies were carried out and distributed to the displaced and deprived families and orphanages.

During the war period a staff member from the Supply Section was deployed to Damascus Office for a period of three months July-September 1982 to look after the logistical aspects, clearance of supplies airlifted from Copenhagen and other sources to Damascus which were transported to Beirut, Beqaa and South Lebanon through UNDOF convoys and commercial trucks. The supplies consisted of blankets, baby food, tents, soap, medicines and household kitchen equipment.

UNICEF
CARIBBEAN AREA OFFICE

ANNUAL REPORT
1982

KINGSTON, JAMAICA

*UNICEF
Caribbean Area Office
Kingston, Jamaica*

INFORMATION/PROJECT SUPPORT COMMUNICATIONS

During 1982, the Kingston Office focussed on ways to merge the Information and Project Support Communications functions so that the limited human and financial resources available could be put to best use in support of UNICEF's major areas of concern.

EXPANDED PROGRAMME ON IMMUNIZATION (EPI)

Most significant this year has been the initiation of Knowledge, Attitude and Practice Study in Jamaica to establish reasons for the low immunization levels among Jamaican children. This study supported by funds from the Information Budget will be preliminary to a national Immunization Education Programme in 1983 to be funded jointly by Codes 40/41, the Country Programme, PAHO/WHO, USAID, World Bank and the Government of Jamaica.

This programme developed out of discussions, which began in May 1982 when the Communications Officer served as a member of the Child Month Committee in Jamaica. The Ministry of Health responded immediately to this initiative and has placed the Expanded Programme on Immunization high on their list of priorities for 1983. Meetings have been taking place between UNICEF, the Jamaican Bureau of Health Education and the health teams in 14 parishes to assist the frontline health workers develop a community outreach and inter-personal education strategy to be supported by extensive use of the mass media.
(See study and evaluation table).

COMMUNITY RADIO

Also in 1982, UNICEF made available from HQ Code 40, US\$7,000 for the production of a 26 part radio drama to be produced and aired by the Jamaica Broadcasting Corporation's Radio Central. Radio Central, a community radio station in Central Jamaica, is a USAID/Government of Jamaica Project, to support development programmes in rural central Jamaica. The coverage of this station includes Clarendon, one of the sites of the Jamaica Basic Services Programme. This radio serial is scheduled to go on the air in January 1983 and will focus on the development needs of the young child placed within the context of a typical poor rural family in Central Jamaica. Since formative research is the approach used by Radio Central to develop all the radio programmes, the mechanism already exists for this serial to be pretested and evaluated.

MEDIA ENCOUNTER IN SPAIN

The Spanish National Committee in 1982 convened a meeting of Latin American and European Journalists in Spain to develop ways in which the mass media could cooperate with UNICEF in its advocacy efforts on behalf of children. The Caribbean was represented by journalists from Cuba, the Dominican Republic, Jamaica and Puerto Rico. Since then, UNICEF features and issues relating to our special areas of concern have received excellent coverage in the Cuban newspaper Granma, the Jamaica Daily News and in the Dominican Republic.

UNICEF/OPEC ART COMPETITION

The UNICEF/OPEC Fund Art Competition for children in primary schools has attracted the participation of Jamaica and Haiti. In Haiti, the competition is being implemented in rural primary schools near to the site of the UNICEF funded Water Project. In Jamaica, where project implementation is on a larger scale, the National Gallery and Ministry of Education have agreed to be responsible for this project. The event has been used as a point of departure for generating news and feature material relating to the Water Decade and UNICEF cooperation in Jamaica.

FIFA ALL STAR GAME

Television channels in Jamaica and Haiti carried coverage of this match.

MATERIALS DISTRIBUTION

The Kingston Office was able in 1982 to consolidate its distribution of UNICEF information materials and now has a UNICAS Mailing List of 400 names and addresses. The Haiti office is now in the process of compiling their own list in order to utilize the UNICAS System and the Dominican Republic Office has opted to return their manual addressing system since they distribute far fewer materials than Kingston and Haiti.

FUTURE PLANS

In May this year, the Kingston Office participated in a Regional Meeting convened by the Bogota Regional Office to plan work programmes and budgets for offices in the Region for the period 1983-85. During this period, the Kingston Office plans to focus public information attention and resources on immunization education, child abuse and neglect, adolescent pregnancy and infant and young child feeding. Further details on Information/Project Support Communications activities has also been included in individual country reports.

ANNUAL REPORT

1982


Unicef
FRANCOPHONE COUNTRIES
EARO, NAIROBI

October 1982

management. Considerable on-the-job training of support staff was required due to staff turnover in the Nairobi office and in some liaison offices. In addition, a supply/finance workshop in French was held in Nairobi in April to train supply assistants and other liaison office staff dealing with supply matters. Three Francophone programme officers participated in the Naivasha programme workshop in August, and the programme officer responsible for the Francophone Section and the Francophone supply assistant attended the June TAD workshop.

Francophone Section Workplan 1983

13. Programme preparation and finalization. Priority will be given during the first half of the year to finalizing programme plans of operation and project plans of action for the 1983 Recommendations for Djibouti and Rwanda. These will be as concrete and operational as possible, with targets, phasing and budget aspects spelled out in greater detail than has been possible in the past. During the second quarter of 1983, discussions will begin with the Malagasy and Comoros Governments in order to prepare the 1984 Board recommendations for the Unicef programme of co-operation in those countries from 1985 onwards. The practice of concentrating advisory inputs at the initial stages of programme preparation (based on an intensive review of on-going programmes) as opposed to the traditional "preview" in autumn will continue. To this end it is hoped to experiment in Madagascar with a national seminar, in March or April, which will focus on a topical issue of importance to the welfare of Malagasy children in which Unicef could play a role. Participation by regional or headquarters staff plus other resource persons from both within and outside Madagascar could stimulate the discussion and provide the basis for a realistic situation analysis of the problems of children in Madagascar.

14. Programme implementation. Efforts to continue the strengthening of programme monitoring through the consolidation of the quarterly report system and the improvement of feedback from Nairobi on supply and finance matters will continue. Informal annual implementation reviews will be undertaken along the lines proposed in PRO 74 (Annual Reviews of Programme Implementation, 18 June, 1981), based on the annual programme/budget target system being established for all countries. It is planned to modify this system at the beginning of 1983 to make it more compatible with the TAD/SIMS. Given the shortage of senior programme staff and French-speaking advisers, intensive reviews will only be undertaken midway through a three-year programme, as a basis for preparation of the next programme of collaboration.

55. Training and support. The annual Nairobi Area Office Staff Meeting will be continued and oriented toward specific topics (for example follow-up on the TAD or a selected functional area such as nutrition or PSC). The scheduling of a monitoring and evaluation workshop which was dropped from the 1981 IFP, is still supported, but this will depend upon EARO's advisory capacity.

16. Studies/evaluation. The Section and the liaison offices will continue to give special attention to support to an follow-up of evaluations and studies underway in the countries concerned. Efforts will focus particularly on ensuring that the results of the studies contribute directly to programme preparation and implementation. For example, the results of the Unicef-financed young child study and basic education evaluation in Madagascar, which were expected to be completed in 1982 but are now only likely to be available in early 1983, will be important for making possible adjustments to the 1982-1984 programme and for planning the 1985-1987 programme. Funds are also available for evaluation exercises on the Burundi water project and the Madagascar pre-school project. In addition, collaborating ministries will be encouraged to respect their monitoring commitment as spelled out in the programme plans of operation. As in 1982 and given the shortage of French-speaking advisers at EARO, a small portion of IFP funds will be requested for evaluation activities in the Francophone countries.

17. PSC/advocacy. Advocacy efforts related to infant formula codes and, where appropriate and possible, female circumcision practices will be pursued. PSC activities or components will be incorporated into the Rwanda and Djibouti plans of operation. The Burundi liaison office, having organized in 1981 and 1982 a series of communications workshops for 25 government staff working in the communications departments of their ministries, plans to assist in establishing a small audio-visual lending library/studio in 1983 to help develop advocacy/support materials. The Madagascar liaison office plans to seek and distribute more systematically pertinent information materials to educators and policy-makers with the objective of increasing awareness in areas of concern to Unicef. And in Comoros, a project to distribute radios to health centres to facilitate listening to health broadcasts will be followed up and an improvement in the planning of broadcasts will be sought.

18. Liaison office work plans. Liaison office work plans in calendar or tabular form appear in each of the country reports which follow.

B U R U N D I
ANNUAL REPORT FOR 1982

PART I: Analysis of Experience during 1982
and Implications for Future Action

Changes in Country Environment

Economic overview

1. Although Burundi has tried for the past years to develop cash crops other than coffee, coffee remains the major exported crop on which Burundi's economy depends almost entirely. Last year, 40,000 tons were exported. In 1982, due to bad climatic conditions and the residual effect of the large 1981 crop on soil nutrients, production reached less than 20,000 tons. Moreover, the Government heavily subsidised the coffee campaign last year, to which farmers responded well; this year, this has not been done. In addition, farmers are no longer allowed to sell their production to whomever they want, but solely to national traders or to the Government. This has led to some dissatisfaction and it is reported that a larger proportion of production than usual has bypassed official channels and been exported to neighbouring countries. As a result of low coffee production, budget restrictions have already occurred in most sectors, including government counterpart funding of projects assisted by international organisations. A total of FBu 2 billion, or \$22 million, was cut from the recurrent budget in July 1982.

2. Coinciding with this economic constraint, Burundi celebrated its 20th anniversary of independence in July. Large festivities throughout the country put a further strain on the budget. Production and services came to a halt for a week.

3. As from the 1st of May, the President of the Republic announced a minimum wage increase, ranging from 25 to 50% depending upon the level of worker, mostly in favour of those at the lower end of the scale (teachers, paramedical technicians, secretaries). This affects all sectors of salaried workers, including civil servants, but does not affect the rural population, which constitutes 95% of the total population, and which derives its livelihood from subsistence farming. This measure is surprising, considering the economic difficulties the country is currently experiencing, but will hopefully help improve living and working conditions of those civil servants working in the interior of the country, thereby helping to promote decentralized projects.

4. As a result of serious economic constraints, and given that the Burundi Franc has remained fixed against the dollar since 1976, a devaluation of the currency is expected before the end of 1982, as evidenced by intense currency transactions and semi-official declarations. Foreign exchange reserves are at extremely low levels.

nutrition education for mothers but otherwise the malnourished are considered as "patients" to be cured of present symptoms, without considering the mothers' education necessary to prevent future malnutrition in those affected.

(Women's) Income Generating Activities

38. Before income generating activities for women can be launched, programmes are required in women's education. Women are still very subservient to men; they are not even allowed to speak at meetings when men are present. We need to learn more about their needs and priorities. Existing programmes for women have so far been more based on what a centrally-based elite determines are their needs. Programmes are based in urban (or town) social centres, thereby providing urban women with lessons in sewing, knitting, and European cooking. Income generating activities have been tried (sewing flags, dyeing, basket making, etc.) but usually involving women who are less in need. Product demand has not been sufficiently studied in these projects, nor has an analysis been made of what women do with the profits (whether they are obliged to turn them over to their husbands); hence these projects have not succeeded. It is therefore felt that a period of evaluation of needs and problems of women, followed by or coupled with education programmes, are needed before engaging in income generating activities. The Ministry of Rural Development is particularly aware of this problem and intends to introduce projects in this area.

Project Support

39. Project support, which is very important to develop in Burundi, has not yet had much impact. The Liaison Office has undertaken to train a group of 25 persons working as educators in various ministries which are assisted by Unicef. Three workshops have taken place, the last one in 1982 in social communication, advocacy and practical utilization of audio-visual and radio material; by the end of 1982, Unicef plans to assist the Government to set up a small radio-studio, a photo-laboratory and an audio-visual lending library. Assisted by the Liaison Office and the United Nations Information Centre, it is hoped that this will: a) develop education materials in Kirundi adapted to the country (brochures, pamphlets, tracts, posters, etc.); and b) provide advocacy in general for government social programmes and in particular for those assisted by Unicef.

Collaboration with Other Agencies

40. UN agencies. Collaboration with other UN agencies continues to improve. It is especially good in the field of rural development with FAO (food conservation), UNCDF (spring capping project), UNFPA (maternal and child health), ILO (cooperative, appropriate technology, production of education materials). It is still somewhat weak in the fields of: a) education: where we feel we have not received as much technical support from Unesco as desirable; and b) health: where



UNICEF-HANOI

**ANNUAL REPORT
1982**

**United Nations Children's Fund
HANOI
October 1982**

Project Support Communication: The Audio-Visual Centre (AVC) has established regular working contact with the main government agencies which are UNICEF counterparts. Involvement in preparing PSC campaigns for "user-ministries" has resulted in a series of workshops on low-cost media production, and "training of trainers". The development of training methods has been supported by DTCP Bangkok. ✓

Social Statistics: Preparation for the 1983-86 programme saw contact established with the General Statistical Office (see note on evaluation activities). Follow-up is proceeding with sectoral ministries.

Consultancies: Of the 17 consultancies planned for 1982 only those in area-based planning, essential drugs, nutrition planning, sanitation and women's programmes were not carried out. Additional consultancies were organized in rural and urban water supply and nutrition.

16. Office Work Plan - 1983

1983 covers the first year of the new country programme (1983-86). It is presented under main activity headings with programme areas subdivided into project preparation and project implementation. Details of proposed consultancies are brought together in tabulated form at the end of the work plan.

Advocacy: A shift has taken place in the nature of advocacy required in the coming phase of Viet Nam's country programme. With financial commitments from UNICEF planned through 1986, attention increasingly turns to tasks within the country: processes of implementation; establishing a framework for evaluation; and work in substantive programme fields to assure greater impact of services.

Continued effort will be required to maintain external interest (both financial and programmatic) in Viet Nam, as a country worthy of support and where funds for social services are urgently needed.

Exchanges of experiences in relation to services for children, both from other countries in the region, and from Viet Nam itself, will increasingly be an activity for UNICEF promotion and support.

Programme Planning and Formulation: A programme review of the 1980-82 commitment will be organized with Government to assess achievements.

December 1982

A principal activity for programme preparation during the last quarters of 1982 and first quarter of 1983 will be the finalization of the Plan of Operations covering 1983-86. This will include revision of the text, bringing up-to-date of sectoral plans of action for 1983 and signature by Government and UNICEF.

Nov. 1982-Feb. 1983

Preparations for the area-based approach will include workshops with representatives of people's committees to elaborate provincial plans. These will be organized in collaboration with the State Planning Commission and the Commission for Foreign Economic Relations as co-ordinators.

Jul.-Sept. 1983

UNICEF

UNITED NATIONS CHILDREN'S FUND

**THE KOREA COUNTRY OFFICE
ANNUAL PROGRESS REPORT - 1982**

SEOUL

1983 OFFICE WORKPLAN

ACTIVITY	COMPLETION DATE	RESPONSIBLE STAFF
<u>PI/PSC</u>		
20. PSC campaign to orient line Ministries to UNICEF-assisted projects	Feb - May	Representative Asst. Info. Officer
21. Assess communications needs of UNICEF Seoul	June	Asst. Info. Officer
22. Provide information support to greeting cards campaign	Aug - Dec.	Asst. Info. Officer
23. Provide information support to fund-raising activities	Throughout	Asst. Info. Officer
<u>SUPPLY/PROCUREMENT</u>		
24. Assist in global procurement and reimbursable procurement for the Government and other U.N. agencies	Upon Request	Sr. Supply Asst.
25. Provide information on supplies and equipment available in Korea as requested by the other UNICEF offices	Upon Request	Sr. Supply Asst.
26. Advise the Government on specifications of supplies and equipment	Upon Request	Sr. Supply Asst.
27. Analysis of Government's requests	May - Dec.	Sr. Supply Asst.
28. Follow-up of procurement/shipment	Jan - Dec.	Sr. Supply Asst. Supply Asst.
29. Physical inventory of the Government warehouse	July	Sr. Supply Asst. Supply Asst.
	March	- ditto -

*Please return to
Africa leader*



UNICEF NIGERIA



**ANNUAL
REPORT
1982**

**NIGERIA COUNTRY OFFICE
LAGOS**

the past 25 years. Large savings in money and delivery time are expected to result.

• Savings in Vehicle Maintenance/Repair. Automobile mechanics training for UNICEF Nigeria drivers is beginning to pay dividends in vehicle repair savings. Since completing a four-month maintenance and repair course at Opportunities Industrialization Centres (OIC), a Lagos-based NGO, in February, three UNICEF drivers have done all the general servicing on Lagos Office vehicles, avoiding the high labor costs of commercial repair shops. The drivers now buy the needed parts and do the bulk of the work at the OIC facility, which has been made available at no cost. For the first seven months of UNICEF self-servicing, an estimated \$9,000 had been saved. A general servicing fee for one vehicle had been some \$350-\$375 in the past; the same job is now done for \$75-\$85, and it is completed in one day instead of the seven to ten days required by commercial shops. The combined tuition for the three drivers was \$2,900. Three more are completing a second OIC course cycle at this writing.

• Project Support Communication. In order to build communication strategies into programming, as well as strengthen media facilities in UNICEF assisted government ministries, and improve the country office's Public Information and advocacy functions, UNICEF Nigeria established a Project Support Communication unit during 1981-1982. With the advent of a new PSC officer, the unit assisted in designing reprographic units for five Educational Resource Centres, providing the communication model for an educational network, and building communication links into Learning Improvement Projects design.

A PSC section set up in January, 1982 the Pilot Water Project, produced training aids, workshops, and information support materials. In addition, PSC began advocacy with Federal health education officials to clear the way for media and training support in major health programmes.

• Development Support Communication Unit. Substantial progress was realised during 1981-'82 toward the establishment of a Development Support Communications (DSC) Unit, which will increase inter-ministerial coordination and front-line worker effectiveness via a production unit that provides a broad communication support base. A 10-week strategy and skills workshop for twelve states and four Federal Community Development workers, held from 7 August to 15 October at the DSC Unit site in Emene, Anambra State, trained the Unit's first DSC field workers. These trainees will act as links with the DSC's production unit to provide high-quality, appropriate print and graphic materials in support of health, social development, and agriculture sector programmes. The equipment necessary to make the unit functional was ordered, and the Ministry of Social Development launched a recruitment drive for technical staff to be trained early in 1983, and a graduate student PSC intern was assigned to assist operations.

• Increased Greeting Card Sales. The Lagos Office raised its 1982 sales target to one million cards, almost double the number sold in 1981. As of early October, sales had passed the 500,000 mark and were holding steady despite a general slowing of retail activity in the country.

RESTRICTED



ANNUAL REPORT

1982

UNICEF PAKISTAN

being used to disseminate knowledge on other important facets of home life as well, efforts are also being made to provide marketing facilities for the products of these centres.

In Northern Areas, where there is an acute shortage of trained girls, two six-month courses for master trainers are underway at two different places. A similar course to train 25 girls is also planned for Azad Kashmir.

In NWFP, ten vocational training centres are operating in Mansehra district, where 100 poultry vaccinators have been trained. An evaluation of these centres is planned for at the end of the year.

In Punjab, training of new crafts and household poultry production is being offered in 30 centres with UNICEF support and a new system of monitoring the existing industrial homes is being tried out in Jhelum district for wider adoption throughout the province.

In Sind, the existing four socio-economic centres have been strengthened to provide training to rural/urban women in income-generating skills. Nine new centres are also being assisted to expand the outreach. Work plan is being developed to introduce training in income-generating skills in an additional 30 girls' primary schools. Earlier experience with this project has been very encouraging.

Project Support Services

The area-concentration approach is a new venture in the current country programme and requires special techniques and expertise in collaborating intensively with the local elected bodies and the communities in planning and programming to meet their specific needs. Such expertise is barely available in the government or in other UN agencies. To strengthen the government's capacity in local level planning, UNICEF provided the services of an adviser who conducted training courses for government functionaries, district and union councillors as well as community leaders. To support the government in other specialized fields, UNICEF has also provided advisory services in social planning, women's development, health education, project support communication, monitoring and evaluation, and transport management.

The government also lacks qualified technical personnel in planning and designing water supply and sanitation projects. UNICEF has offered the services of a hydrogeologist, a public health engineer, a sanitary engineer, a sanitation educator and master drillers.

UNICEF has also constructed transport management workshops and warehouses in Punjab and Baluchistan to support the large programme activities in these two provinces.

Programme Implementation Reviews

In accordance with the provision in the master plan of operations, joint government/UNICEF programme implementation reviews were held at both the provincial and federal levels during September and October 1982.

CONFIDENTIAL

UNITED NATIONS CHILDREN'S FUND

UNICEF

SAUDI ARABIA COUNTRY OFFICE

ANNUAL REPORT

1982

RIYADH

OCTOBER

PUBLIC INFORMATION AND PROJECT SUPPORT COMMUNICATION

With the recruitment of a professional information officer in early 1982, a PI/PSC section got established in UNICEF Riyadh Office. The Section has been giving support to the office as well as to UNICEF Special Envoy HRH Prince Talal Bin Abdul Aziz through highlighting UNICEF activities via various media including press, radio and TV and in the form of writing articles and booklets, arranging for interviews, showing films and distributing of brochures on UNICEF policies, activities and fields of interest.

The section has been active in establishing working relations with various ministries in particular, the Ministry of Information and its agencies. It has been writing series of articles using data and information extracted from UNICEF publications such as why UNICEF, Facts about UNICEF, State of world's children report, Annual Reports etc. with focus on UNICEF role in building up the social wellbeing of children and women.

A major achievement of the section is the preparation of a data file, classified according to the various fields of UNICEF activities and areas of children needs, to be used as a reference file for whatever articles, features or press release given by the section for press or other media, such data were used extensively in the press as well as in Radio and TV. It is to be noted that all national and some Gulf newspapers used to publish almost on regular basis articles on UNICEF, children needs, press interviews and press conferences with HRH Prince Talal and UNICEF seminar staff members/consultants.

Radio Riyadh shows continuous preparedness to diffuse whatever releases or news items the section provides it with. On several occasions, the Representative used to speak about UNICEF, children needs and AGFUND through the radio. At present, there are negotiations between our office and radio officials to get the latter's agreement for diffusing advocacy for children and UNICEF in certain radio programme.

Saudi Television televised on a number of occasions UNICEF sponsored projects including childrens programme. It also co-operated in particular with Saudi TV in a programme that was shown nationwide on emergency in Lebanon. During Ramadan, fasting month, the PI Section arranged for an appeal for fund-raising for UNICEF, the appeal was demonstrated four times a day for UNICEF as well as for some other national organizations serving children and mothers all through the fasting month. Arrangements and preparations are being made for regular programmes of advocacy for UNICEF and needs of Children through Saudi TV.

The PI Section produced 14 posters on advocacy and needs of children and these have been used in several occasions including exhibitions and most recently press encounter in Abu Dhabi. In support of the fund-raising campaign launched by HRH Prince Talal, PI Section produced 40 posters using pathetic photographs and impressive captions, demonstrating the status of children in the developing world. The publications "Little goes far with UNICEF" was translated into Arabic and supported with data from "State of the World's Children", to produce 25 page booklet entitled "UNICEF, Photos and Facts". On the occasion of Diarrhoeal Disease Control Symposium, the PI section produced a pamphlet on diarrhoea introducing the concept to the media as well as to the public to help promote health education in that regard.

On the occasion of Islamic book fair set up by Islamic University in Riyadh, a stall for UNICEF was organized by the PI section to exhibit posters, UNICEF publications, and shaw film strips and film slides. An arrangement was also made for 4 days exhibitions for indigenous toys, and UNICEF photographs in Riyadh and Jeddah. TV, Radio and Press covered the event continuously for 20 days. A film was provided covering this event.

The PI Section prepared a press kit of 40 press releases, features and articles for Abu Dhabi press encounter. In addition, 19 posters produced on the occasion, and use of UNICEF film strips and film slides, the PI Section prepared synopsis in Arabic for film strips in English, and translate commentaries on film slides from English into Arabic, and get the translation synchronized with the slides. As a result, all of UNICEF films and film slides have been taken on loans by schools, hospitals and universities for demonstration on several occasions. The section also produced two video films one about UNICEF and the other on Emergency in Lebanon.

GREETING CARDS OPERATION

- Demonstration of greeting cards was made on several occasions through press and radio, thus helping promote their sale.
- Two main sale points were arranged by the section for the greeting cards, one in Jeddah and the other in Riyadh. Arrangements are being also made for a third sales point in Dammam.
- In pursue of the recommendations of Istanbul meeting, 200 letters were circulated to companies and the response was promising, sales within the last six months are double the sales over last year.
- The PI section has translated 1984 calender and 1983 greeting cards brochure upon the request of GCO Office in Geneva.
- The section has also prepared a timetable for school boys and girls to introduce the greeting cards and make advocacy for the needs of children.

INTER-AGENCY COLLABORATION

a) UN Agencies

Although the second inter-agency meeting scheduled to be held this year did not take place, the co-ordination between the agencies namely WHO, UNDP, FAO, UNESCO and UNICEF continued, to some extent, in the form of correspondence, exchange of documents, visits of experts and staff, and in some cases by utilizing these experts in UNICEF assisted projects. However, with the non-presence of offices representing some UN agencies, although there was no lack of efforts on the part of UNICEF to incorporate their assistance.

UNICEF, WHO and UNDP although cordially related, but programme collaboration and co-operation has also been limited in view of the fact that UNDP for over a year has been functioning without a Res. Rep., Deputy Res. Rep. or a PO, and WHO's presence has been very limited.



India
Annual Report
1982



UNICEF
Regional Office for South Central Asia
New Delhi

10. INFORMATION/PROGRAMME SUPPORT COMMUNICATION
 [Advocacy, Development Information
 and Programme Support Communication]

Overview

175. Communication came into its own as an identified component of the India programme with the MPO for 1981-83. This master plan differs from others — its own precursors included — in that the advocacy and communication effort that was formerly implied is now stated as a programme objective. Conceptually, we see programme and information as a cohesive whole. Within the information effort, the three dimensions of advocacy, public information and programme support communication are interlocked as a result of a conscious effort to integrate our planning for all three.

176. New kinds of working relationships influenced the manner in which information activities were initiated and carried out. With the dual purpose of promoting priority themes, and strengthening the communication skills of government, NGO and media partners, we set out to work 'through' these sectors rather than contenting ourselves with distributing our own 'products'. Our progress with government and the media was slow, but the foundations we were able to lay were worth the extra time invested. Our initiatives in joint communication and motivation with voluntary organizations worked much faster and often better, and went far beyond anything envisaged when we drafted our plan for 1981-83. But we can see potential for growth in all three relationships. Whether in support of sectoral activities or thematic initiatives, we could not have achieved even this much if our advocacy had fallen on barren ground.

177. The Section developed mechanisms for co-operation with the Ministry of Information and Broadcasting to promote their involvement in support of basic services, especially in terms of

joint planning and co-operation. Intensive work with three national women's NGOs resulted in their adoption of disability prevention and infant feeding promotion as advocacy and action priorities, by end of 1981.

178. A 13-part filmstrip series for ICDS, entitled "The Vital Link", was planned and produced by the section with a National Institute of Public Co-operation and Child Development (NIPCCD) participant. Our commercial venture with magazine advertisements in partnership with professional advertising consultants on better infant feeding practices in late 1981 provided substantial feedback throughout 1982. This was a significant effort to "go public".

179. Our expanded working relationships with government mentioned above gave us an opportunity to introduce thematic approaches in our external advocacy activities. We used IYDP and the infant feeding questions as levers for increased NGO and media co-operation. The Mid-North India Office (MNIO), was a strong partner in this extension work.

180. Programme Support Communication (PSC) promotion of infant feeding practices and childhood disability prevention and reduction were successful in the district administration of Dewas, Madhya Pradesh, the Kasturba Hospital, New Delhi, and the Doordarshan Upgraha Kendra (satellite TV).

181. IYDP promotion, which included a large travelling photo exhibition and support to three major conferences, thus also led to urban, peri-urban and rural PSC initiatives in community based action; in one, we joined hands with one specialized NGO to motivate and support another NGO.

182. Other major themes emphasized during 1981-82 were goitre control^{35/}, community participation^{36/} and protection through immunization^{37/}. In 1982, we also highlighted the value of the very old and the very young to both family and community^{38/}.

183. To our tested methods of publishing special articles and news supplements, providing data and mounting mobile exhibitions, we added programme pre-testing workshops for media producers, NGO training workshops, targeted participation in NGO national conventions. Co-production of special thematic sections and mass circulation magazines with a West Bengal publishing house added a new dimension to our media relations; it was a hopeful breakthrough after three years of sponsored publication.

184. Government hospitals became our urban 'test' areas for PSC materials on health and nutrition - and also for motivational plays produced for All India Radio. This 'test' exposure greatly improved our prototypes, and also identified resource bases for re-orientation of hospital practices. Selective case follow-up with an NGO working against childhood disability yielded rich audio-visual material for community education and was an advance on conventional photo-coverage and reporting methods. Joint planning with school-teachers and with Mobile Creches organization to conduct children's workshops provided another good communication experience.

35/ A display set was prepared for photo coverage with All India Institute of Medical Sciences (AIIMS), survey visits were made to Madhya Pradesh and Uttar Pradesh. UNICEF photos were used in a Sunday magazine article.

36/ As a means of community participation workshops for local communities on low cost aids for disabled were held at Madhya Pradesh and Delhi.

37/ Organization of motivational workshops for polio immunization and hospital support for home based rehabilitation were organized at Dewas in Madhya Pradesh, at Majra village and at Kalavati Saran Hospital, Delhi.

38/ Photo display, promotional card calendar and 'Small Voice' on the themes, and provision of the theme for GOI annual children's day booklet.

185. A positive pattern was set for the programme pre-testing workshops by involving a government media unit, a state government and a state level NGO or resource institution and a target group in each exercise. One of the government's senior media advisors became our resource person for these training activities.

186. Further progress was made in conceiving, planning and producing communication materials in the language and idiom of their target users. A 20-part radio 'spot' series and a radio talk and play on infant feeding promotion were produced in this style [radio spot entitled "Asha Keliye" (for Asha) for AIR, an experimental radio talk play for hospital extension programme to go on the air by end 1982]. Resource persons included Hindi poets and songwriters, and regional radio producers.

187. By mid-1982, we were engulfed in organizing a film premiere when UNICEF was made a co-beneficiary of proceeds from the world premiere of the Attenborough film epic 'Gandhi'. Our 1981 experience of organizing a UNICEF Day dance recital in aid of India's National Children's Fund stood us in goodstead.

188. Two visits by the UNICEF special Envoy, HRH Prince Talal, entailed press coverage and programme schedules which gave us another opportunity to go public on UNICEF objectives and policies through mass media.

189. Design and production services were provided to programme sections, zone offices and the government for manuals, orientation books, audio-visuais, photo displays, radio and TV programmes on nutrition, health, women's development, disability prevention and low-cost rehabilitation and leprosy control. The 'Small Voice', a bimonthly bulletin on children and development issued by ROSCA, went into Tamil and Telugu editions to highlight WESS priorities, and the State of the World's Children report was issued in Hindi and Urudu.

190. A feasibility survey on children's television programming^{39/} information on environment (especially prepared for the first Indian conference of legislators and the International Social Science Congress), infant nutrition and child nutrition and child-to-child action on disability, newspaper supplements for Children's Day and UNICEF Day, motivation meetings with colleagues and women's groups to improve EPI coverage in the union territory of Delhi were among other activities undertaken during the period. The Child-to-Child booklet is a co-production with booklet inserts with Anand Mela Youth Magazine (West Bengal) titled "Understanding Disability" in English/Hindi/Bengali and circulated to 115,000 magazine readership, 30,000 reprints to media, meetings, workshops, schools, and NGOs.

191. To increase INF/PSC outreach, it was decided that one junior PSC post should be deployed in a zone office, but there was no recruitment during the period. We proposed a second zone-based post in late 1982. The PSC post filled in late 1980 fell vacant again in early 1982 due to transfer; the other PSC vacancy remained unfilled. The strains created by an increased workload versus a reduced staff strength was partly met by engaging temporary and consultant support. The work done by these people is commendable, but the section deserves greater attention to its staffing needs.

192. We are well set for an enduring working relationship with the Information and Broadcasting Ministry and its units, with some national and state NGOs and with parts of the news media. We hope to strengthen and expand these links. The rest of this MPO period will see continued emphasis on the focal themes of infant nutrition, diarrhoea management, prevention and reduction of goitre, leprosy and childhood disability, community-based urban and rural improvement and environmental protection. It should also see increased production activity in low-cost audio-visuals for PSC, advocacy and general information purposes,

^{39/} Television modules for rural children 6-10 years in Hindi on nutrition, health, hygiene, safe water have been prepared.

sustained work on orientation and co-production for radio, TV and field publicity, and experiments in 'goodwill' activities' with film and sports personalities. Ongoing work on major slide-sound presentations^{40/} will be completed.

40/(a) UCD: 'Urban basic services - A challenge' : Hindi and Tamil versions.

(b) Diarrhoea Management: 'A Simple Solution' - orientation for planners.

(c) UNICEF in India: revised version for orientation (English and Hindi).

UNITED NATIONS CHILDREN'S FUND

UNICEF

SUDAN COUNTRY OFFICE

ANNUAL REPORT 1982

KHARTOUM

OCTOBER 1982

Project Support Communications

47. Numerous visitors, both national and international, to UNICEF projects in Sudan, and the need to attract donor funding, meant that the PSC Officer spent a good deal of his time working as an Information Officer. He, however, also contributed useful inputs to programmes including TBA Training and Nutrition surveillance. Next year it is planned to fill the PI post and thereby enable the PSC Officer to concentrate on his principal functions.

Supply Operations

48. Containerization has reduced the problems of shipping through Port Sudan and since shipments through East Africa are increasingly expensive and difficult we are reducing the use of that route in accordance with the recommendation of the Chief of the Shipping Section, New York, following his visit in February 1982. As far as possible, the Government is being encouraged to take responsibility for clearing and receiving supplies, but containers with mixed consignments (i.e. for more than one Ministry) are a problem. In addition, local procurement is being increasingly used (e.g. in the case of cement and possibly, in the future, hand-pumps).

Aircraft Operations

49. Following its major refit UNICEF's Twin Otter returned to Sudan in October 1981 and provided invaluable service throughout 1982 with a regular schedule between Khartoum, Kadugli, Wau, and Juba. Unfortunately, the aviation authority limits its use to UN agencies which inter alia reduces the opportunities for developing relations with non-UN aid agencies. Nevertheless, particularly as the UNDP have been temporarily without an aircraft, the load-levels were kept high throughout the year.

50. The joint UNDP/UNICEF hangar was being erected at the end of 1982, although the cost had risen above the original estimate — principally because of the more extensive ground preparation needed at the site now allocated by the airport authority.

51. The aircraft has proved essential in helping to decentralize UNICEF operations in this vast country.

Administration

52. After an interval of nine months the post of Representative was filled in late April 1982; also during that month the posts of Admin/Finance Officer and Supply Officer were eventually filled. On the other hand, the loss of experienced staff continued with the departure of the Resident Programme Officer Juba, and the Programme Officer for Zonal Development. The

Mr. R.R.N. Tuluhungwa
Chief, PSC Service

13 Jan. '83

Toshihiko Murata
Assistant Communications Technology Officer, PSC Service

Please add two more reports to the copies which I submitted to you on 7 Jan '83. Therefore, the new list becomes as follows:

The New List of 1982 Annual Reports which Include PSC Activities

Afghanistan
Bangladesh
Beirut Area
Caribbean Area: Kingston, Jamaica
EARO, Nairobi
Hanoi
Korea
Manila
Nigeria
Pakistan
Saudi Arabia
South Central Asia, New Delhi
Sudan

This research is based on 48 Offices Annual Reports, with cooperation of the UNICEF Library & Asia, Africa, and American Sections.

UNITED NATIONS CHILDREN'S FUND

U N I C E F

BANGLADESH COUNTRY OFFICE

ANNUAL REPORT 1982

DACCA

OCTOBER 1982

the UNICEF/Bangladesh organizational structure is being strengthened with the establishment of logistics and programme support communications (PSC) units; the consolidation and professional upgrading of district field offices; and the improvement of internal inter-sectoral co-ordination of programme operations.

Overall performance, and implementation constraints and adjustments are outlined in a number of projects and programme areas: the Village Sanitation Project (case study), primary health care, child nutrition, area development, women's income generating activities, inter-agency collaboration, basic education, technical co-operation among developing countries, and evaluative activities. Bangladesh's current economic and administrative difficulties affect implementation performance in each of these areas, albeit in varying degrees. Adjustment to these common constraints are similarly varied, but all ultimately depend on close collaboration between programme counterparts and experienced UNICEF field staff.

identified during the programme preparation process. The organizational changes have included: the establishment of logistics and programme support communications (PSC) units; the consolidation into, and professional upgrading of six district field offices; the rationalization of area-based development programme; and the strengthening of internal inter-sectoral coordination and programme operations. When fully implemented, the reorganized structure is expected to enhance UNICEF/Bangladesh's flexibility in responding to short-term programming constraints, and to the Government's long-term objective of decentralizing development planning.

20. Effective implementation of the new organizational structure will require considerable investment in staff development and training activities. Special workshops in supply, logistics, and PSC in late-1981 had positive, but limited impact on the quality of office operations. The more effective, long-term approach to meeting this need appears to be effective on-the-job training and supervision. Accordingly, a modest addition of experienced UNICEF international professional staff and national professional officers is planned in 1983 for this purpose.

SELECTIVE REVIEW OF IMPLEMENTATION

VILLAGE SANITATION PROJECT

21. The Village Sanitation Project's implementation performance during the reporting period has been good. The production and sale of 58,000 water-sealed latrine units for family use, and the establishment of 80 additional Village Sanitation Selling Centres (VSSC), which manufacture these units, each represent approximately 80 percent of the planned physical targets. The installation of 1,300 school latrine units was less encouraging, however, this achievement representing only 65 percent of the planned target.

22. Other aspects of project performance have also been encouraging. First, a slow but steady increase in the demand for latrine units -- in some areas in excess of the local VSSC's production capacity -- apparently reflects growing awareness among rural people of the importance of sanitation. Second, modifications of the standard water-seal latrine unit are being introduced gradually without disrupting production schedules, but which enhance user acceptability. Third, although an evaluation of latrine end-use revealed a number of problems in maintenance and utilization, it did indicate

health workers. Most important was the decision to entrust the functions of the VHC to the Gram Sarkar - the village-level representative body within the established local government structure. When the Gram Sarkar was subsequently abolished by the new Government, these functions were then proposed for the somewhat higher-level Union Parishad Councils. Revisions have also been made in the content of the PHC orientation courses planned for Thana Health Administrators. More emphasis is placed on the actual management of preventive health services, identification of priority health needs, and inter-sectoral co-ordination.

32. It is clear that the effective implementation of PHC will require more from UNICEF than financial and material support in the years ahead. Technical inputs in the form of staff time, and assistance in monitoring and evaluation will be required as well. The size and complexity of the task ahead require such qualitative inputs, which would complement and extend the technical assistance already provided by WHO. During 1982, UNICEF/Bangladesh drew on the services of the Chief of the Staff Development and Training Section in New York, and the Regional Project Support Communication Officer in Bangkok for assistance in rationalizing UNICEF training inputs for PHC. The need for these services will continue through 1983, as will the need for filling the existing vacancies in the Dhaka Office Health Section.

Expanded Programme on Immunization

33. Among all the basic health programmes assisted by UNICEF, it is EPI that can make the most direct and significant contribution to lowering infant deaths. Neo-natal tetanus alone accounts for almost one-quarter of all known deaths in the 0-1 year age group in Bangladesh. The essence of an effective EPI service is logistical management - the movement of vaccine through a reliable cold chain until it is put into the arm of the young child and woman. UNICEF has provided material inputs to this programme since 1978 in the form of transport, vaccine, and cold chain equipment. Poor programme performance relative to targets in the last three years, however, led to an internal review to determine what additional assistance might be required to improve implementation.

34. Constraints: An internal audit of UNICEF's co-operation in EPI was done by the UNICEF Regional Auditor in June 1982. The audit also incorporated the observations and recommendations of the Regional PSC Officer, who reviewed the health education/public information components of EPI at this time.

A number of constraints were identified. First, a single agreed-upon workplan among the three main co-operating parties - Government, WHO, UNICEF - has not been developed. Those annual workplans that were developed were not revised to take into account actual programme performance. Second, the cold chain is unsatisfactory. The central cold room is not in operation because the Government's ban on hiring has delayed appointment of the technicians needed to maintain this facility. The cold chain maintenance units in the districts have not been established for the same reason. Cold chain equipment has been distributed to district and thana facilities, but maintenance and utilization has been sub-optimal because of inadequate staff training. Third, a weak monitoring system has hampered the calculation of future vaccine requirements, and a detailed logistics plan has not been developed. Planned evaluations of vaccination coverage and epidemiological surveys have been delayed by staff shortages. Fourth, EPI's publicity and education activities are not sufficient for generating the awareness among potential beneficiaries needed to achieve coverage targets.

35. Adjustments: The audit observations and recommendations are the basis of discussions with Government officials on corrective measures. Emphasis has been placed on the need to shift EPI strategy from an essentially passive to a more active outreach service, and on the managerial and logistical measures required to effect such a change. These discussions are supported by several specific short-run adjustments involving UNICEF staff inputs. First, new monitoring forms have been developed for vaccine requirements and coverage, and these are being introduced at central and district levels. Second, UNICEF's district staff are working more closely with EPI counterparts in actively identifying and overcoming local constraints. Third, the Dhaka Office Logistics Unit is preparing a review of cold chain equipment and transport requirements, which will be used in developing more effective training and monitoring activities, as well as a reliable logistics system. Fourth, the issue of appointing needed cold chain staff is being actively pursued at the highest levels of the Ministry of Health and Population Control. Fifth, the Dhaka Office PSC Unit is developing alternative education-motivation-information (EMI) strategies for increasing programme coverage in rural areas.

36. Full implementation of these adjustments will take some time since key constraints such as staffing and training are very much related to Bangladesh's current economic difficulties. Nevertheless, the Government's commitment to EPI, and the more active support of UNICEF staff give rise to considerable optimism for programme performance in 1983.

Water and Environmental Sanitation

(See next page)

37. Programme performance in water supply and environmental sanitation has been consistently good over the past several years. Government financial and staffing constraints, and managerial weaknesses in stores and supervisory systems in the field do result in uneven and slowed implementation of various programme activities. Nevertheless, good overall momentum is maintained by a well established and elaborate co-operative relationship between UNICEF technical staff and their DPHE counterparts. The identification of constraints and needed adjustments is done routinely by joint review committees at the district, zonal, and central levels.

38. Increasing attention has thus been given in 1982 to the problem of enhancing programme impact on the health of young children in beneficiary communities. The focus of this effort has been on strengthening and further developing the health education components of the water and environmental sanitation programme in particular, and of the entire country programme in general. This process was assisted during the reporting period by the observations and recommendations of a DANIDA team that reviewed programme performance in early - 1982.

39. Constraints: The absence of an effective primary health care system that extends down at least to the village level is perhaps the single most important constraint on co-ordinating health education inputs with the provision of drinking water and sanitation facilities. Preventive health messages are thus transmitted by several categories of field workers, but are normally not co-ordinated so as to be mutually reinforcing in content, frequency, and audience. The health education activities of DPHE field staff are necessarily limited by their technical and engineering responsibilities. A second constraint is the incomplete information available on the relationships among safe drinking water, sanitation, and diarrhoeal disease in children, community perceptions and knowledge of these relationships, and traditional community water use and sanitation patterns.

40. Adjustments: The information base needed for programming health education inputs has been given increased attention during the reporting period by UNICEF and DPHE staff. Continuing assistance to the Teknaf research of the International Centre for Diarrhoeal Disease Research, Bangladesh (ICDDR,B) will be supplemented by additional community surveys in different geographic areas, and by systematization of existing information among DPHE field staff. Substantial funding of these activities is under consideration by

DANIDA. No less important has been the strengthening of UNICEF's own staffing and co-ordination in health education to better support the Government's capabilities in this area. This has involved the addition and filling of a health education post in the Water and Environmental Sanitation Section, the recruitment of a second PSC Officer, and the filling of long-standing vacancies in the Health Section. An in-house Health Education/PSC Group has been established to oversee and co-ordinate UNICEF's health education activities and inputs in all its programmes. Its objective is to ensure that these inputs are consistent in content and strategy, appropriately phased, and mutually reinforcing.

41. By their very nature, these adjustments will not yield overnight results. They do represent, however, a realistic approach to enhancing the health impact of water and sanitation services by emphasizing sustained qualitative programming over the next several years.

CHILD NUTRITION

42. UNICEF/Bangladesh's co-operation in the area of child nutrition includes a varied mix of activities: direct interventions to reduce specific nutritional deficiency diseases such as goitre and Xerophthalmia; improvement of the availability and quality of food in poor households through village-level poultry and fish breeding, and vegetable gardening; research on nutritional deficiencies and traditional practices; and nutrition training for Government field workers, primary school teachers, and community members. Activities concerning child feeding practices in the form of breastfeeding and the development of weaning foods from commonly available local ingredients have been a long-standing component of the nutrition programme.

43. Growing concern for the adoption of a National Code of Marketing of Breastmilk Substitutes resulted in increased attention to the promotion of breastfeeding among a wide range of local groups in Bangladesh. Public information activities have been undertaken, or are planned, by the Ministry of Health and Population Control's Bureau of Health Education, academic institutions, and national non-governmental organizations. Nevertheless, more effective action on the breastfeeding issue is hampered by a number of constraints.

UNICEF programme staff frequently participate in evaluations done by Government staff. Evaluative activities completed in 1982 are listed in Annex I.

65. Constraints: Evaluation methodology is occasionally weak. This may be reflected in an imbalance in the type of data collected. Examples of this are the evaluations of the PHC Pilot Project in Six Thanas, and the TBA Training Project, which focused more on the attitudes and opinions of trainees, than on data relating to the management of the project. Neglect of the linkage between project structure, operations, and training outcomes makes future programme adjustments problematic. A second example is the omission of admittedly sensitive, but nonetheless critically important data on social class in the evaluation of the Village Sanitation Project. Consequently, this evaluation yielded extremely useful data on service delivery strategies, maintenance and utilization of latrines, but did not help clarify the extent to which very poor households have benefitted from the project. The actual use by project officials of evaluation findings in adjusting programme operations also remains problematic.

66. Adjustments: UNICEF programme staff are increasingly involved in the design and implementation of evaluative activities. They thus are in a better position to advocate for the inclusion of variables relevant to a basic services strategy in the evaluation exercise. In-service training activities for strengthening staff capabilities in the areas of social statistics and survey methodology are under consideration for implementation in 1983. UNICEF support of project activities is also increasingly tied to utilization of past evaluation findings in modifying project operations. In 1983, for example, continued support to PHC training activities was delayed until the findings of the PHC Pilot Project evaluation were incorporated in the training methodology for the expansion phase involving 66 new thanas.

UNICEF/BANGLADESH MANAGEMENT REVIEW

(See next page)

67. The UNICEF Bangladesh Country Office completed in June 1982 the comprehensive review of its organizational structure that began in 1980. Its final proposals are intended to ensure that the country office structure would be capable of supporting the effective implementation of the Third Country Programme 1982-1985. The specific objectives of the review exercise, then, were to:

- a) optimize the effectiveness and economy of UNICEF/Bangladesh's programme and administrative operations;
- b) Facilitate the direction, co-ordination, control, and accountability of all UNICEF/Bangladesh operations;
- c) effectively utilize existing staff at all levels;
- d) create a flexible organizational structure that can accommodate future programme developments.

68. The management review was conducted as an "open" exercise, and involved the participation of all UNICEF/Bangladesh staff. Its starting point was the analysis by each section, unit, and district field office of their actual workload, structural problems, staffing pattern, and training needs relative to the implementation requirements of the new country programme. Subsequent discussions between senior management and the sections/units led to the development of specific recommendations for the structural reorganization of the office. These have been forwarded to UNICEF/New York for approval.

69. Given the Government's current economic difficulties and their impact on service delivery systems for children and women, UNICEF/Bangladesh's office functions have been divided into two groups, each under the direct supervision of a senior officer. The Programme Planning Group incorporates programmes concerned primarily with area-based planning, innovative service strategies, evaluation, and monitoring: Development Activities, Area Development and Nutrition, Women's Development, and Programme Operations Control. The Programme Operations Group incorporates programmes with a national focus, and related programme support sections. The latter include the newly established Programme Support Communications Unit and the Logistics Unit, both of which reflect the increasing concern for the qualitative aspects of programme implementation.

70. The 12 existing district field offices will be reorganized and consolidated into six zonal offices in order to:

- a) strengthen the programming role of field offices;
- b) provide for more effective and systematic supervision of field staff;
- c) improve the co-ordination of programme activities.

NOTES FOR

ANNUAL REPORT 1982

UNICEF Manila Office
for Philippines,
Papua New Guinea,
South Pacific and
Micronesia

15 October 1982

Review of Project Implementation - Philippine Expanded Programme of Immunization

The expanded programme of immunization in the Philippines has been faced with two major problems. The first was one of health education and the second one of logistics.

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Even where immunization took place at or near the community level, coverage was not good because of failure of parents to bring the children. A survey undertaken in 1979 revealed that failure to participate in the immunization programme was based on lack of information and a number of misconceptions. As a result, a major project support communications element was added to the EPI. The basic activity was the training of over 12,000 midwives, providing them with improved skills for communicating with and motivating parents to participate in the programme. An assessment of the PSC component of the project is currently under way.

The major problem of logistics was one of ensuring the transfer of potent vaccine from point of production to point of immunization. Under the original system, the vaccine was handled at six intermediate points, including airport delivery, central cold store, regional cold store, provincial health office, rural health unit and barangay health station. A joint evaluation by the Ministry of Health, UNICEF and WHO carried out in early 1982 revealed major problems in maintaining vaccine potency to point of immunization. As a result, a major reorganization of the cold chain has been undertaken. Based on a series of workshops involving relevant health personnel from the regional, provincial and municipal levels, the cold chain has been reformulated to involve only four major points of handling and transfer. One of the major lessons learned from this experience is the importance of involving personnel working at intermediate and lower levels in solving programme implementation problems.