

UNITED NATIONS
NATIONS UNIES

**PROVISIONAL
GUIDELINES FOR
PUBLIC INFORMATION
COMPONENTS IN
UNITED NATIONS
PEACEKEEPING
AND OTHER
FIELD MISSIONS**



UNITED NATIONS
DEPARTMENT OF
PEACEKEEPING
OPERATIONS

***PROVISIONAL GUIDELINES FOR
PUBLIC INFORMATION COMPONENTS
IN UNITED NATIONS PEACEKEEPING
AND OTHER FIELD MISSIONS***

NOVEMBER 1997

**Prepared by the United Nations Department of Public Information
in consultation with the Department of Peacekeeping Operations**

GUIDELINES FOR PUBLIC INFORMATION COMPONENTS IN UNITED NATIONS PEACEKEEPING AND OTHER FIELD MISSIONS

The *Guidelines for Public Information Components in United Nations Peacekeeping and Other Field Missions* have been prepared by the Department of Public Information in consultation with the Department of Peacekeeping Operations

This document is printed by the International Training Centre of the ILO, Turin, Italy and distributed by the Office of Planning and Support/DPKO/Training Unit, New York.

Copyright © United Nations 1997

This document enjoys copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, Governmental authorities of the Member States may freely photocopy this document for exclusive use within their training institutes. However, no portion of this document may be reproduced for resale or mass publication without the express consent, in writing, from the DPKO/Training Unit.

Any comments or questions concerning this document may be addressed to:

Department of Peacekeeping Operations/Training Unit
801 United Nations Plaza, Second Floor
New York, NY 10017 USA
Phone: (212) 963-8670
Fax: (212) 963-9061

November 1997

CONTENTS

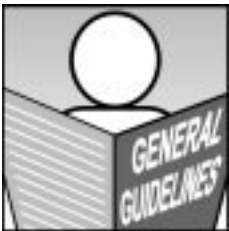
Preface	iii
Table of contents.	v
List of acronyms.	xi

CHAPTER ONE:	<i>INTRODUCTION</i>	1
--------------	----------------------------	---



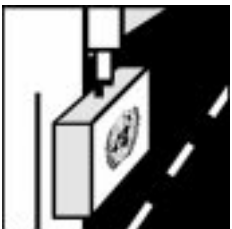
United Nations peacekeeping.	3
Types of operations.	4
Operational control	6
Administrative control.	8

CHAPTER TWO:	<i>GENERAL GUIDELINES</i>	11
--------------	----------------------------------	----



Role of public information.	13
Goals and parameters.	14
Local language(s)	16
Local staff	17
Archives	17

CHAPTER THREE:	<i>“KNOW BEFORE YOU GO”: PRE-DEPLOYMENT PLANNING</i>	19
----------------	---	----



Public information activity.	21
Preliminary parameters and objectives.	21
Specific proposals	22

CONTENTS

CHAPTER FOUR: **THE FIELD-BASED INFORMATION COMPONENT** 23



Structure	25
Role of the Spokesperson (and/or Chief of Information)	26
Role of the Chief of Information	27
Professional standards of mission personnel . .	29
Keeping mission personnel informed	30

CHAPTER FIVE: **GETTING STARTED** 31



Rapid reaction	33
On the ground	34
Procurement	35
Equipment and supplies	36
Setting up the press office	37

CHAPTER SIX: **DEALING WITH THE MEDIA** 39



Accreditation	41
Relations with the military and police components	41
Communications and transport	42
Satellite press offices	43
Press briefings	44
Media monitoring	45
Set up an archive	46

CONTENTS

Arrival of the HOM	47
Relations with the HOM	47
Professional guidelines	48
Access to military information	48
Other UN agencies – “speaking with one voice”	49
Countering false information and hostile propaganda	49
The mission magazine	50

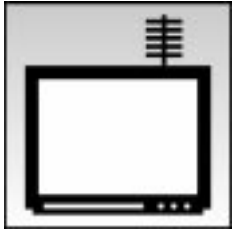
CHAPTER SEVEN:	<i>RADIO</i>	51
----------------	---------------------	----



Planning programming capacity	53
Target audiences	54
Channels of delivery	55
Airtime	57
Languages	57
Format	58
Editorial control/clearance process	60
Staffing	61
Production equipment and facilities	62
Monitoring	63
Cooperation between Headquarters and the field	63
Archives	64
Examples of scenarios encountered to date . .	64

CONTENTS

CHAPTER EIGHT: ***TELEVISION*** 71



Planning	73
Coverage	75
Programming format	76
Equipment	76
Local personnel	77
Facilitating coverage by non-UN television journalists	77
Cooperation between Headquarters and the field	78
Testing and feedback	78
Archives	79

CHAPTER NINE: ***PRINT*** 81

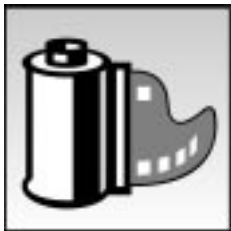


Standard mission identity package	84
Political and cultural sensitivities	85
Languages	85
Graphic design and desktop publishing	86
Products	87
Standard items: explanatory brochure	88
Other initial products	89
Products during the course of the mission	89
End-of-mission products	90
Procurement and administrative channels	91
Commercial vendors	91
Other sources for print services	92

CONTENTS

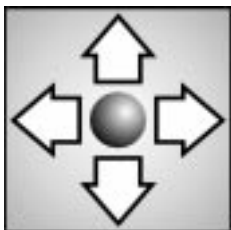
Assuring quality, accountability	92
Photocopying as an alternative to printing	93
Use of Internet	94

CHAPTER TEN:	<i>PHOTO COVERAGE</i>	95
--------------	------------------------------	----



Mission photographer	97
Other arrangements	97
Types of pictures	98
Coverage for Headquarters	99
Portable darkroom/electronic transmission operation	100

CHAPTER ELEVEN:	<i>DISSEMINATION</i>	103
-----------------	-----------------------------	-----



Distribution plan	105
Transport and delivery	106
Summary of important steps	107

CHAPTER TWELVE:	<i>NGO LIAISON AND OUTREACH TO "CIVIL SOCIETY"</i>	109
-----------------	---	-----



Some general observations	111
Dealing with NGOs: who's responsible?	111
A systematic, phased approach to NGO relations	113
Access/attitude	114
Community relations	115

CONTENTS

ANNEX I.	<i>UNITED NATIONS ELECTORAL ASSISTANCE – MEDIA ASPECTS</i>	117
ANNEX II:	<i>DEPARTMENT OF PUBLIC INFORMATION</i>	131
	Contact list of selected offices	
ANNEX III:	<i>ORGANIZATIONAL CHARTS OF PUBLIC INFORMATION COMPONENTS OF UNTAC, UNPROFOR, UNAVEM III AND UNTAES</i>	139
ANNEX IV:	<i>SAMPLE ACCREDITATION FORM</i>	151

LIST OF ACRONYMS

CAO	Chief Administrative Officer
CCO	Chief Communications Officer
CCPO	Chief Civilian Personnel Officer
CEO	Chief Engineering Officer
CFO	Chief Finance Officer
CGS	Chief General Services
CIVPOL	civilian police
CLO	Chief Logistics Officer
CPO	Chief Procurement Officer
CTO	Chief Transport Officer
DHA	Department of Humanitarian Affairs
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
FALD	Field Administration and Logistics Division
HRFOR	Human Rights Field Operation in Rwanda
HOM	Head of Mission
IFOR	Implementation Force
MICIVIH	International Civilian Mission in Haiti
MINUGUA	United Nations Human Rights Verification Mission in Guatemala
MPIO	military public information officer
NGO	non-governmental organization
ONUMOZ	United Nations Operation in Mozambique
ONUSAL	United Nations Observer Mission in El Salvador

LIST OF ACRONYMS

ONUVEH	United Nations Observer Group for the Verification of the Elections in Haiti
ONUVER	United Nations Observer Mission to verify the electoral process in Nicaragua
RDMHQ	Rapidly Deployable Mission Headquarters
SRSG	Special Representative of the Secretary-General
UNAMIR	United Nations Assistance Mission for Rwanda
UNAVEM	United Nations Angola Verification Mission
UNDP	United Nations Development Programme
UNDOF	United Nations Disengagement Observer Force
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNHCR	Office of the United Nations High Commissioner for Refugees
UNIC	United Nations Information Centre
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIKOM	United Nations Iraq-Kuwait Observation Mission
UNITAF	Unified Task Force
UNMIBH	United Nations Mission in Bosnia and Herzegovina
UNMIH	United Nations Mission in Haiti
UNMOT	United Nations Mission of Observers in Tajikistan
UNOMIL	United Nations Observer Mission in Liberia
UNOMSA	United Nations Observer Mission in South Africa

LIST OF ACRONYMS

UNOSOM	United Nations Operation in Somalia
UNOVER	United Nations Observer Mission to Verify the Referendum in Eritrea
UNPREDEP	United Nations Preventive Deployment Force
UNPROFOR	United Nations Protection Force
UNSMA	United Nations Special Mission to Afghanistan
UNSMIH	United Nations Support Mission in Haiti
UNTAC	United Nations Transitional Authority in Cambodia
UNTAG	United Nations Transition Assistance Group
WFP	World Food Programme

CHAPTER 1

INTRODUCTION



UNITED NATIONS PEACEKEEPING



Peacekeeping was pioneered and developed by the United Nations as one of the means for maintaining international peace and security. Since 1948, over 750,000 military and civilian police personnel and thousands of other civilians have served in United Nations peacekeeping operations. They have been supervising peace agreements, monitoring ceasefires, patrolling demilitarized zones, creating buffers between opposing forces and defusing local conflicts that risk wider war. Most United Nations peacekeepers have been soldiers, volunteered by their Governments in national contingents to apply military discipline and training to the task of restoring and maintaining the peace. They received the Nobel Peace Prize for their work in 1988.

Since Cold War tensions have subsided, peace has been threatened by resurgent ethnic and nationalist conflicts in many regions. Consequently, United Nations peacekeeping operations have grown rapidly in number and complexity in recent years. While 13 operations were established in the first 40 years of United Nations peacekeeping, 33 new operations have been launched since 1988. At its peak in 1993, the total deployment of United Nations military and civilian personnel reached more than 80,000 from 77 countries. "Traditional" peacekeeping has given way to complex, integrated operations which require a combination of political, military and humanitarian action. Police officers, electoral observers, human rights monitors, public information specialists and other civilians have joined military personnel under the United Nations flag to help implement negotiated settlements of conflicts between previously hostile parties, encouraging former opponents to build a peaceful future together.



Peacekeeping operations are normally set up by the Security Council – the United Nations principal organ vested with the primary responsibility for maintaining international peace and security. These operations must have the consent of the host Governments, and usually of the other parties involved, and must not be used in any way to favour one party against another. The success of a peacekeeping operation also requires a clear and practicable mandate, the cooperation of the parties in implementing it, effective command at Headquarters and in the field, and adequate logistic and financial support.

United Nations troops are generally lightly armed and follow the principle of use of minimum force. United Nations military observers are unarmed. Rules of engagement for each specific operation govern the use of force.

TYPES OF OPERATIONS

Each United Nations peacekeeping operation is unique. Each is established with a mandate and organizational structure tailored to a specific conflict or situation. Although there are no hard and fast definitions, United Nations operations fall into several general categories:

- ***Maintenance of ceasefires and separation of forces (or classic or traditional peacekeeping)***. Operations of this type function on the basis of a limited agreement or understanding between the parties. They monitor ceasefires and by their presence enable combatants to pull back to a safe distance from each other and an atmosphere conducive to negotiations may be created (e.g. UNFICYP/Cyprus, UNDOF/Golan Heights, UNIFIL/Lebanon, UNIKOM/Iraq-Kuwait).



- ***Preventive deployment.*** These operations have activities similar to the first type mentioned, but which are deployed prior to hostilities having begun (e.g. UNPREDEP/the former Yugoslav Republic of Macedonia).
- ***Implementation of comprehensive settlements (or complex or very complex multi-dimensional operations).*** In contrast to those described above, such operations are deployed to implement comprehensive peace agreements including a wide range of civilian matters. This could cover disarmament and demobilization of forces, reintegration of former combatants into new, restructured forces or civil society, demining activities, human rights monitoring, return of refugees and displaced persons, etc. Such operations normally also include civilian police components and humanitarian operations. These operations are completed within a specified timeframe. (e.g. UNTAG/Namibia, UNTAC/Cambodia, ONUMOZ/Mozambique, UNMIH-UNSMIH/Haiti, UNAVEM/Angola, UNOMIL/Liberia, ONUSAL/El Salvador).
- ***Protection of humanitarian operations during continuing conflicts.*** United Nations forces in such operations are used for the protection of humanitarian assistance (UNPROFOR/former Yugoslavia and UNOSOM/Somalia are two recent examples where United Nations troops have been deployed within the borders of a country for this purpose).

The number and variety of a mission's functions, and the degree to which it integrates civilian and military components – rather than size – are a good guide to where it fits in these categories.



To those described above, one could add the following types of operations:

- ***Operations other than peacekeeping, such as human rights monitoring or humanitarian, electoral supervision, political missions*** (UNOMSA/South Africa, ONUVEH/Haiti, ONUVEN/Nicaragua, UNOVER/Eritrea, HRFOR/Rwanda, UNSMA/Afghanistan, etc.)

and

- ***Peace enforcement operations authorized by the Security Council, but not under the United Nations command*** (Operation Turquoise/Rwanda, Operation Desert Storm/Persian Gulf, UNITAF/Somalia, IFOR/Bosnia and Herzegovina).

All these operations could vary in composition from a purely military or electoral observer mission, to a mission with formed contingents and observers, to a multicomponent operation including military contingents, CIVPOL, humanitarian elements, etc. These operations could also vary in number from under a hundred personnel to several thousand.

OPERATIONAL CONTROL

Any peacekeeping operation is **under the command of the United Nations**, vested in the Secretary-General, under the authority of the Security Council. The Secretary-General exercises his operational and political control through the **Department of Peacekeeping Operations** (DPKO). DPKO is responsible for the planning, preparation, conduct and direction of all United Nations field operations.



The command in the field is exercised, on behalf of the Secretary-General, by the **Head of Mission** (HOM), whether he or she be the Special Representative of the Secretary-General (SRSG), the Force Commander, Chief Military Observer or Chief of Staff depending on the nature and type of operation. The HOM reports on operational and political matters to the Secretary-General through DPKO. He/she determines the further delegation of authority in consultation with United Nations Headquarters.

Military and police personnel contributed by Member States to United Nations peacekeeping operations **remain members of their national armed forces or police**. However, the operational authority over such forces and personnel is transferred to the United Nations. United Nations operational authority entails the exclusive authority to issue operational directives within the limits of:

- a specific mandate of the Security Council;
- a specific geographic area;
- an agreed period of time.

Command over troops implies administrative and disciplinary authority which is never transferred to the United Nations. The Force Commander can operationally task units to carry out certain functions, subject to the three conditions above. He/she is given appropriate authority over all military units and personnel in the mission in the light of operational requirements.

ADMINISTRATIVE CONTROL



It is imperative to the proper functioning of a peacekeeping or observer operation that it have effective administrative and logistical support. This support is provided by the United Nations Secretariat in general and by the **Field Administration and Logistics Division (FALD)** of DPKO in particular.

Within United Nations Headquarters FALD acts as the coordinating office for handling all administrative, financial, personnel and logistics requests and/or queries originating from the various operations in the field, channelling them through the appropriate departments. It also follows up on such requests and/or queries, and advises the field of the outcome. In respect to missions in the field, FALD is responsible for all administrative, financial, personnel and logistics arrangements at the Headquarters level.

In the mission area, administrative control is exercised, under the authority of the HOM, by the **Chief Administrative Officer (CAO)** on behalf of DPKO. The CAO is responsible for all administrative functions and for providing the requisite administrative support for carrying out the substantive work of the mission efficiently and economically. The CAO acts as the principal adviser to the HOM on all matters relating to the civilian administration of the mission. On the basis of substantive guidance provided by the HOM, he/she plans and forecasts the mission's personnel and financial requirements, provides overall management and exercises budgetary control.

The CAO is responsible for the preparation and timely submission of the budget estimates for the mission as and when required, and for the reconciliation of the

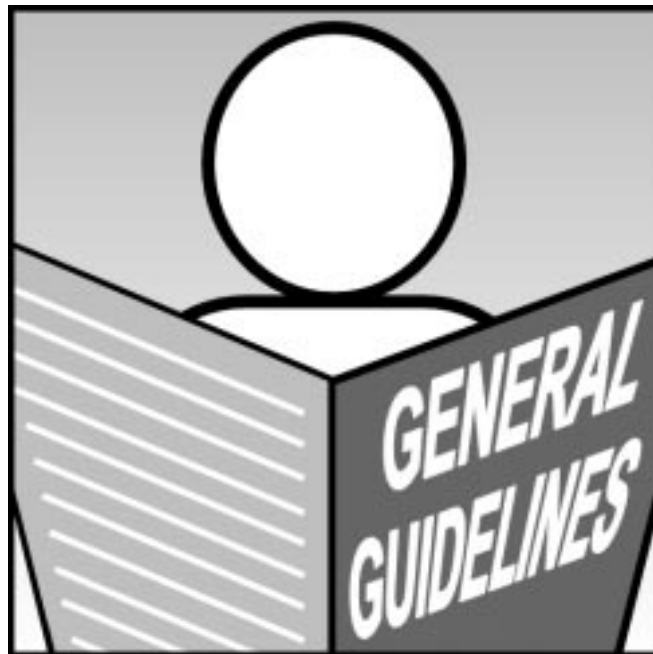


financial and substantive requirements of the mission. He/she maintains direct communication with the DPKO on all administrative and financial matters and normally submits an Administrative Report weekly.

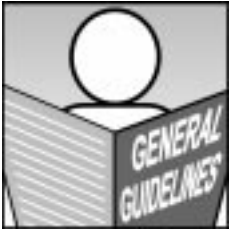
Subordinate to the CAO are the section chiefs and staff that make up the civilian administration of the mission. The section chiefs may comprise the following, although their scope, responsibilities and terms of reference may vary from mission to mission depending on its nature and size: Chief Finance Officer (CFO), Chief Procurement Officer (CPO), Chief Transport Officer (CTO), Chief Communications Officer (CCO), Chief Civilian Personnel Officer (CCPO), Chief, General Services (CGS), Chief Logistics Officer (CLO), Chief Engineering Officer (CEO), etc.

CHAPTER **2**

GENERAL GUIDELINES

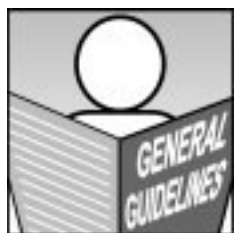


ROLE OF PUBLIC INFORMATION



The success of a United Nations peacekeeping operation depends on many factors. A clear and workable mandate, strong political support from governments, adequate personnel and equipment, dependable logistics and communications are obviously needed. An effective public information capacity also belongs in this list. Public understanding of and support for the United Nations role contribute significantly to an operation's chances for success. United Nations peacekeepers and other field personnel need the cooperation of people in the mission area. This is true whether the operation is a small military observer team helping implement a ceasefire, or a complex mission in which thousands of military and civilian personnel serving under the United Nations flag help the parties carry out a comprehensive peace plan. A well-conceived and well-executed public information strategy helps establish and maintain the mission's credibility, enhances the security of United Nations personnel, and contributes to the operation's effectiveness.

To be most effective, public information efforts in the mission area should be well-coordinated with similar efforts directed at a wider international audience. United Nations spokesperson and other public information personnel in the mission area can play a vital role in educating and galvanizing the international public, especially when their efforts are complemented by an effective external information strategy directed from United Nations Headquarters.



“Public information is the best weapon in the arsenal of peacekeeping. The public information plan is an essential component of the political and mission plan. It must be targeted to providing timely, accurate and influential information to the local population, the world media and audience, the diplomatic community, the mission personnel, the belligerents and the neighbouring countries...”

Working paper: Rwanda Lessons Learned

GOALS AND PARAMETERS

The goal of an information programme is to enhance the effectiveness of the mission, both in the area of the mission and internationally, by fostering a better understanding of the United Nations mandate and activities. The credibility of the mission information effort will be established in part as a result of transparent, truthful communication to the local population and to locally accredited media.

The information programme should consist of two parts: an **internal programme** within the area of the mission, and an **external programme** for the international community at large, particularly troop-contributing and donor nations. Parameters for each part should be spelled out in the programme design, indicating programme outputs, expected functions, personnel requirements, and equipment and supplies.

Many of the information materials produced for the external programme would be appropriate for use in the internal programme as well. In addition to the internal and external programmes, consideration may also be given to mounting a regional programme which covers



the whole region or sub-region in which the mission is deployed. It is essential that the internal and external information programmes be viewed as complementary and mutually reinforcing elements of a unified strategy.

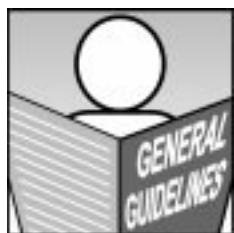
At the initial stage, when the internal information component is being assembled, information services of the **Department of Public Information (DPI)**, which is responsible for public information activities within the United Nations Secretariat, should take the lead in providing information to the world public, as well as to the population in the target region.

Once the internal information component has been set up, DPI's external information programme would support and maintain active cooperation with the internal component. DPI services could, for example, provide information material, background research, radio programming, publications, TV footage, or archival photographs to assist the internal programme.

Likewise, the internal programme could provide DPI with a flow of information updates for its radio, television, and press services, which would then disseminate the mission-specific information to the world public.

In this manner, both the internal and external information programmes would have a cohesive approach to the purposes of the mission and United Nations peacekeeping activities in general.

The internal information programme is to be implemented in the area where a peacekeeping or other field mission is deployed. An information component should be established at mission headquarters to prepare and disseminate information materials aimed at keeping the local population informed of developments as the work of the mission unfolds, and of any proclamations, proce-



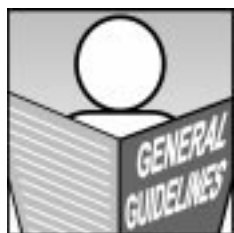
dures, timetables, deadlines, or other matters of direct concern to them in the context of the mission.

Basic institutional information on the activities and purposes of the Organization as a whole should also be provided at the beginning of any field mission. Materials must be prepared taking into account the situation prevailing in the areas of the mission, i.e., appropriate languages and the most effective means for the transmission of information to every region.

The mission information office would also act as the press office by holding regular press briefings, liaise with the Office of the Spokesman for the Secretary-General, responding to press inquiries, scheduling interviews with mission officials, preparing on a daily basis local media summaries for use by mission officials, and performing the liaison function with media, and thereby serve as the principal conduit for official information to the press and, as appropriate, to local institutions and non-governmental organizations (NGOs).

LOCAL LANGUAGE(S)

Public information designed for the local population must be produced in the language(s) of that population. In most missions, since the local language is not the working language of the mission, international information staff should, in so far as possible, include speakers of the local languages. Furthermore, provision must be made for the translation of information materials into the local language(s). This might involve the establishment of a **mission translation service** or require the inclusion of a number of translators among information section staff. Mission press releases should also be translated into local languages. The journalist who could



best cover the story does not necessarily speak mission's language.

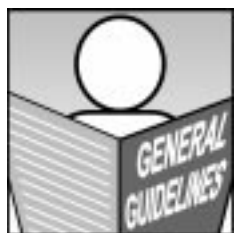
Translations for use in public information materials must be carefully vetted, keeping in mind that language is often a political issue in itself, and that semantics and style can convey political meaning. It is expected that the translation service will establish guidelines in this connection.

LOCAL STAFF

Skilled local staff can make a **significant contribution** to the success of mission public information programmes. In addition to their professional skills, their knowledge of the people, the culture and the country can greatly facilitate information activities and give them greater impact. Local staff must be impartial and trustworthy. They should clearly understand the role and the mandate of the United Nations and work towards implementing that mandate.

ARCHIVES

Public information material produced by the mission should be archived. Personnel should be identified early in the mission to undertake indexing and maintaining a complete set of all information materials, including press briefing notes, press releases, promotional matter such as posters and brochures, and audio and video tapes. Normally, printed matter is archived at Headquarters by the **Archives and Records Management Section**. The Dag Hammarskjöld Library might also wish to maintain sets of printed mission materials. Options for archiving audio and video materials, as well



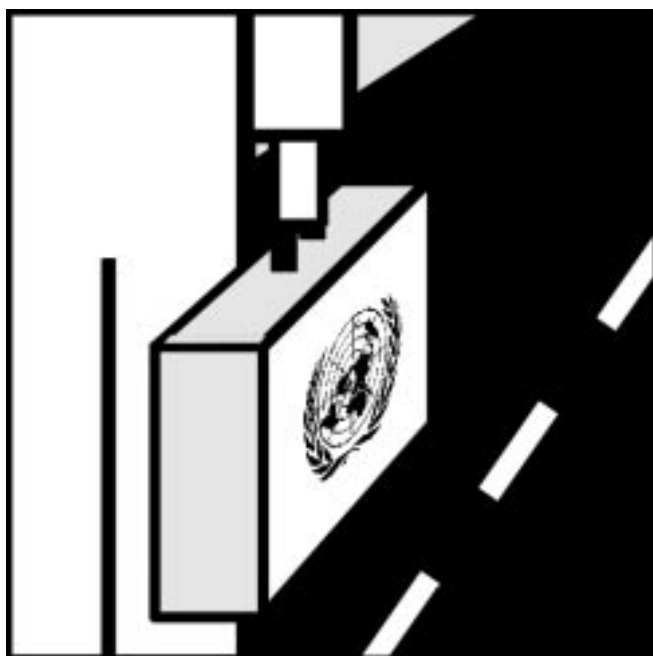
as brochures, fliers, posters, etc. and other printed material include: (a) filing in United Nations archives at Headquarters or (b) identifying a partner institution such as a university library, institute or museum which will archive the material and provide public access to it. It should be noted that materials in the United Nations archives at Headquarters are not available to the general public. Furthermore the retrieval process can prove cumbersome and time-consuming.

Samples of information materials should be sent to the **Lessons Learned Unit** of DPKO.

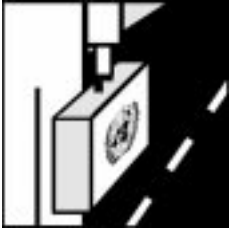
CHAPTER

3

“KNOW BEFORE YOU GO”: PRE-DEPLOYMENT PLANNING



PUBLIC INFORMATION ACTIVITY

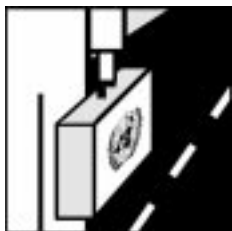


All peacekeeping missions, no matter how small, would benefit from some sort of public information activity. A preliminary determination of the scope of the information effort should be based on a close reading of the mission's probable mandate and terms of reference and on careful consideration of how public information could most effectively contribute to the success of the mission in its unique setting.

PRELIMINARY PARAMETERS AND OBJECTIVES

When initial contingency planning is undertaken by DPKO and the Department of Political Affairs (DPA) for a new operation, DPI should undertake the development of a set of **preliminary parameters and objectives** for the operation's information programme. These contingencies will guide the initial United Nations survey team during its visit to the mission area. That team should include one or more public information experts who will conduct an exhaustive survey of local factors affecting public information, such as:

- principal means of communication, including radio, television and print media and all other means of communication, and their relative impact;
- availability of radio and TV receivers;
- information support structures and production resources, including radio and television production studios, typesetting, printing and photographic services; sources and availability of supplies; information distribution systems;
- availability of specialized personnel;



- key target audiences;
- local languages;
- media habits and preferences of the population;
- community organizations, educational institutions, churches, etc.

SPECIFIC PROPOSALS

The team will then formulate **specific proposals** regarding the scope and nature of a potential information programme, including how best to utilize the existing local media, recommendations on the type and level of any broadcasting effort, and an estimate of required personnel, keeping in mind the probable mandate of the mission. These proposals will guide DPI during the next stage, i.e. setting out an integrated basic plan covering all aspects of public information in the mission. This plan will serve as the basis for preliminary budgeting.

Staff selected to serve in the information component of the mission, in particular the prospective **Spokesperson** or **Chief of Information**, should be identified as soon as possible to enable them to participate in the planning process.

CHAPTER

4

THE FIELD-BASED INFORMATION COMPONENT



STRUCTURE



Personnel, equipment and supply requirements for the field-based public information programme vary according to each mission's mandate, complexity and size. The mission's civilian public information staff will normally include a mix of international and locally-recruited support personnel. In a **relatively small**, straightforward operation the public information staff might consist of:

- Spokesperson
- Information Officer
- Information/Production Assistant
- Secretary

In **more complex** missions, this core civilian information staff would be supplemented by:

- Chief of Information/Director of Information
- Press Officer(s)
- Public Affairs Officer(s)
- Writer(s)/Editor(s)
- Radio/TV Producer(s) and Camera crew
- Graphic Designer
- Still Photographer
- Secretary

The information component might also include one or more full-time **Military Public Information Officers** on detail. **Locally-recruited civilian support personnel** complete the team: as translators, narrators, cameramen, layout assistants, etc.



The mission's civilian **Spokesperson** is the principal officer in charge of press and information policy. In principle, the Spokesperson should be the nominal head of the information component; a **Deputy Chief** should exercise operational responsibility for print materials, radio and television broadcasting, photo coverage and outreach to NGOs/civil society. In larger missions, a **Chief of Information** may also be appointed with duties and responsibilities distinct from those of the Spokesperson (see below).

ROLE OF THE SPOKESPERSON (AND/OR CHIEF OF INFORMATION)

The role of the Spokesperson should be made clear to all components including the military. He/she should **work closely with the HOM/SRSG**, as an essential member of the HOM's cabinet and will speak authoritatively on all matters. His/ her job will be to help the media, local and international, develop an accurate, in-depth understanding of the mission and its goals by:

- maintaining a press office;
- issuing press releases and background notices for the press;
- giving regular press briefings for local and international media;
- producing a written summary of those briefings, which will be shared with New York;
- granting/arranging/conducting interviews;
- facilitating contacts of key mission officials with local and international media;



- maintaining regular contact with military public information officers, United Nations agencies and other implementing organizations;
- managing the HOM's press agenda;
- issuing mission press credentials, where appropriate;
- monitoring and reporting on the media's coverage of the mission and related issues;
- correcting misinformation and hostile propaganda;
- arranging press visits within the mission area, and;
- keeping in regular contact with the United Nations Spokesperson's Office in New York.

Contacts with the media should be taking place on a daily and regular basis, and every effort should be made to give them access to information that is relevant to the mission.

ROLE OF THE CHIEF OF INFORMATION

The Chief of Information, or a Deputy Chief under the Spokesperson, is responsible for managing the over-all public information effort in the mission area. He/she will do this by:

- developing an information strategy plan, involving television, radio, print and public relations;
- producing and broadcasting radio programmes on United Nations equipment and a United Nations-assigned frequency; failing that, producing for broadcast on existing stations while maintaining impartiality;



- if possible, producing and broadcasting TV programmes that achieve the objective of neutrality and the UN perspective of the peace process, countering (mis)information that may be broadcast by the conflicting parties; failing that, getting the HOM or other key figures of the mission on existing broadcasting facilities while preserving their impartiality;
- producing a newsletter or magazine in local languages plus the official mission language and overseeing distribution of it throughout the mission area;
- producing posters, flyers, buttons, bumper stickers and other print products to amplify the central message;
- arranging visits of United Nations personnel to community organizations to explain the United Nations mission;
- arranging visits to the United Nations mission headquarters for guided tours, briefings and so on;
- develop and maintain a video, audio and photographic record of the mission;
- facilitate visits to the mission area by DPI's TV, radio and photography personnel;
- feed DPI radio in New York with regular audio information and stay in touch with them to enable comprehensive radio coverage;
- oversee management and maintenance of mission Web Site, when possible;
- correct misinformation, refute hostile propaganda.

PROFESSIONAL STANDARDS OF MISSION PERSONNEL



It is expected that careful attention will have been given to recruiting **qualified and experienced** information professionals and journalists to fill posts at all levels. However, all information staff, both international and local, will need to be briefed on the particularities of journalism and public information in a peacekeeping setting and on the specific situation in which the mission is to operate. Personnel must then be accorded the latitude necessary to perform their duties as professionals.

The relevant information personnel, in particular the civilian spokesperson and the civilian director of information, must figure in the organizational chart of the mission and be considered as **active players** included in the information loop. Their primacy in directing public information must be clear to all concerned. They should participate in the regular meetings of senior staff, including those of the Head of Mission and the head of the military component. This participation is essential because public information necessarily takes place in a political context and must not be hobbled by ignorance of strategy and developments or by second-hand sources.

KEEPING MISSION PERSONNEL INFORMED



All mission personnel need to be continuously informed about the goals and activities of the mission; changes in its mandate if any; changes in the political or security situation in the area; and all other relevant developments. Mechanisms such as briefing sessions for staff, periodic newsletters, including relevant developments at United Nations Headquarters, and a staff hotline are some ways to keep mission personnel aware and informed.

CHAPTER 5

GETTING STARTED



RAPID REACTION



The importance of explaining the mission and its mandate to the local population cannot be overemphasized. If, at the earliest possible stage, the parameters of United Nations activity are clearly laid out to the local population through public information activities, fear and misunderstanding will be minimized, and those who wish to damage the peace process through rumour and untruth will have a less significant impact.

In accordance with the parameters of the basic plan for the mission information component, appropriate information professionals should be deployed to the mission area no later than the arrival of the advance team to undertake relations with the local media and radio and television programming. Should conditions allow, such personnel should be deployed even before the advance team. As determined by the basic plan, personnel might include the Spokesperson and a broadcast engineer or a radio/television producer.

To ensure the early arrival of essential staff, it may be necessary to integrate interim personnel within the **Rapidly Deployable Mission Headquarters** (RDMHQ) at New York Headquarters. Interim information personnel would travel with the unit to perform press and public information functions from the beginning of the mission until a permanent Spokesperson and other information staff can be deployed.

In all cases, these personnel should arrive with the minimum amount of equipment needed to perform their functions. **Basic equipment** for a press office should be containerized and ready for shipment by air along with the equipment of the Rapidly Deployable Headquarters. When the Spokesperson hits the ground, he



should have an office (even if just a container), desk, chair, lamp, phone, mobile phone, computer, printer, fax, electricity generator, paper, pens, and so on. Basic equipment for radio and television production is listed in the relevant sections below. Before leaving, personnel should inform Field Administration of budgetary needs based on the draft mission information programme.

ON THE GROUND

Once on the ground, it is essential to understand how the mission administration is set up and to familiarize yourself with the **procedures and people** you will have to deal with to get the public information job done.

The CAO of a mission reports to the HOM and has enormous responsibility. He or she has to make things happen, often with insufficient lead time and under severe pressure. The CAO faces demands from military and civilian personnel, is bound by standard United Nations rules and regulations governing virtually every aspect of the mission and is held accountable. The administrative and support staff, including personnel, procurement and finance officers, communications and operations officers can all help – or hinder – your work.

The **mission budget**, including the resources for press and public information, will already have been drawn up, based on the preliminary survey and inputs from Headquarters. The preliminary information budget should be reviewed and adjusted in light of:

- changes in the preliminary list of information activities and products, quantities and frequency of materials to be produced, etc.;



- changes in prices as set by local vendors and contractors;
- unanticipated requirements.

Mission information personnel should make **every effort** from the outset to establish contact and, where relevant, working relations with their local counterparts, their counterparts in United Nations agencies and NGOs active in the mission area, and with representatives of news agencies and accredited media. This should be done without prejudice to the role of the Spokesperson's office as conduit for official information to accredited press.

PROCUREMENT

Requests for supplies and services – such as design, typesetting, printing and other production services from local vendors – are handled by **the mission procurement section** in accordance with United Nations financial rules and regulations. You can facilitate the work of the mission's procurement section by helping identify suitable vendors (see Printing, below).

Information personnel should familiarize themselves from the outset with the paperwork and procedures required by the procurement section and with the list of personnel authorized to sign requisitions. Once receipt of the product or service is confirmed, payment is made.

Normally, prior authorization from the mission procurement service is required for every order placed with a vendor. This involves, in each case, submitting duly signed requisitions and following the successive steps to obtain authorized signatures. However, specific vendors can also be authorized to provide services up to



a certain dollar amount. Once suitable vendors for services such as printing are placed on the approved list, information personnel should explore the possibility of a blanket requisition. Any procurement above a threshold amount must be reviewed by the mission procurement board or by Headquarters. This can have a significant impact on timing.

A standard petty cash mechanism should be established to cover incidental expenses related to information activities.

It is important to make sure that the method of procuring supplies is carefully thought out and executed and to not allow the decision on the selection of products to rest with Procurement/Administration officers, who might choose to buy the cheapest and not the most suitable products (which often cost more because of breakdowns and failure to perform adequately).

EQUIPMENT AND SUPPLIES

Major items of public information equipment and supplies which are needed to assure the mission self-sufficiency in producing, reproducing and disseminating basic information material, and for which resources may need to be provided, include:

- Press briefing room equipped with public address system
- Hand-held tape recorder and plug-in point for journalists
- Microcomputer, laser printer, software (desk-top publishing)
- Laptop computer



- Radio, TV monitor, video cassette recorder
- Photographic equipment
- Printing equipment, including colour capability
- Darkroom, or materials for converting a room into a darkroom
- Radio recording, editing, duplicating and playback equipment
- Video recording, editing, duplicating and playback equipment
- Walkie-talkies
- Cellular phone
- Reams of paper for printing information materials
- Miscellaneous visual design/presentation supplies
- Audio and video cassettes

Standard office furnishings, including telephones, facsimile machines, word processors and ordinary photocopiers are required for information programme staff.

SETTING UP THE PRESS OFFICE

The Spokesperson will want to develop close working relations with the HOM and be close to the media. Security will not want the media wandering about in the vicinity of the HOM's office. The press office will therefore most likely have to be located in a **semi-public area** of the headquarters, but within a convenient distance of the secure area occupied by the HOM.

The press office will contain, from the start, stock **handouts** on the mission, citing Security Council resolutions and containing basic information on the mandate



and activities of the mission, and one-page bio-sheets on its leaders. Subsequently, it will issue notices of the arrival and deployment of significant elements of the mission.

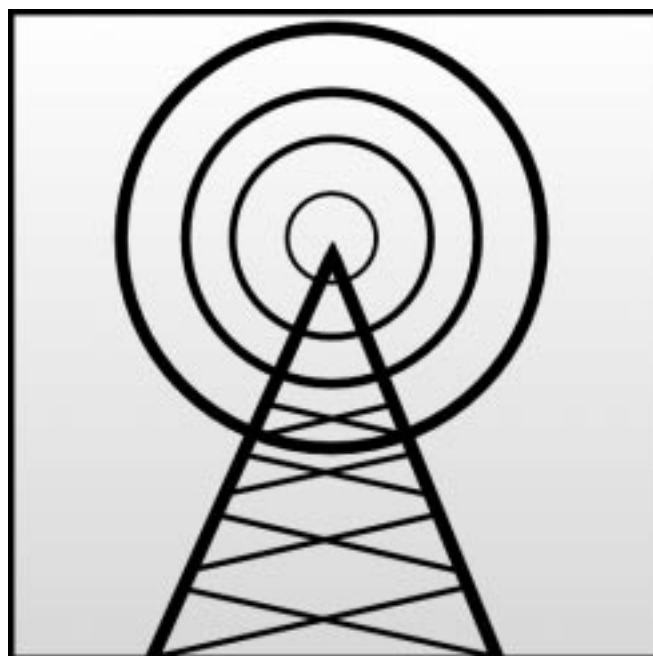
The Spokesperson will want an **assistant** who is senior enough to cover in his absence all essential tasks. Similarly, two secretaries will be needed, one international and one local who speaks the local language.

Once an office is established, it should have **fixed hours** during which one or two people are always present to ensure that the phones are covered, and basic information made available.

Under certain circumstances and to counter any misperceptions about the mission, a **“rumour-busting 24-hour hotline”** can be very effective.

CHAPTER 6

DEALING WITH THE MEDIA



ACCREDITATION



Each mission may issue its own press accreditation, where appropriate, to identify bona fide journalists for admission to the headquarters location to attend press conferences, and to travel on United Nations aircraft and vehicles to cover the mission.

The mission security detail will have the camera equipment to produce ID cards for the staff. A simple adjustment and the same equipment can produce press accreditation cards. The Spokesperson should arrange this procedure with Mission Security to make sure they are staffed to handle the work load. **There should be no distinction between local and international journalists.**

It is routine for the Spokesperson's Office to have the journalists fill out a form (see sample), and would then issue a signed form which Mission Security would keep and on the basis of which it would produce the ID. Processing such requests rapidly is desirable, if the necessary documentation is produced.

RELATIONS WITH THE MILITARY AND POLICE COMPONENTS

The military contingents in peacekeeping operations have Military Public Information Officers (MPIOs), some equipped with radio and TV capability. From the outset, there must be **coordination and division of labour**. The civilian Spokesperson should be designated as the authoritative voice for the mission who can provide guidance to the MPIOs.



An MPIO(s) should be assigned to the Spokesperson's Office to work under the direction of the civilian Spokesperson, while being under the command of the senior military officer of the mission. Before a Spokesperson makes a statement about weapons systems, military hardware or mines, etc., or about accidents linked to such weapons, they must confirm, through MPIOs, such information and technical details with the military authorities.

MPIOs in the Spokesperson's Office will be responsible for liaison with contingent MPIOs, arrange journalists' visits to contingents, maintain records of mission military strength and provide additional support. In addition, they may assist with briefing journalists under guidance from the Spokesperson, restricting themselves to military matters.

If there is a significant civilian police component to the mission, a CIVPOL officer can also be assigned to the Spokesperson's Office.

COMMUNICATIONS AND TRANSPORT

As the Press Office will be interacting directly with DPI and the Spokesperson's Office in New York, as well as with international media, it must have **direct international phone and fax links** independent of the central communications facility. This has not always been the case in the past, and so the Spokesperson should get agreement with the Administration in New York before leaving for the mission area.

Telephones, mobile communications (handi-talkies, pagers or cellphones, vehicle two-way radios) and vehicles are almost always in short supply in a mission area.



The requirements of the public information component should be factored into the mission's communications and transport plans and take into account the time-sensitive nature of the office's work.

Planning should allow for each information officer to have a computer and a phone. There should be an adequate number of international phone lines.

Arrangements should be made with the administration to ensure that information staff – both international and local – have **secure and dependable transport** to and from the press office at short notice and outside "normal" working hours.

Provision should be made for messenger service or other means for urgent delivery of press releases, audio- or videotape and other information materials.

SATELLITE PRESS OFFICES

In large missions, there may be satellite press offices. These should be headed by civilian information officers, supported by military and local staff, who coordinate with the regional mission leaders but report to the Spokesperson. There must be communications with the central press office – phone, fax and, if possible, computer cc:mail.

It may be necessary to establish secondary press accreditation services at one or more of these satellite offices if international journalists can fly in directly to the satellite site, as they were doing at one point to Split, Croatia en route to Sarajevo.

PRESS BRIEFINGS



The press briefing can be **one of the most effective ways** to communicate mission policy, report mission activities and correct the record. The frequency of press briefings should be pegged to **media interest** and the importance of what you have to say. These should take place regularly – one, three five or six times a week at a time that best suits the journalists – usually about mid-day. There should be a press briefing room for this purpose, which can double as a meeting room. For TV, **be conscious** of the backdrop to the Spokesperson. It should include a United Nations flag or logo, or mission logo, or both.

Report what is most important first; this need not always be the programme of the HOM. Your initial presentation should be brief in most cases, before you turn it over to reporters for questions.

Share the stage. Let MPIO report on deployment, or some important military event. Use the briefings to introduce to the media leading members of the mission at appropriate times. As appropriate, representatives of other United Nations agencies operating in the mission area may be invited to speak on their respective fields of competence.

Issue handouts and press releases at the briefing, when appropriate. Make it worth their while to have come.

Designate a member of your staff as **note-taker**. Make a tape recording of the briefing. The note-taker should then write up a tight summary, which you will approve. **Fax** this to the Spokesperson's Office in New York by 11:00 a.m. New York time, if possible. Also fax



the Secretary-General's Chef de Cabinet; the Under-Secretaries-General for Peacekeeping, for Political Affairs, for Humanitarian Affairs and for Public Information; and others as appropriate.

In some operations there might be **no need** for regular press briefings. They can be arranged, however, on certain occasions related to the peace process when the media interest to the operation is high.

Background briefings should also be arranged, to provide information on and off-the record. **Operational briefings** can be useful for military and logistics purposes.

MEDIA MONITORING

The local media, including both the print and electronic media, can provide valuable information which will assist the mission and New York Headquarters in meeting the mandate of the mission. Every mission should therefore **monitor the media** for its information content. Because of the sensitivity of this job, it should be overseen by an international staff member who speaks the local language fluently. A large mission will have one or more large units doing this, staffed by local staff working under international personnel.

The press office normally does this job. It involves media, and they like to monitor their progress in getting out their message to the local press. However, done well such monitoring yields **useful information** for the mission as a whole, and so can be placed on the political side of the mission.



Either way, there should be **daily analysis** of local TV, radio and print written up and distributed within the mission and to New York Headquarters. Timeliness is essential. Key local stories will be picked up by the international media and may prompt queries in New York or elsewhere. Reporting should therefore be forwarded as rapidly as possible.

The **format and content** of that reporting may vary, depending on the size of the mission and its communications capabilities. A minimum standard would, however, include highlights and summaries of key items. Particularly important items should be reproduced or forwarded in full text. It is especially important that any items which are critical of the United Nations or the mission be included, along with more positive reporting.

Reporting should cover major local events and stories, and also reports on developments in neighbouring countries where these may impact on United Nations operations. Given the diversity of UN field missions and mandates, monitoring should not be restricted to political and military subjects. Humanitarian and economic issues can also prove relevant. Sometimes it may also prove important to note the absence of reporting on a particular topic.

SET UP AN ARCHIVE

The Spokesperson's office can generate some of the most readable accounts of the mission, and so care should be taken **to store** in a safe place, in chronological order, copies of Briefing Notes, audio and video recordings of briefings and press conferences, newsletters, radio programme transcripts and so on. These will then be transferred to the New York archives at the end of the mission.

ARRIVAL OF THE HOM



The initial arrival of the HOM should be given special attention, such as a **press conference at the airport**. This must be negotiated with the airport authorities, who may have to make special arrangements for allowing press on the tarmac for a photo opportunity for the HOM as he/she steps from the plane.

RELATIONS WITH THE HOM

It is essential that there be a **close working relationship** between the HOM and his/her Spokesperson. As the HOM is, in effect, the principal spokesperson of the mission, he/she may want access to the media, which the Spokesperson should facilitate. The HOM should give briefings, both official and unofficial, as appropriate. The Spokesperson should arrange this programme and offer guidance to the HOM regarding the release of information to the media.

The Spokesperson must be an important member of the senior policy-making staff and must have access to all cables, including “ONLY” cables, and to all meetings of senior officers. When the HOM does official travel, the Spokesperson should have the option of going along, even if there won’t be press present. The purpose of this proximity is to know intimately the workings of the mission and the thinking of its leaders. This knowledge guides him/her when he/she has to field questions from the media.

The above principles should apply even when the information component, which may quite small, is not directly under the HOM.

PROFESSIONAL GUIDELINES



The Spokesperson's job involves **dual loyalty**, to the Organization and to the media. If he/she is a political insider, the Spokesperson will have privileged information which he/she cannot share with the press. Yet he/she is obliged not to knowingly mislead or lie to correspondents.

Journalists understand this. They will try to pry free information from the Spokesperson, through direct and indirect questions. He/she will provide them with the facts, to the extent possible, without revealing sensitive diplomatic information.

When something **goes wrong** in the operation, it is generally best to acknowledge the problem, explain why it occurred and tell what is being done to avoid it in the future. Sometimes, it may be necessary to seek guidance from the HOM or United Nations Headquarters.

ACCESS TO MILITARY INFORMATION

The Spokesperson should also have **direct access to the Force Commander**. He/she should have access to the Force Commander's morning meeting, and other military briefings throughout the day, although he/she might assign one of the MPIOs in his/her office to this task.

If the mission has a senior MPIO, he/she should be assigned to the staff of the civilian Spokesperson. He/she may have a high media profile, but he/she should defer to the civilian Spokesperson.



The Spokesperson should have **unlimited access** to the Military Operations room.

Contingent MPIOs may handle directly the visiting media from their own country on contingent matters. It is in the mission's interest that political support be built at home for their military presence in the mission. The contingent commander defines the rules for who in his unit can speak to the press.

OTHER UN AGENCIES – “SPEAKING WITH ONE VOICE”

The Spokesperson's Office should develop mechanisms for **regular consultations** with other United Nations agencies operating in the mission area in order to ensure that coordinated messages are disseminated. There must be an understanding among all United Nations agencies and offices of the central role of the SRSG/HOM and his/her information staff in managing any public information that has political implications.

COUNTERING FALSE INFORMATION AND HOSTILE PROPAGANDA

Spokesperson's Office needs to be ready and able to counter false information and hostile propaganda. A **swift and accurate response** in both cases is very important. By replying rapidly to misinformation, whether careless or deliberate, the mission effectively demands that professional standards be maintained by media covering the mission, or it exposes the propagandists for what they are, thereby undermining their position. There is a secondary and psychologically positive effect, which is that United Nations staff are generally



encouraged when they realize that lies and untruths about their mission are being dealt with effectively.

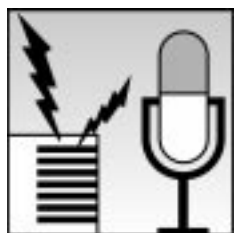
THE MISSION MAGAZINE

Almost all missions produce a magazine. The civilian Spokesperson should have editorial control and his office should encourage the contingent MPIOs and other components of the mission to contribute. The audience is primarily the members of the mission. The cost is covered from the mission budget.

CHAPTER 7

RADIO





Radio addresses the public at large. It is an **ideal medium** to explain the mandate of peacekeeping missions to the local population. It also provides a credible and impartial source of information to counter misinformation and disinformation. The importance of radio in this regard has been demonstrated in a number of missions and has been recognized by the Secretary-General.

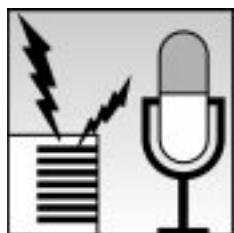
United Nations radio programming should be aired at the **earliest stages** of the mission. These first contacts with the local population will prepare the way for the deployment of mission personnel, allay misconceptions or fears and counter any effort by belligerent parties to discredit the United Nations and its mandate.

Experience has shown that considerable **lead-time** is required to set up a radio operation.

PLANNING PROGRAMMING CAPACITY

Programming capacity refers to the duration, amount and diversity of radio programming. Capacity requirements will differ widely from mission to mission and will be determined by contingency planning, the set of preliminary objectives and parameters, the findings and recommendations of the survey team and the integrated basic plan prepared by DPI (see above). The plan should be fine-tuned as the mission progresses.

Planning should be **flexible** and take into consideration the extent of existing local broadcasting, as well as any regional broadcast capability, and the degree to which these facilities might be utilized in the mission information programme. Recommendations regarding programming capacity could range from the most



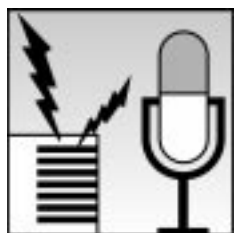
simple, such as making available for airing by local stations appropriate programming of the DPI Radio Service, to the most complex, such as establishing a full-fledged independent broadcasting facility.

Planning should also take into account the technical, time, staffing, political and other factors related to each level of programming capacity. Airing **DPI Radio Service** programmes, for example, would require agreements with national, local and/or regional broadcasters regarding regularly scheduled airtime, editorial control and the deferral of fees. It might also entail adaptation of the programmes or translation into local languages. Arrangements would have to be made to ensure the delivery of the programmes. Local production would entail agreements for the use of facilities or the purchase of equipment. Establishing an **independent radio station** would require a considerable array of equipment and facilities, appropriate and secure locales, sufficient lead-time, the availability of skilled international and local staff, as well as the agreement of the host country authorities to allocate a broadcast licence and frequency.

TARGET AUDIENCES

The primary target audiences in the mission area include:

- Local population;
- Parties in conflict;
- Local authorities;
- Local media.



Secondary targets in the mission area include:

- United Nations mission/United Nations agencies personnel;
- Diplomatic and international aid personnel;

Adjacent to or outside the mission area, target audiences comprise:

- Troop-contributing countries;
- Regional/neighbouring countries;
- International media.

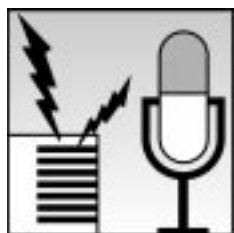
CHANNELS OF DELIVERY

The channels of delivery will vary according to the level of desired programming capacity as determined by the basic plan, funding, the availability and cooperation of broadcasters and the cooperation of the local authorities.

In most situations, broadcasting would be FM or medium wave. A limited listenership might be attracted to shortwave broadcasts.

Listed below are the possible methods of delivery.

- **Transmission by the national broadcasting system**
 - Requires an agreement with national broadcasting authorities covering access to air time, scheduling, fees (if any), editorial control (see below) etc.;
 - Because the national authorities may be one of the parties to the conflict, any decision to broadcast over the national system must take into



consideration the political repercussions of identifying the mission with one of the parties.

- **Transmission by other local radio stations**

- Requires an agreement with local broadcasters covering access to air time, scheduling, fees (if any), editorial control (see below), etc.;
- Requires a means of distribution (hand- or mail-delivery of duplicated tapes, micro-wave relay, VHF/UHF transmission, satellite transmission);
- The political affiliation of the stations and the owners must be taken into consideration.

- **Transmission from UN transmitters set up in the mission area**

- Requires allocation by national authorities of a frequency and a license to operate;
- Requires adequate production and transmission facilities; skilled staff; etc.

- **Transmission from a neighbouring country**

- Requires an agreement with transmitting facility covering access to air time, scheduling, fees (if any), editorial control, etc.; agreement of country where transmitting facility is located; and, depending on political circumstances, agreement of the country to which the transmission is directed;
- Requires a means of distribution (hand- or mail-delivery of duplicated tapes, micro-wave relay, VHF/UHF transmission, satellite transmission);
- The regional political implications of such an arrangement should be taken into consideration.

- **Public address systems**

AIRTIME



Whatever the channel of delivery, United Nations programmes should be broadcast **at prime time**. The hours which constitute “prime time” must be determined in each mission area.

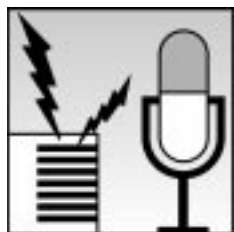
Securing airtime on existing broadcast facilities will necessitate an **agreement on fees**. All stations, and in particular, national broadcasting systems, should be strongly encouraged to broadcast United Nations programmes at **no cost**. However, it might be necessary in the case of commercial stations to pay a fee, especially at prime time. Various arrangements should be explored, including coproductions. Fees should always be discounted. **Quid pro quo** arrangements might be negotiated. For example, the mission might agree to furnish fuel or spare parts for a certain number of broadcast hours.

LANGUAGES

United Nations programmes should be broadcast in the language of the target audience (see **Target audiences** above). Programmes targeting the local population, for example, should be broadcast in the *lingua franca* and in other major local languages; programmes targeting mission personnel should be broadcast in the working language(s) of the mission.

If the local language is different from the working language of the mission, provision must be made for translation of programmes into the local language. Mission radio personnel should include international staff who speak the local language. Local staff should be able to speak the working language(s) of the mission.

FORMAT



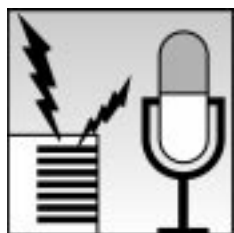
The choice of programme format will be affected by technical factors relating to production and dissemination, availability of staff and such other factors as the purpose of the programme and the target audience. Local tastes and preferences are an important consideration in judging the effectiveness of a format.

It is essential to have **local input** into decisions on format and content. Local producers can be valuable sources of information regarding local culture and mores, and their participation in programme production can significantly enhance the impact and effectiveness of the radio effort.

It is recommended to review sample programmes of previous missions.

Radio interviews should feature a wide range of guests and topics with relevance to the mission area and the work of the mission. In addition to United Nations officials, interviews should be conducted with local officials, representatives of non-governmental organizations, refugees and members of the public at large. Interviews with mission staff members and members of mission military contingents can provide interesting material for programmes which target the local population and troop-contributing countries.

There are **three basic types of programming**: public service announcements, news programmes and civic education. In the first type, the programme might announce the opening dates of repatriation centres; in the second, the programme might inform the public on the number of repatriations; in the third, the programme might provide details of the repatriation process and

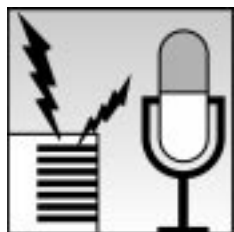


outline the steps that potential participants should take to benefit from the process.

Listed below are some **possible formats**:

- The following should be broadcast at regularly scheduled intervals, i.e. a predetermined number of times per day or per week at appropriate hours:
 - Public service announcements;
 - Spots (one minute).
- The following should be broadcast during peak listening hours on a regularly scheduled basis:
 - Daily mission updates (five minutes);
 - Weekly documentaries (fifteen minutes);
 - News segments (both local and international);
 - Interviews;
 - Dramatizations;
 - United Nations press conferences;
 - Debates;
 - Listener participation (call in, listener mail)
 - Special features (national day, election coverage, etc.)
- Mission broadcasting might also include programming furnished by the **DPI Radio Service**. This might be regular programming, either in the original language, if appropriate, or adapted in local languages, or special programming prepared in accordance with arrangements between the mission and the DPI Radio Service.

EDITORIAL CONTROL/CLEARANCE PROCESS

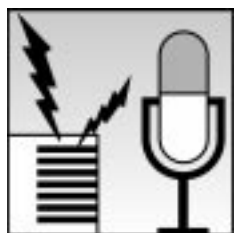


Regardless of the scope of the mission broadcasting effort, the United Nations must retain **editorial control of all programming** at all stages of production and dissemination. Censorship, or editing by anyone other than authorized United Nations personnel, of any materials prepared for broadcast by the United Nations is inadmissible. Programmes, or any parts of programmes, may not be used in unauthorized or inappropriate ways.

At the same time, host Governments and broadcasting authorities may view with some degree of alarm the loss of control over materials broadcast on the country's airwaves. They may also question United Nations impartiality or motives. Confidence-building measures should be initiated by the United Nations wherever possible to allay such fears. If the mission uses the **production and/or broadcast facilities** of the national or other local broadcasting systems, a courtesy script might be provided to the station before the programme is recorded or broadcast.

It is recommended that, insofar as possible in light of the scope of the radio effort, United Nations programming should be **broadcast live** by United Nations personnel. If this is not the case, particular attention must be paid to ensure the integrity at the time of broadcast of United Nations programming disseminated on cassette to local stations.

The credibility of mission radio programming, and the credibility of the mission itself, will result in part from **transparent, truthful communication**. The manipulation of information will diminish credibility, if not damage it irretrievably.



The immediacy of radio as a medium of communication necessitates a **clearly defined, streamlined clearance process** for materials to be broadcast by United Nations radio. Particularly in the case of news, information must be broadcast as quickly as possible to maximize impact. While the nature of printed matter might allow the time required for careful vetting, material for radio broadcasts cannot wait for a cumbersome and, ultimately, counterproductive process; in the case of live news broadcasts, this would be impossible. For these reasons, the radio service must be headed and staffed by qualified and experienced professionals; these personnel will be familiar with the nature of sensitive information and how to deal with it. Appropriate radio staff must be included in the mission information loop, with access as required to senior mission officials, so that they might be able to make accurate and speedy judgements regarding the treatment of sensitive items and late-breaking news.

STAFFING

International and local radio staff include the following, as determined by the scope of the radio effort: producers, reporters, engineers, technicians, maintenance personnel, narrators, translators, etc.

All radio staff, like other international and local information personnel, will need **to be briefed** on the particularities of journalism and public information in a peacekeeping setting and on the specific situation in which the mission is to operate.

Local staff employed as radio journalists should be graded at ranks which recognize their status as professionals. Furthermore, their positions can expose them



to a degree of danger equal to if not surpassing that to which international staff might be exposed. **No distinction** should be made between international and local staff operating in dangerous situations with respect to issuing appropriate protective equipment.

Radio and television staff work irregular hours, arriving very early in the morning and leaving very late at night. Provision should be made to ensure the **safe transportation** of these personnel, especially since local staff do not normally have access to transportation furnished by the mission.

PRODUCTION EQUIPMENT AND FACILITIES

Basic equipment for a radio effort should be available to staff when they arrive in the mission area so that they might undertake their work immediately. In brief, equipment requirements may be summarized as follows:

- If utilizing existing broadcasting systems only: one tape recorder with mike per producer and a generous supply of audio cassettes;
- If utilizing United Nations transmitters: radio recording, editing and duplicating equipment, sound-proof studio. (Note: prefabricated units which house mission offices have bad acoustics.)

Other requirements include laptop computers and portable printers and earphones.

MONITORING



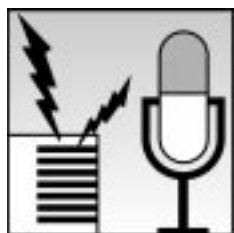
Provision should be made to measure the impact of the mission radio effort. **Surveys** among target audiences should be conducted by United Nations personnel, from the mission and/or from Headquarters, or by a local firm specializing in this field.

COOPERATION BETWEEN HEADQUARTERS AND THE FIELD

Continuous interactive cooperation between the United Nations Radio Service at Headquarters and the mission radio service **is vital** to the success of a comprehensive public information campaign, both in terms of local consumption and worldwide dissemination.

The DPI Radio Service should supplement mission programming on topics of particular interest to the target audience, such as United Nations peacekeeping, other United Nations missions in the field, and human rights. Arrangements should be made for feeds of relevant portions of Security Council and General Assembly proceedings, Headquarters press conferences, and other relevant audio material. The Service would also attempt to fill any special requests for additional audio material and to produce special programming (in the relevant language, if possible) reflecting activities at Headquarters of interest to the mission.

Mission radio personnel should provide regular feeds to the Radio Service on important developments in the mission area, interviews, press conferences, and so on. Upon request, they should arrange interviews between mission officials and the Radio Service.



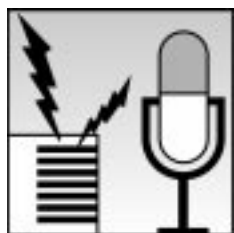
Provision should be made for appropriate equipment to ensure transmission of audio material between Headquarters and the mission.

ARCHIVES

Radio tapes should be logged and stored for archiving by designated personnel (see **Archives**, above). At the end of the mission, radio personnel should arrange to dispatch to United Nations Headquarters for archiving a selection of mission radio programming reflecting major highlights and developments. A selection of radio tapes should also be sent to the Lessons Learned Unit of DPKO.

EXAMPLES OF SCENARIOS ENCOUNTERED TO DATE

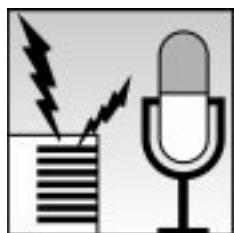
- **UNTAG, Namibia.** The transitional authorities provided the mission with production facilities and airtime on a no-cost basis. A 5-minute programme was aired twice a day at prime time (7 am and 6 pm) on the single radio channel available in the country. Programming was in English and adapted to local languages.
- **ONUVEH, Haiti.** Production facilities and airtime were provided by the national broadcasting system on a no-cost basis. On commercial stations, which had a far greater audience, ONUVEH paid for airtime at a discounted rate. Production included one-minute spots broadcast several times daily and weekly documentaries broadcast two to three times a week. Programming was in Creole and French.



- **UNPROFOR, former Yugoslavia.** Initially, production facilities and airtime on the national broadcasting system were provided by the authorities in Zagreb and Belgrade on a no-cost basis for a daily 5-minute programme. This arrangement lasted about ten months. In Sarajevo, a similar arrangement was made, which lasted for the life of the mission, but UNPROFOR paid for use of production facilities.

During the mission's second year, UNPROFOR in Croatia set up its own production facilities in Zagreb. It was not possible to establish, as foreseen, an independent radio station. Although extensive preparations were undertaken, and limited frequencies were granted, UNPROFOR was unable to obtain satisfactory broadcast permission from the authorities. Programming was distributed to existing broadcast facilities for transmission.

At its height, United Nations radio in the former Yugoslavia consisted of: (a) in Bosnia and Herzegovina, a daily twenty-minute programme broadcast on four independent FM stations in Sarajevo and, for the rest of the country, on Government broadcasting via medium and shortwave; (b) in Croatia, a one-hour weekly programme distributed to more than 90 stations; (c) in the Federal Republic of Yugoslavia, a five-minute news programme broadcast on one station in Belgrade. Other production included public service announcements and programmes on confidence-building and conflict resolution. Programmes were produced in Croatian and Serbian, and in English. Production for the DPI Radio Service included daily five-minute news programmes, a weekly thirty-minute news programme and special events coverage.

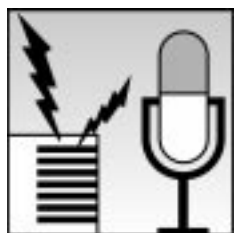


- **UNTAC, Cambodia.** UNTAC set up its own production facilities at the outset of the mission and eventually established an independent radio station. Initial production (four thirty-minute programmes per week) was transmitted over existing broadcasting systems on a no-cost basis. UNTAC also bought airtime for shortwave broadcasts over Voice of America. Cassette tapes were distributed throughout the country for use on public address systems, in particular at meetings organized by the electoral component.

Production expanded incrementally as better facilities were installed, the number of staff increased and the station was established. When UNTAC began transmitting on its own frequency, programming expanded to 90 minutes (a daily thirty-minute programme broadcast three times a day) then to four hours, then to nine and eventually to 15 hours per day of live broadcasts. The main transmission facilities were provided on a no-cost basis by one of the factions. UNTAC provided spare parts, a generator and fuel, and installed provincial transmitters and a microwave link.

Production consisted of educational programming, particularly on electoral themes, statements and debates by the political parties, dramatized dialogues, news, interviews, etc. All production was in Khmer.

- **UNAVEM III, Angola.** Production facilities and airtime on the national broadcasting system were provided by the authorities on a no-cost basis. Initial production consisted of a 25-minutes-weekly broadcast. After the Security Council approved the installation of a full-fledged radio operation, the mission set



up its own production facilities. However, a deadlock developed in negotiations with national authorities over the granting of broadcast frequencies, and an independent radio station was not established. Permission was granted to Radio UNAVEM to increase its airtime on the broadcast national system to three hours per day.

Programmes were produced by local staff under the supervision of the Deputy Chief Information Officer/Chief of Radio. Programmes included news, interviews and features broadcast in Portuguese and in French (the mission language).

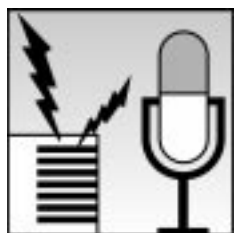
At the request of Radio UNAVEM, the DPI Radio Service provided, at cost, a 15-minute weekly summary in Portuguese of United Nations news and programmes. Radio UNAVEM provided the DPI Radio Service with edited broadcast material on the Angolan peace process in English, French and Portuguese.

- **UNOSOM II, Somalia.** UNOSOM took over a medium-wave radio station (a production studio, a broadcast studio and a low power transmitter covering the Mogadishu area) originally set up and operated by United States forces. The staff comprised some 10 local personnel (and a number of freelance staff) supervised by one international radio officer. UNOSOM radio broadcast eight to nine hours a day in Somalia (and for a time one hour in English). Production included educational programmes, music and local news of a non-political nature. A weekly report was transmitted via telephone to the DPI Radio Service.



- **ONUMOZ, Mozambique.** Airtime was made available on a no-cost basis by the national broadcasting service. ONUMOZ radio programming was one part of a coordinated multimedia public information campaign developed by a commercial public relations firm on contract with ONUMOZ. Programmes were produced by the firm under the editorial control of the Chief Information Officer of ONUMOZ. Broadcasts included 10-minute daily features at prime time two or three times a day and two half-hour programmes per week. Programmes were rebroadcast on Saturdays and Sundays. Portuguese was the primary language of the broadcasts; local languages were also used.
- **UNAMIR, Rwanda.** An independent radio station was set up 15 months after the mission first got underway and some 10 months after the genocide. Radio UNAMIR broadcast four hours a day, every day, for 13 months. Its credibility was such that it was repeatedly cited as a source by international broadcasters in their newscasts. Although the Security Council encouraged the continuation of the station following the end of UNAMIR's mandate, this arrangement could not be agreed with the authorities of the country.

The station comprised one minimally outfitted production/broadcast studio in Kigali and five FM transmitters. The broadcast area extended to refugee camps. Programmes were live in three languages (Kinyarwanda, for two of the four hours, French and English) and included international and local news, interviews, reports on conditions in the country, features touching on the work of UNAMIR and the agencies, and on such topics as refugees,



security, human rights, the justice system and prisons, health, education, etc. Staff included up to four international journalists and ten local journalists and technical staff. During the course of the mission, one of the local journalists disappeared, presumably killed.

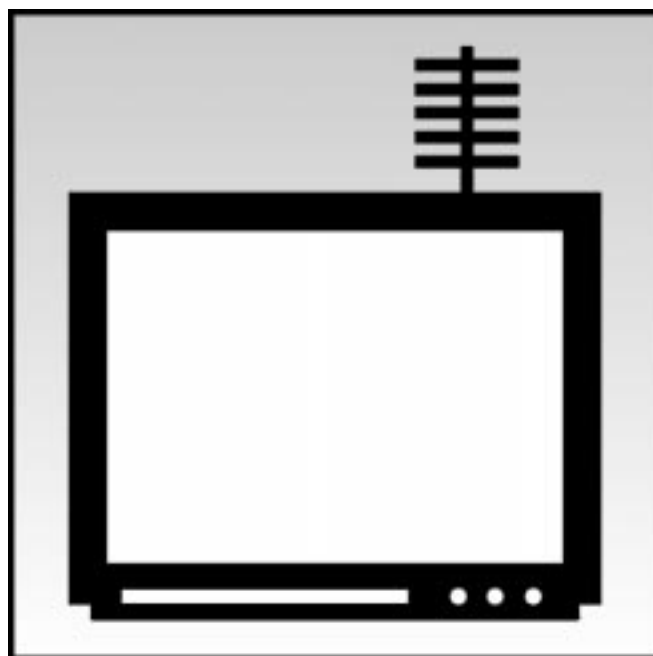
- **ONUSAL, El Salvador.** Radio programming was one part of a series of coordinated multimedia public information campaigns produced by a local public relations firm on contract with ONUSAL. The campaigns were geared to phases of the mission or to certain themes, such as human rights. They included jingles, informational spots and human interest stories, and often used voices that were well known to local listeners.

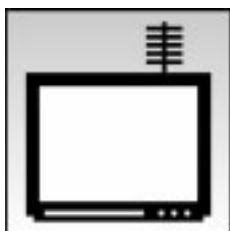
In addition, ONUSAL information personnel produced one radio programme per week for distribution to local stations; the programme was also fed to the DPI Radio Service for broadcast in DPI's Latin American Service.

ONUSAL negotiated access to airtime on the basis of a two-for-one agreement with the station owners' association. ONUSAL paid for broadcasts at discount rates, and the owner doubled the number of broadcasts free of charge. In time, many stations used ONUSAL spots to fill additional slots in a show of support for the peace process.

CHAPTER 8

TELEVISION





The impact of televised images on decision makers and the general public has been widely acknowledged. Increasingly available in all parts of the world, television's influence may **well outweigh** that of radio.

In the context of a peacekeeping mission, international coverage may become a factor in the degree to which the mission is supported by the international community, thereby playing an important role in determining the future course of the mission. Locally, television programming can be an important means for the mission to convey information to the public, allay public fears and prepare for upcoming stages. It can be an effective tool for civic education and for training in support of the objectives of the mission.

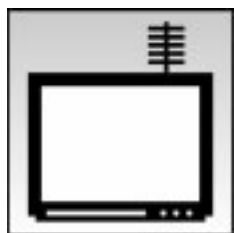
This section should be read in conjunction with the section on radio, since many contingencies apply to both media.

PLANNING

The **advance survey team** should include in its report the extent of local television broadcasting, the availability of video equipment in the country and any other factors affecting the potential television/video audience. It should then make recommendations concerning the scope of the television/video effort to be undertaken by the mission. These recommendations will form the basis of DPI's basic plan and will assist in the development of a television strategy.

Among **factors** to be considered are the following:

- Elements of the mission requiring the support of television programming (human rights, election preparations, humanitarian operations, peacekeeping aspects, disarmament, demobilization);



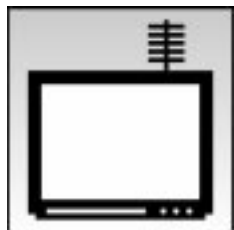
- Elements of the mission requiring non-broadcast video material (training, familiarization, etc.);
- Local availability of:
 - production and editing facilities;
 - equipment for lease or purchase;
 - skilled personnel (producers, cameramen, editors, technicians, etc.);
 - broadcast outlets;
 - other means of dissemination. [Video equipment is found even in remote areas in private homes, offices, or places of public entertainment such as “video parlours” (theatres where videos are shown). Mobile units might also be considered. These units can be set up in any area to which there is access, either by car, all terrain vehicle or helicopter.]

Recommendations regarding the level of activity devoted to television might range from:

- Minimal activity limited to procuring footage and facilitating coverage by local, international and United Nations Headquarters television journalists.
- Production of videos for specific purposes (orientation, training, civic education, etc.).
- Full-fledged production for a range of purposes, including broadcast by local television stations.

Planning should also include provision for facilitating coverage of the mission by non-United Nations television journalists (see below).

COVERAGE



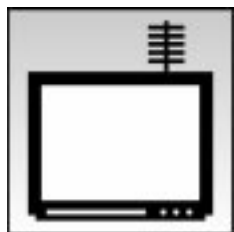
All missions should be **documented** by visual footage. At the very least, arrangements should be made for professional video coverage of the main events and progress of the mission. This might be done by:

- Hiring a **local team** to film under the direction of a United Nations producer in accordance with a set of specifications provided by United Nations Television;
- Arranging **to coproduce coverage** with a partner (coproductions should be undertaken advisedly since in certain circumstances they might lead to contractual or political difficulties);
- Cooperating **with national contingents** on coverage and the use of footage (some national units in United Nations operations come equipped with television equipment and skilled crews).

United Nations agencies engaged in humanitarian or development assistance in the mission area, such as the United Nations High Commissioner for Refugees (UNHCR), United Nations Children’s Fund (UNICEF) or the United Nations Development Programme (UNDP), may have television operations of their own. If possible, develop a television strategy in conjunction with the mission and appropriate agencies.

The mission should provide footage to international news agencies accredited in the mission area. It can also provide special coverage aimed, for example, at troop contributing countries, such as a programme on the activities of a particular country’s contingent. Where possible, footage should be obtained from visiting television crews to be used by the mission and for providing “B-roll” footage to television outlets.

PROGRAMMING FORMAT



Format should be chosen in terms of its effectiveness in carrying the message required, and its appropriateness and appeal in terms of the target audience. In each case, a determination of programme format will be made based on the purpose of the programme and the technical means at hand. Some **possible formats** include the following (see also radio):

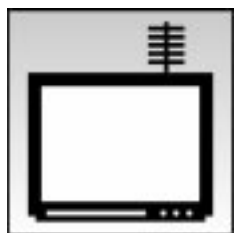
- news;
- interviews;
- magazines;
- entertainment;
- dramatizations.

Due consideration must be given to the local cultural environment and to the media preferences of the target audience. Decisions regarding format should therefore be taken by the mission's television professionals in consultation with local informants.

Production might also include a **basic video briefing tape** for visitors and for troop-contributing countries. The use of video for training should be explored with other mission components. Subjects might include orientation and familiarization, electoral methods, police work, human rights training, etc.

EQUIPMENT

At its most basic, a field production effort would require a digital video camera with accessories and an editing deck. With this equipment in hand, a producer could begin basic production immediately upon arrival, given



the assistance of appropriate staff. To disseminate footage to various users, additional equipment might be required to convert footage to appropriate standards and formats. At its most sophisticated, a field production effort would require complete Betacam SP video equipment, with camera, accessories and editing facilities. A **maintenance contract** for equipment should be considered.

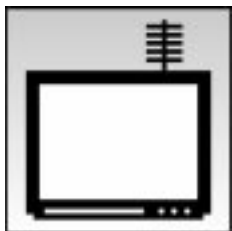
LOCAL PERSONNEL

The input of local producers, script writers and cameramen is essential for effective production aimed at a target audience known best by those who belong to it. Local actors should be used where practical and appropriate.

FACILITATING COVERAGE BY NON-UN TELEVISION JOURNALISTS

Whether or not the mission itself undertakes the production of television and video programming, the mission will attract television journalists covering events in the mission area. Provision should be made to facilitate their work and thereby enhance coverage of the mission.

- A policy should be established on the provision of facilities to visiting television crews, such as use of United Nations ground and air transport;
- In conjunction with United Nations civilian, military, police and other components of the mission, a list should be drawn up of key locations that television crews can visit;



- An interview location should be established at mission headquarters or other suitable locations. Attention should be paid to acoustics, accessibility, an appropriate backdrop, etc.

COOPERATION BETWEEN HEADQUARTERS AND THE FIELD

United Nations Television cannot **compete with CNN** and cannot provide full coverage of each mission. However, it can produce local stories and disseminate its programmes to *UN in Action* and *CNN World Report*. It can also share footage with interested local stations and producers, news agencies and other interested parties. Provision should be made for periodic visits by United Nations Television producers to the mission area.

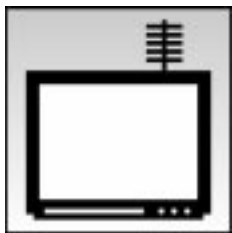
The mission should arrange for the provision to Headquarters on a regular basis of appropriate and timely footage. Headquarters should be prepared to provide technical support within its means, relevant footage upon request and a monthly list of the products available from Headquarters.

Prior to departure, mission producers should secure Headquarters footage on Headquarters sites, the United Nations logo and other subjects for use in mission programming.

TESTING AND FEEDBACK

Products should be tested with target audiences to ensure that programmes respond to local needs and are culturally and stylistically appropriate. Provision should be made for feedback on the effectiveness of products after they have been disseminated.

ARCHIVES



Video tapes should be logged and stored for archiving by designated personnel (see **Archives**, above). At the end of the mission, personnel should arrange to dispatch to United Nations Headquarters for archiving a selection of mission television/video programming reflecting major highlights and developments. A selection of video tapes should also be sent to the Lessons Learned Unit of DPKO.

CHAPTER 9

PRINT





Printed materials are **useful tools** in communicating the United Nations message to local populations and media, parties to a conflict, the international press working in the mission area, as well as the international community. Some missions also produce a mission magazine or newsletter for their mission personnel and local consumption.

United Nations missions are often deployed in areas where information has traditionally been scarce – whether for political or economic reasons. **Print is often the first media** that makes an impact on the local population and it is sometimes the media that gets the farthest afield. This is, however, not the case when the local literacy rate is low. **Radio** then becomes the most important and effective medium.

Although the **literacy level** in a mission area population might be low, print materials that combine simple language and visuals, such as photos, cartoons or symbols, to illustrate a message have been used to good effect by United Nations staff and local “educators” such as teachers, clergy, NGOs, etc. Production and use of **photo materials** are important, since photos are understood by everyone and can be used for print as well as Internet posting.

The most effective print products appear to be material used in conjunction with a verbal explanation – at a community gathering, for example, or by one “literate” person to the rest of his or her “illiterate” or “semi-literate” family or friends.

United Nations Mission staff in remote areas of **Namibia and Cambodia**, for example, often found that posters, flyers and cartoon booklets were not only useful for explaining the United Nations mandate. In



many areas print materials were the only “concrete” evidence, other than United Nations vehicles, that these “outsiders” had come for a special purpose other than simply to establish or maintain a military, humanitarian or electoral presence.

A simple **newsletter or magazine** for mission staff should be seen as an important part of the operation’s public information/public relations effort. Such an “in-house” publication offers an opportunity to remind personnel of mission goals, highlight achievements, and emphasize basic standards of impartiality, responsibility and integrity on the part of mission staff. It is, however, of secondary importance compared to print products aimed at the local population and belligerents, and should be produced only if budgetary and human resources allow so. In many cases, a mission magazine is put out by the military component.

Some missions produce a magazine in local languages for the local community and an English version for a wider overseas audience, all of which propagate the good offices of the United Nations and its mission operations.

STANDARD MISSION IDENTITY PACKAGE

Each mission must have a standard mission **logo and graphic identity** – consisting essentially of the United Nations emblem and the acronym of the mission. The identity package must be in place from the beginning of the mission and always utilize the standard United Nations colour Pantone 185. DPI at Headquarters may design it for use on mission-related materials in the preparatory phase before deployment.



A **standard look** must be adopted for everything connected with the mission – from office signs to stationery. All information products should be immediately recognizable. This enhances the mission's visibility, allows it to establish its presence at an early stage and minimizes the possibility that the mission's premises, personnel and activities might be confused by the local population with other organizations in the region.

POLITICAL AND CULTURAL SENSITIVITIES

Close attention must be paid to the political and cultural sensitivities associated with the images, designs and words in print materials. Avoid using:

- words, expressions or images identified with a particular faction, party or movement;
- colours and designs with political, religious or ethnic overtones.

Local staff, particularly translators and local creative talent can provide a window on the local society and give print materials greater impact. The local artist, calligrapher, sign-painter or photographer can help translate a concept and communicate the United Nations message in language and images appropriate to his or her own people.

LANGUAGES

The **pre-mission survey** will have determined the appropriate language(s) for the production of mission material. Where these languages differ from the mission's official languages:



- Adequate provision must be made for **competent translation services**;
- All material published in local languages should be reviewed carefully and be subject to **editorial control**, whether it is translated into or originally prepared in the language of the target audience; translations must be faithful to the original and the lexicon appropriate;
- Try to maintain **continuity** of design and language throughout the mission;
- When mission personnel unfamiliar with local languages are enlisted to disseminate products in those languages, provide them with a copy of the text in a language they understand. Otherwise the product may be pushed aside, not disseminated and not reach its target audience. Ensure that the mission personnel understands the importance of the task. The actions of every member of a mission affect the way the mission as a whole is perceived by the local population.

GRAPHIC DESIGN AND DESKTOP PUBLISHING

Small missions with limited print output may be able to meet their graphic design requirements through locally available services. **Larger missions** likely to generate a stream of printed materials should be provided with international and local graphic design staff and appropriate equipment. Although this requirement should be covered in the pre-mission planning stage, information staff should anticipate product requirements once the mission is underway to determine if adjustments are needed.



All missions should be equipped with desktop publishing capacity given its versatility and speed. Outsourcing should be explored in order to reduce costs while maintaining quality control.

PRODUCTS

An initial list of print products should be drawn up at the outset of the mission. It should be reviewed and revised in light of experience and conditions on the ground.

STANDARD PRINT MATERIALS:

- fliers, circulars, brochures, booklets, newsletters, magazines, press kits, newspaper inserts, posters, banners, billboards, wall charts, flip charts, stickers, buttons, T-shirts, balloons etc.

OTHER PRINT PRODUCTS:

- When designing printed matter, keep **durability and utility** in mind, particularly where conflict and poverty have created scarcity for the population. A poster can convey a message. It can also wrap a fish or vegetables, provide shade, light a cooking fire or serve other utilitarian purposes. T-shirts, hats, plastic bags, bumper stickers, key chains, matchbooks, bookmarks, pencils, pens, notebooks – and the messages inscribed on them – last longer.
- For **outdoor advertising** consider using materials such as vinyl banners or wooden or metal billboards. A few strategically-placed banners may ultimately be seen by far more people than hundreds of posters ripped down by the “opposition” before they can make an impact.



In **Cambodia**, for example, giant billboards in Phnom Penh advertised the local cinema's new movie every few weeks, so it was possible to locate billboard artists to construct and paint signs 6 metres high telling people to vote. At a very reasonable cost, the United Nations message was everywhere in the main urban centre and hard to miss. Banners were used to similar effect and widely distributed in the provinces as well.

- Stickers applied to **local shop windows and vehicles** last a long time and cover a lot of ground. They are also economical and can be distributed in large quantities.

Plan for the unexpected. Some products cannot be foreseen but should be provided for when ordering supplies and contracting services. These might include decrees, urgent announcements or other communications which need to be turned out quickly.

STANDARD ITEMS: EXPLANATORY BROCHURE

At the very outset of the mission, a brochure should be prepared in the local language(s) setting out the fundamentals of the operation in clear and concise terms:

- Why is the mission here?
- What does it hope to accomplish?
- What the mission can and cannot do?
- When will it leave?

The brochure should also describe the mission's various components. Such a brochure can be useful as a point of reference throughout the mission. A version in the offi-



cial language(s) of the mission might be prepared for distribution to accredited international media. A separate version for worldwide distribution by DPI should also be considered.

OTHER INITIAL PRODUCTS

Other useful local-language products, particularly in larger missions, might include:

- the basic peace agreement or peace plan, as applicable;
- an implementation timetable for the major stages of the mission;
- texts of relevant Security Council resolutions and statements, and Secretary-General's reports on the subject;
- a promotional poster and a series of fliers or handbills;
- articles and/or announcements to be placed in local newspapers.

Each mission should be provided with a contingent of standard United Nations publications for dissemination as requested: *The Charter of the United Nations*, *Basic Facts about the United Nations*, *the Universal Declaration of Human Rights*, etc., if possible in local languages.

PRODUCTS DURING THE COURSE OF THE MISSION

Products should be geared to important dates, themes and phases of the mission to raise public awareness, while explaining what is expected of the local population. The population should also be kept informed about the mission's progress in regular bulletins.



Certain mission activities might require **special products**:

- **The military component** might require posters or fliers announcing dates relating to ceasefires, cantonment or demobilization of combatants, or inspection and observation activities;
- Materials might be needed for a **mine awareness campaign**, produced under the guidance of the military, a separate mine action centre, or in collaboration with humanitarian agencies;
- **The civilian police component** might require training materials for local police and fliers, posters or billboards relating to traffic control, the prohibition of small arms or other topics;
- **Human rights or electoral components** might require training and educational materials, as well as products designed to publicize certain themes and principles – such as the right to assembly or how to register to vote – or significant dates in an electoral process;

END-OF-MISSION PRODUCTS

As a mission concludes, a **wrap-up brochure or flier** might be produced both for the local population and international media, noting its accomplishments or providing information about its withdrawal and the post-mission period. In consultation with United Nations agencies in the mission area, information should be provided about the United Nations presence and its role after the mission leaves and the anticipation of future United Nations activities in the region. This should be done in view of explaining, particularly in missions with a



substantive humanitarian component, the United Nations commitment of a continuum from relief to development.

Several missions have published a **pictorial record** of the mission. This is of particular interest to the mission staff, and could be offered as a sales item.

PROCUREMENT AND ADMINISTRATIVE CHANNELS

You will have to work through the **mission's administration** to contract services, obtain supplies and select and recruit personnel. Procurement officers are responsible for identifying sources for all goods and services required by a mission, securing bids and executing the necessary paperwork. **You can make the procurement officer's job easier** and speed up your own operation by helping compile a list of potential printers and/or suppliers.

Since Headquarters views field missions through the CAO, establish immediate productive working relationships with the CAO and the entire administrative part of the mission in order to secure the support, procurement and supply channels for print information products.

COMMERCIAL VENDORS

Information personnel should **define the general specifications for materials** to be printed on contract. The list of commercial print vendors established by the survey mission, can serve as a starting point. Additional vendors might be explored. Samples should be obtained and compared to determine the local printers' capabilities and quality of their work. Their capacity and ability to deliver on time should also be



checked. The results of this evaluation and a comparison of price schedules **should be shared with the procurement officers** in order to help draw up the list of preferred vendors. Identifying suitable vendors normally involves obtaining samples and quotations.

OTHER SOURCES FOR PRINT SERVICES

In addition to commercial printers, there may be other sources for printing services. **Consult with agencies** of the “United Nations family” active in the mission area, in particular UNDP and the United Nations Educational, Scientific and Cultural Organization (UNESCO), to cooperate as regards, or delegate, print jobs and possibly dissemination.

Choose cooperating partners carefully to avoid compromising the mission’s independence and impartiality. Try to avoid use of government printing presses, for example, when the Government is a party to the conflict. It might give rise to charges of favouritism and undermine the legitimacy and persuasiveness of the mission’s message. Likewise, affiliation with a particular non-governmental organization might taint the Mission’s impartiality.

ASSURING QUALITY, ACCOUNTABILITY

Track print jobs closely. A member of the information staff should work with the printer to ensure quality and timely delivery of each product. An information officer will be responsible for verifying that the product was produced as specified, delivered on time and in the quantity designated. **Keep careful records** of all



contractual work. Each product should be documented, including copies of all paperwork – particularly duly authorized requisitions and delivery slips.

PHOTOCOPYING AS AN ALTERNATIVE TO PRINTING

Many print products can be **reproduced** by photocopier. One or more high-volume, high-resolution photocopiers should be dedicated solely for use by the information service. In larger missions, photocopiers might also be placed in regional centres. Alternatively, if a central mission reproduction centre is set up, make sure that it is equipped and staffed to meet the information operation's needs.

For example, UNTAC's reproduction centre served the needs of the mission at large. It produced a large number of information products – from 8x12 foldover handouts to twenty-page booklets and even a number of single colour posters – sometimes in quantities approaching 100,000. Use of the centre resulted in reduced turn-around time and reduced expenses.

Many photocopiers are capable of printing covers on light-weight stock. When heavier stock or a multi-colour process are required, covers might be printed by a commercial printer and delivered to the reproduction centre for assembly. Photocopiers should be of good quality, low maintenance, heavy duty and capable of collating and of using coloured ink. Underwrite **service agreement** for equipment to ensure lowest servicing and repair costs.

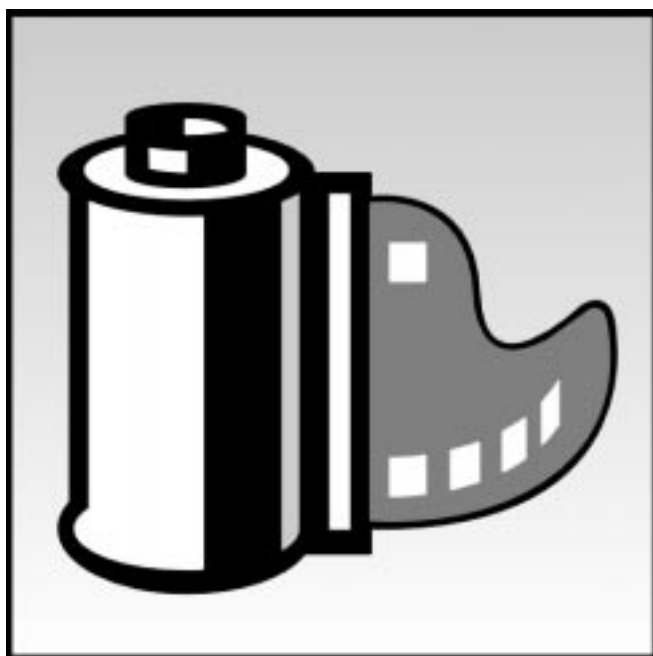
USE OF INTERNET



Keep track of technological innovations in print production, as well as new technologies that may substitute or support print information such as the Internet and electronic mail. It is essential to allocate funds for establishing a web site for a peacekeeping mission to allow Internet users access to United Nations documentation and promotional material. With the use of Internet, a mission will reach a wider audience, have immediate access to United Nations own documents, be able to reproduce “faxable” (presentable) material from the United Nations home page and send it to mission’s recipients (Daily Highlights, press releases, etc.), and generally be able to access all types of information sources (newspapers, CNN, libraries, Government’s own web site, etc.).

CHAPTER **10**

PHOTO COVERAGE



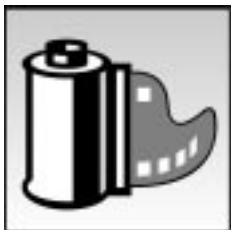


Photo documentation of a peacekeeping operation is a **vital information component** which serves to provide images for the local and international media and for United Nations print products, and to create an historical record to be maintained by the **Photo Library** at United Nations Headquarters in New York.

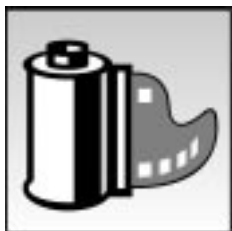
FULL-TIME MISSION PHOTOGRAPHER

For a day-to-day coverage, a mission-appointed international photographer should be recruited. A local photographer may be recruited if the political situation permits. **Be aware** that the photographer must be able to obtain permission to travel without constraints to all locations in the mission area. Any photographer recruited must have professional photographic experience. The Chief of the **Photo Unit, DPI**, may be consulted for advise.

The mission-appointed photographer should establish **working relationships** with the international and local press and wire services to enable his/her images to be used by the them to promote United Nations activities. He/she should also be able to work with editors and designers producing United Nations print material using photographs.

OTHER ARRANGEMENTS

If a mission does not require the services of a full-time photographer, arrangements should at least be made to provide **photographic coverage for key periods** such as setting up of the mission, referendum and election processes, visits by important officials, etc. Ideally, a United Nations staff photographer from Headquarters should be sent into the field to take pictures at least



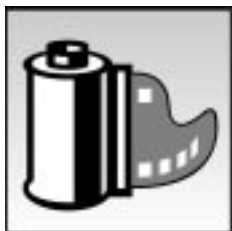
once or twice during the course of a peacekeeping operation, and particularly during key periods such as those described above.

TYPES OF PICTURES

Following are **guidelines** for the types of peacekeeping pictures found to be used in mission publications such as newsletters, magazine, brochures and posters and also requested and disseminated most frequently by the United Nations Photo Library to its users:

- Peacekeepers keeping peace, i.e. helping civilians, patrolling, guarding at checkpoints, monitoring at observation posts, demining, etc.;
- United Nations humanitarian, human rights and political presence in the field;
- Refugee and civilian life in areas of operations, “people” pictures;
- Sites of operations, on-base and off-base, cities, towns, countryside, destruction caused by war;
- Peacekeeping vehicles, jeeps, trucks, tanks, helicopters, planes, etc. ;
- Secretary-General visiting (with peacekeepers and civilians);
- Secretary-General’s Special Representatives and other senior United Nations officials.

It is suggested that for **important events**, such as Secretary-General’s visits, medal parades, referendum and elections processes, etc., when pictures are required immediately in the field and at Headquarters,



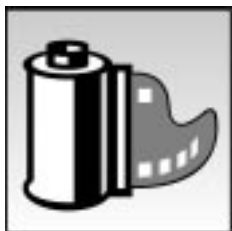
two cameras be used to shoot more or less identical coverage. One of two unprocessed rolls may be sent to Headquarters with the rest remaining in the field. If this is not possible, from the multiple images shot, a selection of contacts and negatives should be sent to Headquarters. Pictures should be shot using **colour negative film, Fuji Professional 400**, if possible. Pictures can also be shot in black and white for newspapers and/or United Nations publications that require black and white.

The mission-appointed photographer should **be in touch** with the United Nations Photo Unit and if time allows, can also shoot general field coverage depicting life in the region (education, agriculture, human settlements, population, industry, natural resources, etc.) and projects involving various United Nations agencies active in the region. These types of pictures are in great demand and in short supply. If needed, DPI could provide film for such coverage.

COVERAGE FOR HEADQUARTERS

Routine coverage should be processed in the field for mission use. A selection of contacts, negatives and captions for use by the **United Nations Photo Library** should be sent to Headquarters on a regular basis.

For all coverage sent to Headquarters, whether unprocessed film or contacts/negatives, **detailed caption information** is vital. Attached is a copy of the photographer's log card which should be completed for each roll shot. Each roll should be assigned a unique number which should be clearly indicated on the log card and on the unprocessed roll of film or on the contact and nega-



tive sleeve. Photographer's name, date, location and a complete description of the contents of the pictures, including names and titles of important personalities, should be typed or clearly printed on the card.

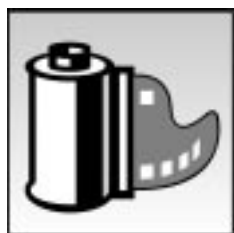
Coverage sent from the field to the United Nations Photo Unit and accessioned into the United Nations Photo Library will always be available upon request for use in the field.

PORTABLE DARKROOM/ELECTRONIC TRANSMISSION OPERATION

Elaborate photographic setups including cameras and processing equipment were in place in such missions as UNPROFOR and UNTAC. Such equipment should be monitored to ensure that it can be sent to new missions that are being established for reuse. In place of an expensive setup, a portable darkroom/electronic photo transmission operation may be set up in the field for approximately, as described below:

Portable darkroom materials and equipment:

- 1 litre developer (good for 10 to 15 rolls)
- 1 litre bleach
- water
- 3 to 5 film reels
- 2 stainless steel film canisters for processing
- hair dryer
- thermometer
- changing bag for film
- egg timer or stopwatch



- container to keep water at constant temperature (e.g. Job container)

Electronic photo transmission operation, consisting of:

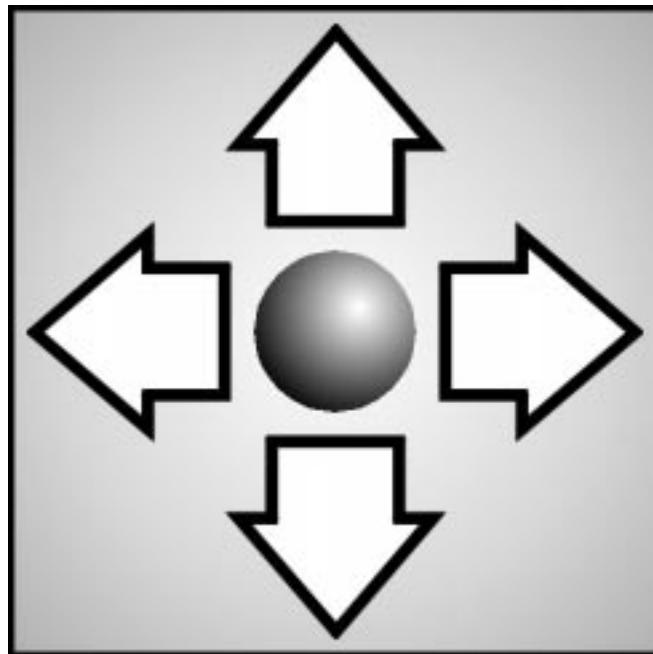
- Adobe Photoshop 4.0 software, which has caption capability
- Computer with enough memory to run Photoshop 4.0, such as Macintosh Powerbook with 32 meg RAM and at least a 750 MB hard disk
- Scanner, such as Nikon Super Coolscan
- Zip drive plus disks
- External modem for electronic transmission of images from satellite phone or land line

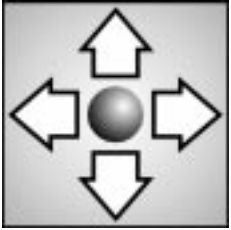
Make sure that whatever is used, computer, scanner and software must all be compatible, either Windows95 or Macintosh.

This electronic photo transmission operation may be run off 220 or 110 power, from a generator if necessary. All of the equipment will fit into a knapsack and thus can be easily transported in the field.

CHAPTER 11

DISSEMINATION





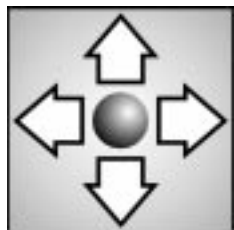
Dissemination is one of the most crucial aspects of a successful information campaign. Information operations **in larger missions** should include a distribution/dissemination section or unit with a suitable number of international and local staff, which can be reinforced at peak periods. **In smaller missions**, however, it is likely that information staff involved in other activities would devote part of their time to dissemination. Regardless of its scope, dissemination should be managed within the information component in order to ensure that the handling of information products is well-coordinated from inception through delivery to the target audience. It is the **responsibility** of the information component to ensure proper dissemination.

Make early contact with those in the administration responsible for space and office planning. Work space for the press and information operation should include suitable areas for **receiving, collating, packaging and stocking** mission products. Distribution/dissemination unit should be staffed by people employed specifically to look after the distribution of all information products (print, TV and radio tapes to stations etc.).

DISTRIBUTION PLAN

Before designing and producing any public information product, **have a distribution plan in hand**. Distribution is particularly important for high-volume print materials which are bulky, often difficult to transport, and usually have to pass through many hands before they reach the target audience.

TRANSPORT AND DELIVERY



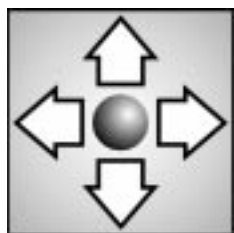
Identify mission personnel in each region who will assume responsibility for receiving and ensuring delivery of information materials.

Work with the mission's transport personnel to devise distribution grids and re-distribution points. Take into account existing transport and communications networks of the host country and the mission's deployment pattern, transportation assets and schedules.

The mission's regular resupply channels – military or civilian – or personnel travelling to the headquarters area on regular supply runs may be tasked with picking up information materials from the central distribution point. **Commercial delivery services** might also be available. **At the local level**, mission personnel can be tasked with delivering material to local redisseminators. Arrangements should be made for redisseminators to collect materials from distribution points.

Information products must be **properly packaged** to ensure easy handling, safe arrival and protection from the elements. A source for obtaining packaging material should be identified, as well as means to pay for it, which might include petty cash. Packages should be **clearly addressed and labelled** in bold. Identify them prominently as information materials for redistribution, requiring immediate attention. Ask the printer to pack in certain quantities to facilitate distribution.

In the case of materials sent to redisseminators, a **cover letter** addressed to them should be included with each package of information products. The letter should provide precise information about the nature of



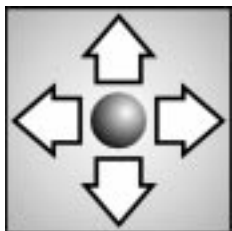
the product, the intended end user and any other information that would help the redisseminator make efficient use of the product. Where possible and appropriate, a translation of the product into one or more official mission languages should also be provided.

Careful records should be kept of the dissemination of each product and its stock, including repeat requests. Among other things, this information might serve to determine production quantities, and might be useful in assessing the impact of the product.

SUMMARY OF IMPORTANT STEPS

- Determine the target audience for each product and maintain a distribution record;
- Various components of the mission might be directly involved in initial distribution, both directly to the public and through re-disseminators. Military, civilian police, electoral and human rights observers or personnel might all be involved – whether or not the information product at hand is specifically designed for that component;
- United Nations agencies active in the mission area, NGOs, national and local government authorities, schools, religious centres, newsstands, transport companies and commercial enterprises might all offer channels for distribution.

Where security allows, thought should be given to setting up a **central facility** (possibly in an existing venue such as a library) where people from the community can read and/or pick up mission information products and standard United Nations print products. This might be a “reading room” or other installation acces-



sible to the public. Mission information materials should be prominently displayed. Mission videos or audio cassettes might be played. Information materials in appropriate languages produced at United Nations Headquarters or by a United Nations Information Centre (UNIC) in the region might also be made available. Where possible consider equipping such a central facility with multi-media systems and Internet and computer access to support print information with new technological means.

It could also be a place for people to see job listings, though follow-on services would have to be harshly limited or it would be nothing more than an employment centre. [However you need a “hook” to get people there so they pick up what you want them to get while they are getting what they want.]

CHAPTER

12

NGO LIAISON AND OUTREACH TO “CIVIL SOCIETY”



SOME GENERAL OBSERVATIONS



NGO liaison is probably most important **in complex and multi-dimensional operations**, and critical in emergency phases. Generalizations about NGOs are misleading. **Not all NGOs are created equal.** International NGOs in a mission area might include:

- those involved primarily in the business of humanitarian assistance and development;
- those specializing in education, training or technical assistance covering a broad range of disciplines, including human rights or electoral processes, for example;
- those engaged in advocacy or monitoring.

National NGOs, regardless of their function, might better be referred to as actors of the **“civil society”**. Good relations with civil society can enhance the mission’s outreach to the public through the media and directly-distributed public information materials. The mission’s public information strategy should include a plan for communicating with civil society.

DEALING WITH NGOs: WHO’S RESPONSIBLE?

NGO liaison and outreach often happens by default in peacekeeping operations. But **NGOs cannot be considered marginal or incidental players.** Where operational United Nations agencies, such as the World Food Programme (WFP), UNHCR, UNICEF, UNDP, etc., and DHA are present in the mission area, NGO liaison is crucial. Most agencies and DHA in the field have usually built and will sustain these contacts prior to and after the peacekeeping mission.



The information plan for the mission should set out **a clear policy towards NGOs**. An examination of NGOs/civil society should be an essential part of the preliminary mission survey. Perhaps NGO liaison would be best left to DHA and United Nations agencies for operational purposes such as food distribution, health care, training etc. If this is the case, make early contact with the United Nations system/NGO liaison structure to **determine NGOs’ public information needs and to coordinate activities**. Mission information outputs targeted at NGOs should be developed in consultation with the interagency NGO liaison operation. Roles and mandates of different United Nations entities operating in the mission area should be explained clearly.

Where national NGOs/civil society are considered particularly active or important to the success of the peacekeeping mission, **it may be advisable to designate a staff member or members** to see to the “care and feeding” of NGOs in public information terms. In some United Nations field missions, especially those made up entirely of civilians such as the United Nations Observer Mission in South Africa (UNOMSA), the International Civilian Mission to Haiti (MICIVIH), the United Nations Human Rights Verification Mission in Guatemala (MINUGUA), NGO outreach was central to the mission’s success.

A SYSTEMATIC, PHASED APPROACH TO NGO RELATIONS

IDENTIFICATION



Identify the components of civil society/NGOs in the mission area. United Nations agencies active in the area, UNICs, national institutions, the media and NGOs themselves are good sources of information. This identification process should begin even before the mission is in place: at United Nations Headquarters and during preliminary survey mission to the area.

FIRST CONTACT

Make contact with influential representatives of key NGOs to:

- evaluate the strength and influence of civil society/NGOs;
- assess their knowledge about the United Nations in general and about the mission in particular;
- listen to their perceptions and expectations of the United Nations mission;
- explain the objectives/mandate of the mission;
- note their reactions and follow-up on them with appropriate departments and agencies.

Following the above steps will help avoid putting together an elaborate, expensive strategy which doesn't correspond to the needs and the information culture of the population.

ACCESS/ATTITUDE



There may be a **“cultural clash”** between mission personnel – particularly military personnel – and NGOs. The mission information programme should encourage mutual understanding between these groups. Information products developed for mission staff should help eliminate the tendency for an “us-them mentality” to develop between military and civilian personnel or, between United Nations and non-United Nations organizations (sometimes including the operational agencies). Interviews or features in the mission magazine or newsletter might highlight elements of local civil society or international agencies and NGOs active in the theatre.

Unrealistic and false expectations/perceptions **can lead to mutual mistrust and animosity** between NGOs (and the host community at large) and mission personnel. Public information can help get relations with NGOs off on the right foot.

- Treat NGOs as important disseminators of information about the United Nations role and make appropriate information materials available to them.
- Establish a policy and procedure for granting relevant NGOs access to United Nations premises for information purposes. Accreditation issued by United Nations operational agencies might be accepted, or separate criteria and identity cards might be made for NGOs involved in the mission’s public information efforts. (See media accreditation, above)
- Where appropriate, consider setting up occasional special information briefings for NGOs by the spokesperson or other mission officials. Briefings for NGOs should be separate from those for the media.



Since it is impractical to grant all NGOs access, the NGOs themselves should be allowed to decide which organization(s) will attend on their behalf on a “pool” basis.

- Be honest about what the mission can and cannot do. In exchange for assistance in disseminating information, NGOs are likely to seek help with equipment, facilities and services. Details should be worked out in advance with the mission administration and understood by all involved.
- Explore the possibility of involving local and international NGOs in public information co-productions. Before proceeding, make sure that a mission/NGO partnership will not compromise the mission’s impartiality or restrict its actions.
- Suggest to NGOs to post mission materials in their front office, motor pool, lounge, etc. so as to educate their national and international staff on the mission, without necessarily aligning themselves with the mission. By virtue of education and linguistic skills, the local employees of NGOs are often leaders in their communities and could convey these messages far further than the work place.
- Publicize mission involvement in projects seen to help the local population, showcasing the contributions/cooperation of civil society, as appropriate.

COMMUNITY RELATIONS

It is imperative the United Nations operate in a basically non-hostile grass roots environment and that the mission must be welcomed and its role understood. Make every effort to counter any negative public



perceptions which might exist among the local community towards that the mission. Members of the mission, and the public information personnel in particular, must be encouraged to visit schools, places of gathering, local recreation facilities. Representatives of local communities can be invited to visit United Nations premises where they can associate themselves with that the mission staff, read literature, watch videos, etc.

ANNEX

I

UNITED NATIONS ELECTORAL ASSISTANCE – MEDIA ASPECTS

***Lessons learned in the media
and information aspects of previous
United Nations electoral assistance efforts***

SUMMARY OF EXPERIENCES:

1. The United Nations information and media-related activities that accompanied an electoral process in a country **depended to a great extent on the Organization's mandate and involvement** in the planning, conduct, verification and observation of those electoral processes.

2. In **Nicaragua**, where the United Nations involvement was limited to the observation of the electoral process and the provision of some technical assistance to the local authorities, information activities were **limited to a modest advertisement campaign** in the local newspapers and radio and television interviews conducted by senior mission personnel. **In larger and more complex missions**, such as those in Namibia and Cambodia where the United Nations was more directly involved in the planning, conduct and supervision of the elections, **information activities ranged** from well-phrased advertisement campaigns in the local press reinforced through radio and television spots and programmes, pamphlets, posters, even comic books. Personal visits to rural areas by voter education teams as well as the use of innovative local media, such as travelling drama troupes. Elections souvenirs such as buttons and T-shirts were also produced.

3. Information products emphasized specific themes that were of particular relevance to the country. In **El Salvador**, respect for human rights, including civil and political rights, were a fundamental aspect of the national reconciliation process and in building the people's confidence and belief in the success of the electoral process. In **Namibia**, respect for the political

code of conduct adopted by the parties was crucial in negating the potentially destabilizing effects of a political assassination. In **Cambodia**, voter intimidation by various factions was offset by a sustained campaign assuring Cambodians that their vote was confidential. In most cases, the need to register and vote, the secrecy of the ballot, and the mechanics of the electoral process itself were common themes.

4. For most electoral support missions, handling **a large influx of international media** representatives during the elections **was an added responsibility** for the information section. Many mission spokesmen conducted daily press briefings to keep journalists apprised of developments and to correct inaccuracies and counter politically motivated disinformation.

NICARAGUA, 1989-1990

5. The United Nations Operation for the Verification of the Electoral Process in Nicaragua (ONUVEN) **was the first United Nations electoral verification mission** and had a limited mandate and life span. The United Nations came into the process towards its tail end (the last six months) and its participation was limited to observing, with no involvement in the preparations for or lead up to the elections. Due to this limited mandate, all United Nations activities, including public information, were accordingly modest.

6. However, from a public information perspective there were **certain special circumstances** that characterized the Nicaraguan experience. There was intense international media interest in the elections, particularly from the North American media. The

mission would also set the tone for other similar missions the United Nations hoped to undertake in countries taking their first electoral steps after years, sometimes decades of war. For Central America, it was a defining election.

7. ONUVEN's information team was in place **from the start up of the mission** and immediately had to handle a large number of international press crews. **Daily briefings** by the mission Spokesperson or senior officials had to be held. Since the United Nations was only to provide technical assistance to the Nicaraguan electoral authorities and to observing the actual voting itself, the information strategy was relatively modest – a **press advertisement campaign** that emphasized the right to vote and the secrecy of the vote. Also, since this was the first time the United Nations was attempting such an exercise, the information staff learned as they went along.

8. Through its advertisements and in all the interviews that senior mission staff did with local media, the emphasis remained on **the right to vote** and to allay people's fears and assure them that their vote was indeed secret. There was also an effort to promote **respect for human rights**, including civil and political rights. One **major drawback** the mission faced early on was the perception that the United Nations really represented the interest of the United States and was not an impartial neutral observer presence. The information section had to work hard to overcome this handicap.

EL SALVADOR, 1991-1995

9. The United Nations Observer Mission in El Salvador (ONUSAL) was **extremely ambitious** and involved several complex elements, including the verification of a human rights accord, constitutional reform, support for the national justice system, monitoring a ceasefire, a disarmament and demobilization exercise, reform of the national armed forces and an electoral process. By far the biggest challenge and preoccupation of the mission was the inculcation of a culture of respect for human rights, including civil and political rights, in a country that had suffered over a decade of a bloody civil war characterized by death-squad activity and a damaging culture of impunity. The need for national reconciliation and, during the elections, the need to make their voices heard through their vote, were the other common themes that ran through the public information activities of the mission.

10. The initial reaction of the people to the mission's presence also presented a problem: people either had **unrealistically high expectations** of what the United Nations could achieve; or there was an **unreasonable fear** that the United Nations intervention would be yet another foreign intervention that would only further outside interests. So explaining the mandate of the mission and the limitations that it imposed on the activities of the mission were **the first objectives** of the information campaign. During the electoral process, although the missions' information cell concentrated on election-related activities, the need to address these issues and perceptions continued. The people's conception of their rights, including the right to vote, was directly related to the effectiveness of ONUSAL in the human rights field in general.

11. **Early television and radio spots** prepared by New York, promoted human rights, including civil rights, in generic terms. Salvadoran human rights groups, however, found them to be removed from the reality of El Salvador's decade-long bloody conflict. They **failed** to speak to the Salvadoran experience in language that the local peoples could understand. **Pamphlets** on the rights of victims were prepared but were not reinforced through sustained radio or television spots. In late 1993, ONUSAL prepared a campaign of radio and TV spots based on **actual cases** gathered by its human rights division. These spots were **well-received** and garnered a wide audience. ONUSAL, **learning from its mistakes**, also sought to include its use of local design, language, music and experience in its information products. **Salvadoran-designed** posters addressed human rights, the electoral process and defined what civil and political rights were. These posters, which were **extremely popular** and received broad national exposure, were examples of good public outreach. ONUSAL developed initiatives at the district and regional level in partnership with the local NGOs, which were very well organized.

12. **Personal visits** to trade unions, local military posts, schools, guerilla camps and other places reinforced not only the impartial presence of ONUSAL but also the message of peace and reconciliation through the electoral process. **For the elections**, the public campaign included press advertisements, a visual campaign with paid thirty-second spots on television and posters, and public service announcements on the radio, with local voices and producers. Whenever possible, mission staff designated to speak with the press – only the SRSG, the mission Spokesperson, the

legal adviser and the force commander – **held interviews** on radio and television promoting the same themes. The information section also took advantage of the United Nations presence in the country to distribute **United Nations radio and TV programmes** on the United Nations and its activities in different fields to the local media.

NAMIBIA, 1989-1990

13. **The main objective** of the information campaign prepared by the United Nations Transition Assistance Group in Namibia (UNTAG) was to assure the Namibian people of the nature, integrity and freeness of the electoral process and of UNTAG's credibility to supervise and monitor free and fair elections. It had to build up a "moral authority" the impartiality of which would be beyond question. This **was complicated** by the fact that in the partisan local press the United Nations was portrayed as having sided with only one political party for decades, thus lacking objectivity. Neutralizing the partisanship of the local media was a particularly **intractable problem** for UNTAG.

14. UNTAG had to establish its credibility while also assisting a process of social change. The information service's objectives, therefore, reflected these priorities. This activist brief of the information service resulted in a steep learning curve for the information staff, since **information was part of a political campaign**, something UNTAG's information staff, primarily staff from the Department of Public Information, were not used to. The information service was also responsible for ensuring that United Nations Information Centres (UNICs) throughout the world were **fully briefed** regarding events in Namibia and UNTAG's

activities so that they, in turn, could inform the international press and counter inaccuracies and misperceptions. In Namibia, the information service and the mission Spokesperson kept the hundreds of international media representative apprised of developments on a day-to-day basis.

15. UNTAG's information strategy had **three phases**:

- **From 1 April to July 1989** – explaining the various tasks of UNTAG, allaying fears and misapprehensions and making “UNTAG-Namibia” synonymous with “Free and Fair Elections”.
- **From July 1989 to November 1989** – explaining election-related processes and procedures, including how to register, how to vote, the importance of voting, the individuality of electoral choice and emphasizing the personal responsibility for the future; “It is your turn to choose for Namibia”, “Your vote is secret” and always combining with this “UNTAG Namibia” and “Free and Fair Elections”. During this phase, UNTAG also aggressively promoted the code of conduct signed by the contesting political parties and which emphasized that political freedom meant respecting the choice and freedom of others. Anti-intimidation and anti-coercion messages were depicted in various ways, including full page cartoons and other illustrations in the local media, posters, feature articles and programmes on radio and television.
- **From November 1989 to March 1990** – during this period the theme was preparations for independence, with many variants, including constant publicity for the process of constitution-making. The need for self-reliance at this critical stage of the birth

of a new nation, albeit with UNTAG's assistance, was an underlying theme in UNTAG interview, radio and TV broadcasts and the last round of UNTAG visuals and graphics.

16. UNTAG had a **multi-media information campaign**, using radio, television and print, as well as periodic flyers, feature articles, newspaper announcements, buttons and T-shirts, graphics and advertisements, press briefings and releases, posters and stickers, press summaries and translations of local and international media. Some of the products were translated in Afrikaans, but there was resistance in the mission to using a language so closely associated with the South African regime and only a small percentage of the products were eventually published in that language. UNTAG **radio broadcasts** were limited to a five-minute slot on the national service broadcast in English early morning and rebroadcast in the early event, both peak listenership hours. On **the television** UNTAG had a 10-minute weekly slot on Saturdays and Sundays. Both radio and television programmes were produced using facilities provided by the South African authorities. Air time was also provided at no cost. The programmes, however, were distinguished for the products of the local media by their signature theme music and the UNTAG logo. South West Africa Broadcasting, the national broadcasting company, translated UNTAG programmes into Afrikaans and 13 other Namibian languages.

17. The **usual materials** produced by UNTAG's information section, particularly the **metallic buttons**, were extremely popular throughout the campaign. In the run-up to the elections, the campaign included a voter education effort using **pamphlets**

and posters in many languages. Information products provided a step-by-step guide on the registration and electoral procedures, and publicized the new constitution and the rights enshrined therein. District staff reinforced media messages through **personal contacts** with opinion-makers. Multilingual interpreters were used in many districts to reach as wide an audience as possible. The message was “Your vote is secret” and “Vote without fear”. The code of conduct, signed on the same day that a potentially devastating political assassination took place, was published by UNTAG through full-page ads, posters, cartoons, flyers and many oral presentations by UNTAG district staff with the population at large and opinion-makers and community leaders. The strategy was to develop and build on the marginal political consensus and isolate the extremists.

18. Just before the elections, a **photographic record-book** “UNTAG in Namibia – A New Nation is Born” was produced, in addition to the other products. The emphasis was now on informing the population of the exact role of UNTAG in the elections and the road to independence. A map of Africa showing the new nation of Namibia was distributed to schools and education institutions, and a substantial pamphlet describing the developmental agencies and work of the United Nations was produced and distributed.

CAMBODIA, 1992-1993

19. The United Nations Transitional Authority in Cambodia (UNTAC), with its **broad mandate** of a transitional administration, had the responsibility for organizing, conducting and supervising the elections: a complex and logistically extremely difficult task and more ambitious than undertaken anywhere else by the

United Nations. To support these activities, an **information and education division** was set up in UNTAC, which produced radio, television and print products promoting the UNTAC themes. During the elections, voter education and civic education were priorities, with emphasis on the need to register and vote and the secrecy of the ballot. Many Cambodians had to be instructed on how to vote and what the electoral process really meant and how it would affect them.

20. As in Namibia, one of the main objectives of the information campaign during the election period was **to allay the fears** of the local population, fears that had been fed by continued political intimidation and last-minute threats by the Khmer Rouge to disrupt the elections and the voting process. United Nations information efforts also stressed the secrecy of the ballot and “free and fair elections”. The political conditions prevailing in Cambodia as the elections neared were **extremely volatile**. Demobilization and containment of armed elements had fallen far behind targets agreed to and estimated, and one party had openly declared its opposition to the entire process. UNTAC was unable to deploy in areas controlled by the Khmer Rouge. In such conditions, the voice of **Radio UNTAC** did much to calm fears and promoted Cambodians to register for elections, despite the circumstances. Radio UNTAC broadcasts reached all provinces and were pivotal in motivating voters to register and to vote, especially since acts of intimidation discouraging voters from registering and threats against certain political parties and their representatives were rampant. Radio UNTAC, a large and, by most accounts, **successful operation** was also responsible for much of the civic and voter education prior to elections. However, Radio UNTAC

was slow getting off the ground and was a real factor only towards the final months leading up to the elections. Radio UNTAC began with a 30-minute broadcast three times a week made on borrowed equipment and broadcast on time rented from the **VOA**, but grew to a big complex with six fully equipped studios and nationwide broadcasts on its own frequency fifteen hours a day.

21. **TV UNTAC** produced news, documentaries and innovative dialogue series covering different UNTAC themes. The dialogues, filmed each week, feature a Cambodian family discussing human rights, refugee repatriation and the elections and also addressed thorny issues such as voter intimidation. It was shown on local TV and proved to be extremely popular. The design department created **banners, leaflets, posters and comic books** reinforcing the UNTAC themes, including basic human rights, health issues, right of free expression and the right to vote, how to vote and the secrecy of the vote. **Travelling theatre troupes** with Cambodian actors went into the rural areas in all provinces promoting the same themes. The comic books used scripts prepared for the television shows and the dramas, reinforcing the themes. Other products designed for the elections were **T-shirts, stickers and billboards**. Cambodian involvement was, of course, critical to the success of all these efforts. All information material was translated into Khmer. The designs of the information products used local motifs, Khmer culture figures, and even the cartoons were based on characters that would be easily recognizable to a Cambodian audience. As wide a cross-section of local society as possible was depicted in the videos, comic books and dramas. The design unit worked very closely

with local artists to expand on themes that Cambodians could relate to easily.

22. The electoral component mounted a **country-wide civic education programme** of the registration and polling period. Armed with the videos, radio cassettes, posters, brochures and comic books produced by the information and education division, civic educators then held **community meetings** in villages across Cambodia. Innovative electoral workers held competitions and other community activities to help people learn and understand their right vote, democratic principles and the secrecy of the ballot. They also explained the role of a constituent assembly and proportional representation. This was also an opportunity to introduce the 20 political parties contesting the elections. UNTAC videos of **“round-table discussions”** featured party representatives answering questions on how they would solve their countries problems at the grass-roots level. **One-on-one contact** with UNTAC electoral workers, any of whom were UNIS, allowed Cambodians to ask more sensitive questions and get answers from a neutral and trustworthy source. All these were critical in the success of the elections.

23. The information division also **monitored the local media** in a effort to promote a free and responsible press. An analysis unit of the division monitored local reactions and kept the mission informed of the public positions and political trends of the four factions.

ANNEX

II

DEPARTMENT OF PUBLIC INFORMATION

Contact List of Selected Offices

1. OFFICE OF THE UNDER-SECRETARY-GENERAL

Telephone: (212) 963-6830

Fax: (212) 963-4361

2. OFFICE OF THE SPOKESMAN FOR THE SECRETARY-GENERAL

Telephone: (212) 963-5128

Fax: (212) 963-7055

Function:

- Works with the Office of the Secretary-General to develop appropriate plans for the Secretary-General's media-related activities;
- Develops and provides channels to facilitate the Secretary-General's public information activities;
- Develops information initiatives to enhance knowledge and understanding of the United Nations;
- Conducts daily briefings for correspondents and members of permanent and observer missions, and speaks on behalf of the Secretary-General and the United Nations to media representatives accredited at Headquarters and others.

3. PROMOTION AND PUBLIC SERVICES DIVISION

Telephone: (212) 963-5302

Fax: (212) 963-1893

Peace and Security Section

Telephone: (212) 963-6821

Fax: (212) 963-1893

Function:

- Develops timely and comprehensive information materials and activities on priority issues of the United Nations on peace and security, peacekeeping and other political missions for worldwide dissemination;
- Assists in designing public information programmes for and provides information support to information components of field missions in consultation with substantive departments and offices.

NGO Section

Telephone: (212) 963-4481

Fax: (212) 963-1893

4. MEDIA DIVISION

Telephone: (212) 963-6945

Fax: (212) 963-0765

News Coverage and Accreditation Service

Telephone: (212) 963-2360

Fax: (212) 963-2591

Function:

- Issues press releases, news bulletins and weekly summaries of United Nations activities and events;
- Provides services to the correspondents accredited to the United Nations.

Radio and Central News Service

Telephone: (212) 963-6970

Fax: (212) 963-1307

Function: ● Prepares radio programmes and news bulletins on United Nations activities, as well as magazines and feature programmes, taking into account regional requirements.

Visual Service

Telephone: (212) 963-6947

Fax: (212) 963-3860

Function: ● Produces video programmes and provides television news and photographic coverage, as well as technical support to external broadcasters, and maintains audiovisual archives.

Audio-Visual Production Libraries Unit

Telephone: (212) 963-2123

Fax: (212) 963-3860

5. LIBRARY AND PUBLICATIONS DIVISION

Telephone: (212) 963-2410

Fax: (212) 963-0077

Function: ● Responsible for the development of policies on the work programme of the Dag Hammarskjöld Library with a view to enhancing its outreach potential. It develops policies and strategies on the production of recurrent and other publications and its Director serves as the Secretary of the Publications Board.

Design Unit

Telephone: (212) 963-8531

Fax: (212) 963-8013

Function:

- Provides design, layout and artwork for publications, documents and promotional materials;
- Develops signature styles for campaigns, events, conference and design logos, exhibits and promotional items;
- Provides advice on formats, design and support to author departments and offices producing documents and publications.

Cartographic Section

Telephone: (212) 963-8051

Fax: (212) 963-8013

Function:

- Provides objective cartographic authority for the Organization;
- Conducts geographic research and formulates and applies cartographic standards;
- Prepares original maps and charts for United Nations use and provides editorial, technical and advisory services.

6. INFORMATION CENTRES SERVICE

Telephone: (212) 963-0798

Fax: (212) 963-7330

Function:

- Coordinates and exercises general supervision of the work and activities of the information centres;
- Prepares the budgetary resources and requirements for information centres, oversees their

staffing and supervises the allocation of operational funds;

- Arranges briefings and other training for staff of information centres and services;
- Acts as the focal point for communications between Headquarters and information centres;
- Facilitates collaboration between the information centres and other offices of the United Nations system in the field;
- Liaises with Member States regarding the operations and activities of information centres, including negotiating the establishment of new information centres and host Government support.

Dissemination and Communications Unit

Telephone: (212) 963-1258

Fax: (212) 963-4642

- Function:
- Disseminates United Nations information materials to Member States, the media, information centres and services, peacekeeping operations and special missions, the United Nations Development Programme and other United Nations system field offices, United Nations Associations and other non-governmental organizations, and potential redisseminators;
 - Helps develop user-friendly and cost-effective electronic information exchange systems for the widest possible dissemination of United Nations information materials;
 - Develops, maintains and supports the Department's electronic communications and retrieval system.

ANNEX

III

ORGANIZATIONAL CHARTS OF PUBLIC INFORMATION COMPONENTS OF UNTAC, UNPROFOR, UNAVEM III AND UNTAES

**UNITED NATIONS
TRANSITIONAL AUTHORITY IN CAMBODIA**

STRUCTURE OF THE INFORMATION COMPONENT



In UNTAC, **the Spokesman's Office** was separate from the **Information/Education Division** and was directly attached to the Special Representative's Office. However, there was a close functional relationship between the two.

The Production Unit produced a variety of radio programmes, videos, posters, information leaflets, banners, billboards and advertisements for public display, UNTAC had its own **radio station** which at its peak brought the UN message to all parts of the country 15 hours per day. In addition, UNTAC radio programmes were broadcast via VOA transmitter in Thailand at prime time twice daily.

The Control Unit was responsible for exercising control over information flow and content from the existing Cambodian administrative structures, as well as the information output of the political factions. UNTAC published media guidelines aimed at lifting legal restrictions and encouraging the operation of a free and responsible press.

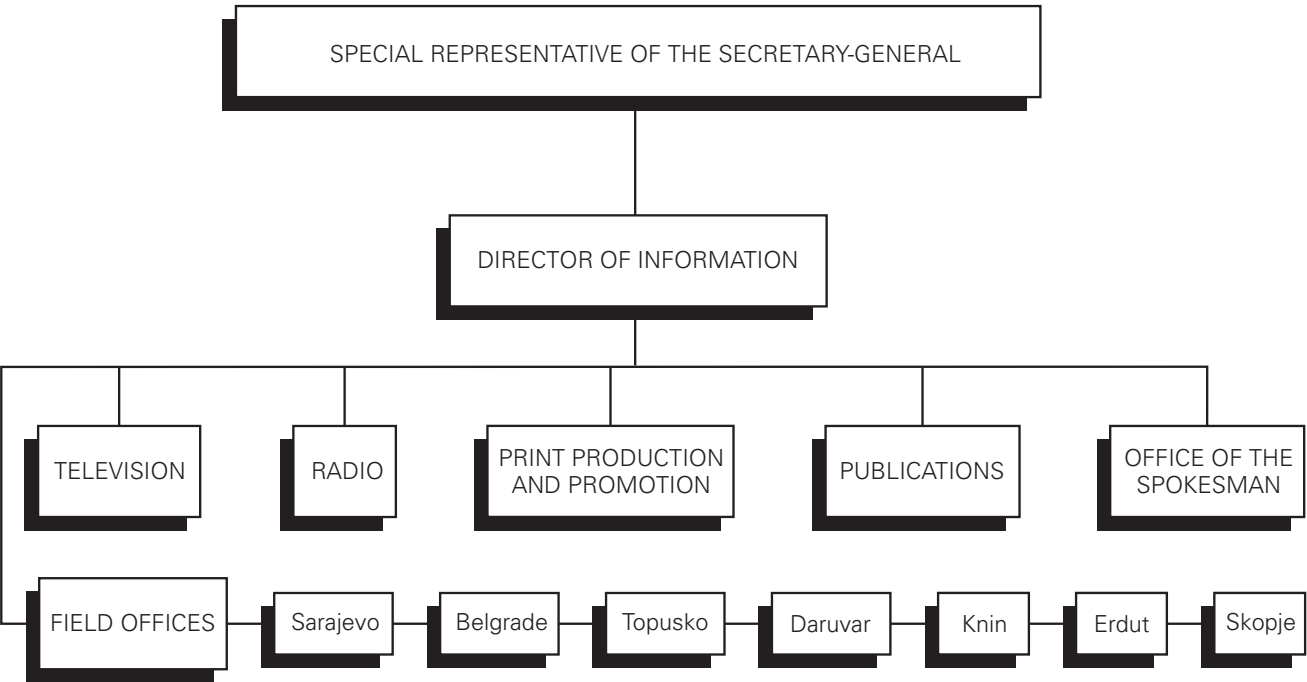
The Analysis Unit prepared assessments of the political situation in Cambodia, monitored the media and analysed the public positions of the political parties. The Unit conducted regular opinion surveys among Cambodians to assess the impact of UN's information programme and to monitor the attitude of the Cambodian public towards UNTAC.

The Dissemination Unit was responsible for the effective and timely dissemination of all UNTAC public information outputs.

The Information Centre in Phnom Penh was primarily a community relations tool. It was established as a reference library and dissemination point for UNTAC public information materials, including printed matter, and video and audio recordings. It also served as a venue for meetings of Media Association and for the media-related seminars.

UNITED NATIONS PROTECTION FORCE

STRUCTURE OF THE DIVISION OF INFORMATION

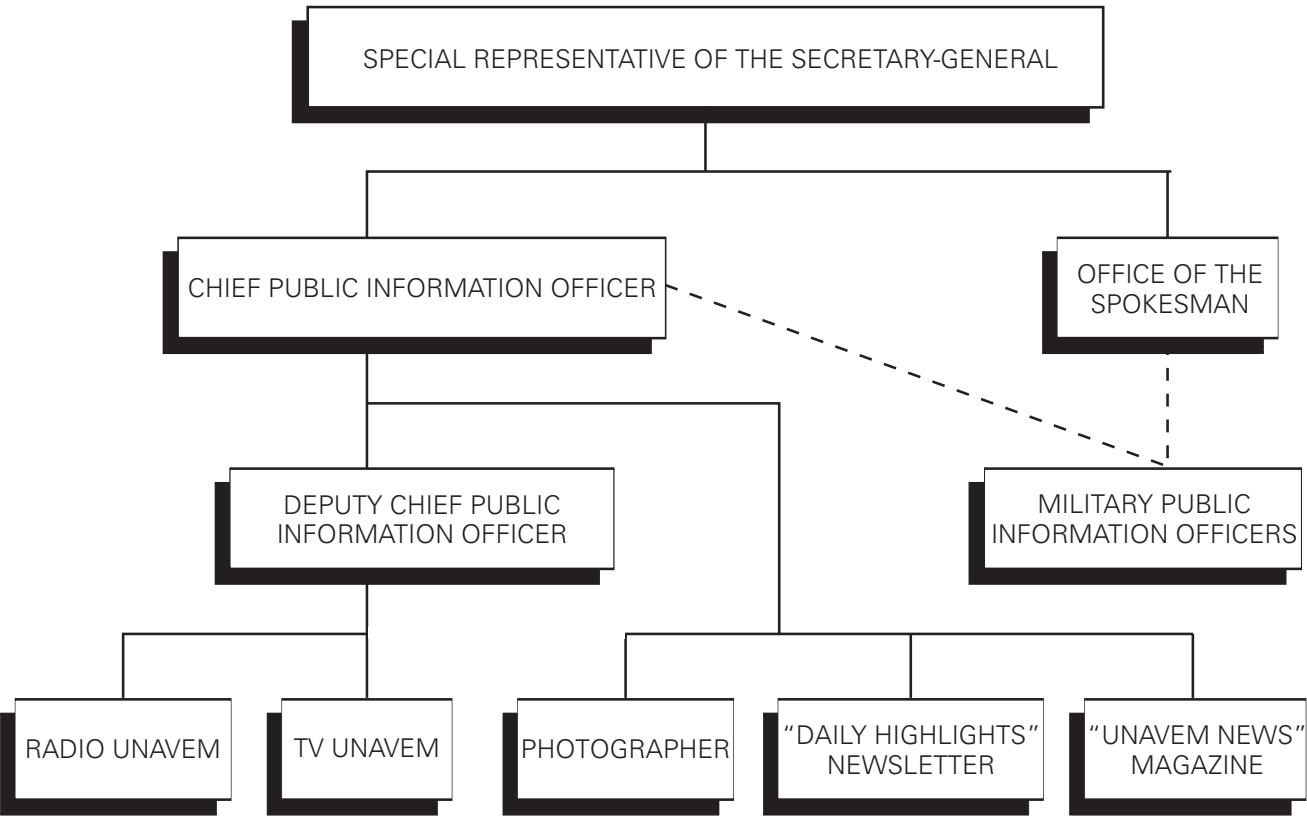


UNPROFOR's **Division of Information** consisted of four production-oriented units: television, radio, print production and promotion, and publications. The Division also included the Office of the Spokesman, based at THQ Zagreb. In addition, Public Information Officers responsible for public and press relations and local-level information activities were posted in Sarajevo, Belgrade, Topusko, Daruvar, Knin, Erdut and Skopje.

UNITED NATIONS

ANGOLA VERIFICATION MISSION III

STRUCTURE OF THE INFORMATION COMPONENT



**COMPOSITION OF THE PUBLIC INFORMATION
COMPONENT OF UNAVEM III** *(as of January 1997)*

OFFICE OF THE SPOKESMAN

Spokesman (1-international)
Deputy Spokesman (1-international)
Information Assistant (1-local)
Secretary (1-local)

PUBLIC INFORMATION OFFICE

Chief Public Information Officer (1-international)
Deputy Chief Information Officer/Chief, Radio/TV
(1-international)
Secretaries (2-international)
Clerk (1-international)

UNAVEM NEWS

Editor (1-international)
Information Officers (2-international)
Information Assistant (1-local)

DAILY HIGHLIGHTS/LA REVUE DE PRESSE

Information Assistant (1-international)
Information Assistants (4-local)

RADIO UNAVEM

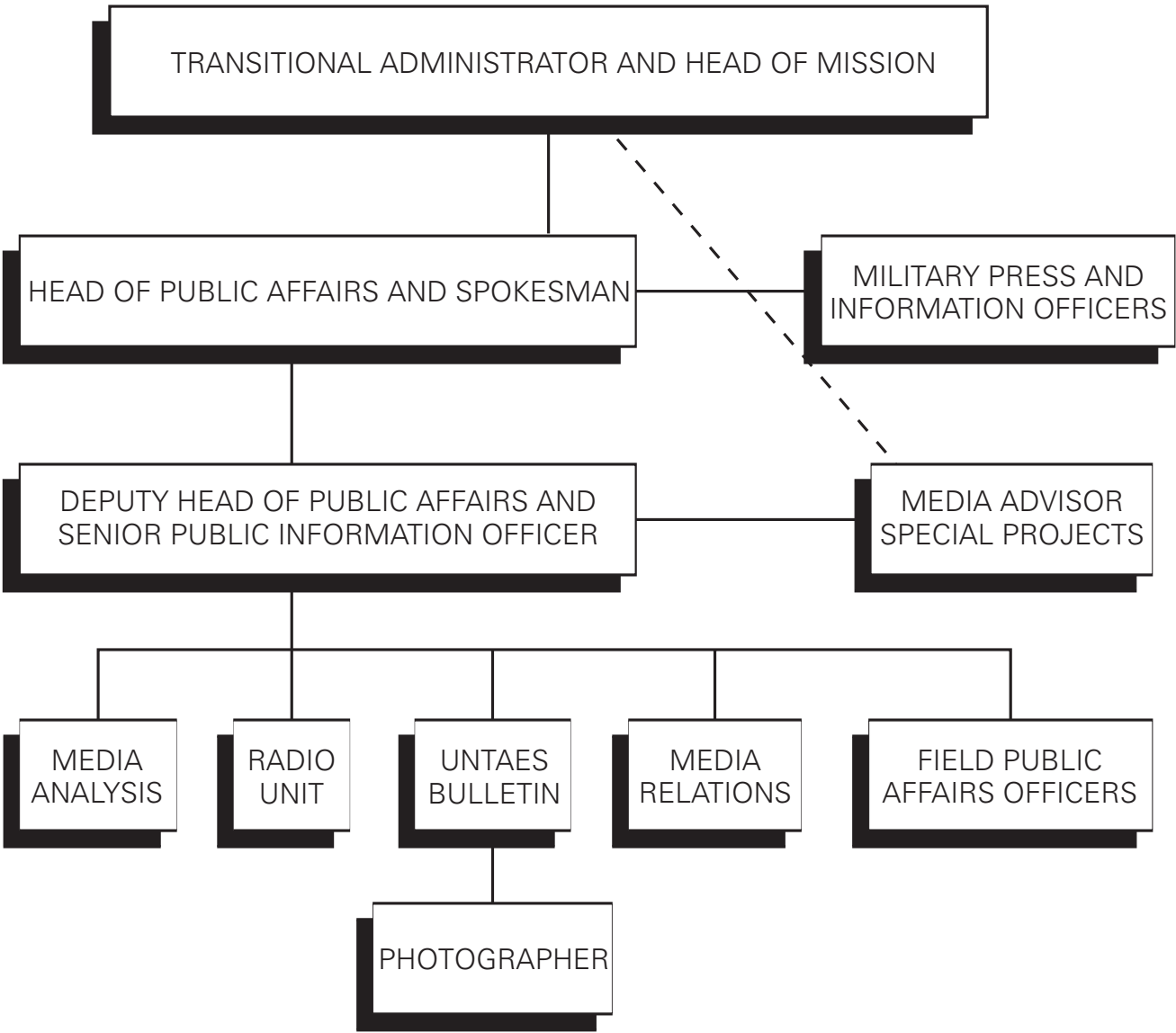
Senior Radio Producer (1-local)
Radio Producers (4-local)
Assistant Radio Producers (2-local)
Radio Engineer (1-international)
Radio Engineer (1-local)
Radio Sound Engineer (1-local)
Audio Engineer (1-local)

TV UNAVEM

Senior TV Producer (1-international)
TV Producer (1-local)
Assistant TV Producers (3-local)
TV Cameraman (1-local)

UNITED NATIONS TRANSITIONAL
ADMINISTRATION FOR EASTERN SLAVONIA,
BARANJA AND WESTERN SIRMIIUM

STRUCTURE OF THE INFORMATION COMPONENT



***COMPOSITION OF THE PUBLIC AFFAIRS OFFICE
OF UNTAES (as of July 1996)***

INTERNATIONAL STAFF

Head of Public Affairs and Spokesman (1)
Deputy Head of Public Affairs and Senior Public Affairs
Officer (1)
Media Advisor (1)
Press and Information Officer (1)
Public Affairs Officers (5)
Photographer (1)
Radio Producer (1)
Military Press and Information Officers (2)
Administrative Assistant (1)

LOCAL STAFF

Senior Media Analyst/Programme Planner (1)
Production Manager (1)
Radio Producer/Reporter (1)
Announcer/Presenter (1)
Information Assistant (1)
Secretary (1)
Translator (1)
Language Assistants (2)
DTP Operator (1)
Driver (1)

ANNEX
IV

SAMPLE ACCREDITATION FORM

IDENTIFICATION CARD
APPLICATION FORM USED BY UNAVEM III
FOR ACCREDITATION OF JOURNALISTS

I.D. Number: _____

Last Name: _____

First Name: _____

Nationality: _____

Job Title: _____

Section: _____

Age: _____ Blood Type: _____ Date of Birth: _____

Issued Date: _____ Expiration Date: _____

Applicants' Signature: _____

Authorized By: _____

Received On: _____ Signature: _____