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Notes

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**AGENDA**

CHAPTERS =

- I. INTRODUCTION
- II. MISSION AND EMERGENCIES
- III. NGOS AND OTHER AGENCIES

**PROCESS AND PROCEDURE OPPORTUNITIES**

- IV. HUMAN RESOURCES
- V. PROGRAMMING
- VI. GLOBAL GOALS
- VII. SUPPLY
- VIII. FUNDRAISING

CHAPTER 09

- IX. INFORMATION AND COMMUNICATION

**SYSTEMS**

- X. FINANCIAL SYSTEMS
- XI. INFORMATION SYSTEMS
  
- XII. STRUCTURE
- XIII. ACCOUNTABILITY, COST EFFECTIVENESS
- XIV. GOVERNANCE
- XV. IMPLEMENTATION

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**IX. INFORMATION AND COMMUNICATION**

Background...

**THE MANY COMMUNICATION-RELATED UNITS OF UNICEF ARE CHARGED WITH THE ORGANIZATION'S PUBLIC RELATIONS:**

- **Division of Information** distributes UNICEF information to the media, produces documents, and provides guidance and support to the rest of the organization on information issues
- **Division of Public Affairs** uses public mobilization, advocacy and liaison to promote the survival, development and protection of children among several key audiences
- **Programme Communications** supports the success of field programmes by developing communications to encourage participation/compliance
- **Greeting Card Operations Fundraising Materials Unit** develops information and publicity material to support fundraising activities
- **National Committees** disseminate UNICEF messages in the various donor countries
- **Field Office Information and Communication Officers** execute Programme Communication and Information activities in field offices and send information about country activities back to headquarters for materials development

Background...

**LIMITED DATA AVAILABLE SUGGESTS ROOM FOR IMPROVEMENT IN PERFORMANCE OF THESE UNITS**

ORGANIZATION	UK AWARENESS LEVELS		US AWARENESS LEVELS	
	SPONTANEOUS	PROMPTED	SPONTANEOUS	PROMPTED
UNICEF	3%	60%	11%	84%
Save the Children	22%	93%	2%	83%
Red Cross	7%	92%	10%	99%
Oxfam	34%	96%	-	-
Imperial Cancer Research Fund	30%	88%	-	-
Care	-	-	5%	57%

- Additional observation:
  - Of the 3% in the UK who spontaneously mentioned UNICEF, only 24% knew that it worked on behalf of children

Source: *Secondary analysis of European Commission Opinion poll, November 1991*  
*UK Committee Discussion Paper on Fundraising and Advocacy Development, March 1993*  
*"A Survey About UNICEF, Its Activities and Related Issues" for US Committee, December 1992*

Background...

## **THE MEDIA GIVE MIXED REVIEWS ON UNICEF'S PERFORMANCE IN MANAGING THE COMMUNICATION FUNCTION**

- Most media organizations are interested in UNICEF largely with respect to emergency work – and for these purposes, prefer to work on-site rather than through headquarters:
  - “There is not a great deal of useful, interesting information coming out of UNICEF...Even for emergencies, it is far quicker for the press to get news from the wire, direct from the emergency rather than from UNICEF”  
(Journalist, international press agency.)
  - “UNICEF isn't bad, but most of our contact with them is about emergencies and is done direct to where it's happening.”  
(Producer, international radio service.)
  - “The stories that make the press are based around emergencies. Only rarely do developmental or advocacy issues achieve much coverage...UNICEF could try harder to contact me to get stories in the media. Many NGOs are better than UNICEF at this.”  
(Journalist, international journal.)
- Developmental issues are less generally newsworthy, but within this narrow news market, UNICEF received praise:
  - “I have very few criticisms of UNICEF. The staff are very good and I can easily get information on development issues” (Producer, TV “weekly aid features” program)

## **EXTERNAL DEVELOPMENT COMMUNITY, NATIONAL COMMITTEES, AND UNICEF STAFF AGREE THERE ARE OPPORTUNITIES TO IMPROVE COMMUNICATION ACTIVITIES**

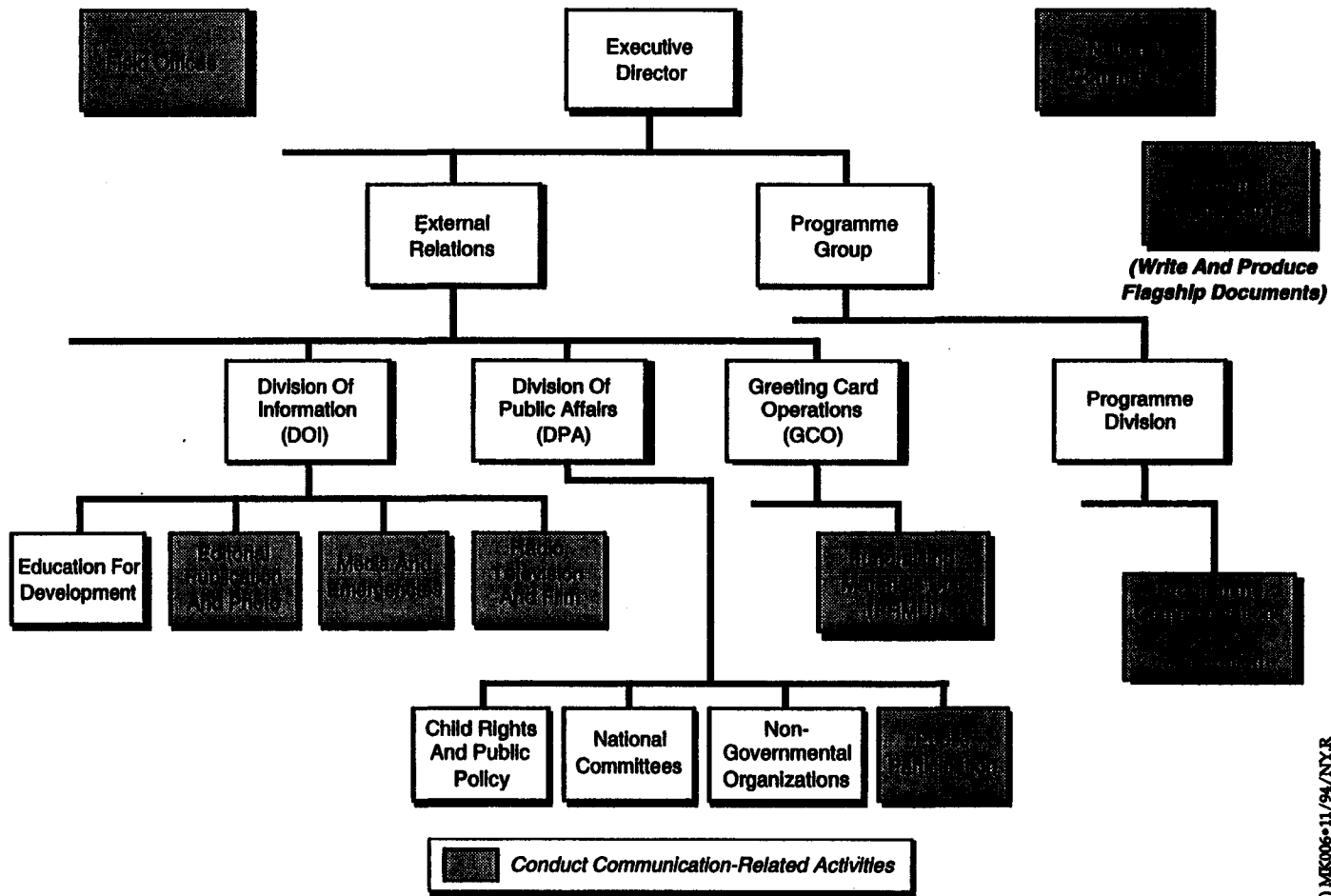
- "The enormous richness, credibility and strengths of UNICEF's field experience can become very important evidence in support of public advocacy. These resources are comparatively under-tapped. One example is the State of the World's Children report, which was seminal at the time of its introduction. Today, both the WDR of the World Bank and the Human Development report of UNDP command far more attention, leverage, and interest than UNICEF's... Why shouldn't UNICEF invest and do even higher quality and more visible work than these other agencies?"  
International Authority, Population and Development Studies
- "There does not appear to be any coordination between the different external relations units. Communication should be a package, a marketing mix. For example, we still don't have the background information for the World Women's Conference. For the Population Conference, the material arrived just 3 days in advance."  
(National Committee Information Officer)
- "I don't get the feeling that the people at DOI understand Public Relations at all. Most of them are journalists, and there's a lot more to it than that."  
(National Committee information officer)
- "The communication channels are becoming more fragmented, which creates a problem for us."  
(Staff member, DOI)

**TO ADDRESS THESE CONCERNS, WE EXAMINED THE FOLLOWING ISSUES:**

- **Organization**
- **Spending levels**
- **Processes and procedures**
  - **Strategy and direction**
  - **Central coordination**
  - **Targeting audiences**
  - **Allocating resources**
  - **Managing channels**
  - **Monitoring of success**



**COMMUNICATION GROUPS AT UNICEF ARE FRAGMENTED, IN 4 DIVISIONS AT HEADQUARTERS AS WELL AS IN THE NATIONAL COMMITTEES AND THE FIELD**

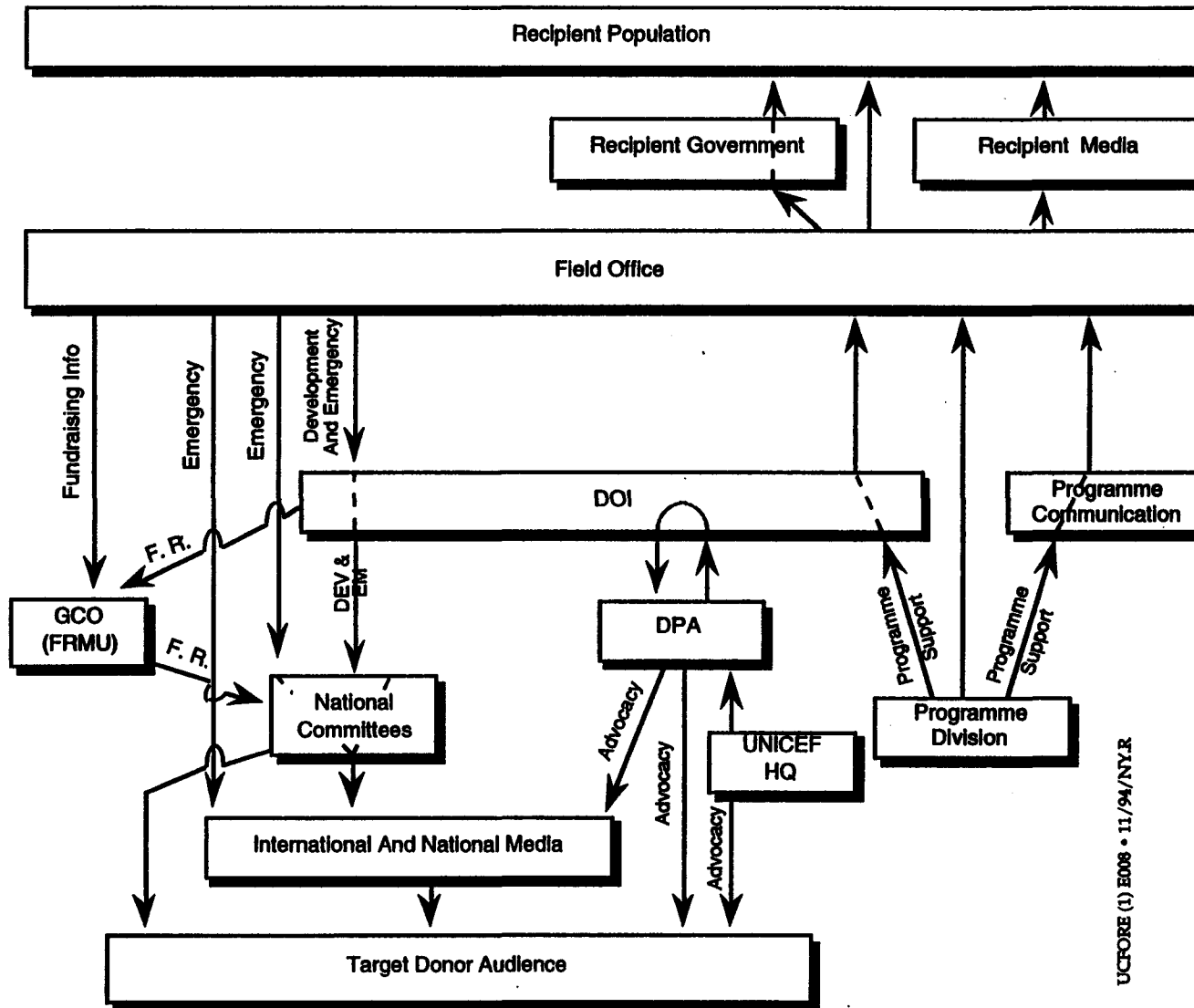


*Note: External Relations groups are primarily based in New York, but include some Geneva-based staff as well*

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Organization...

**IN PART BECAUSE OF THIS FRAGMENTATION, PROCESS FLOWS ARE COMPLEX**



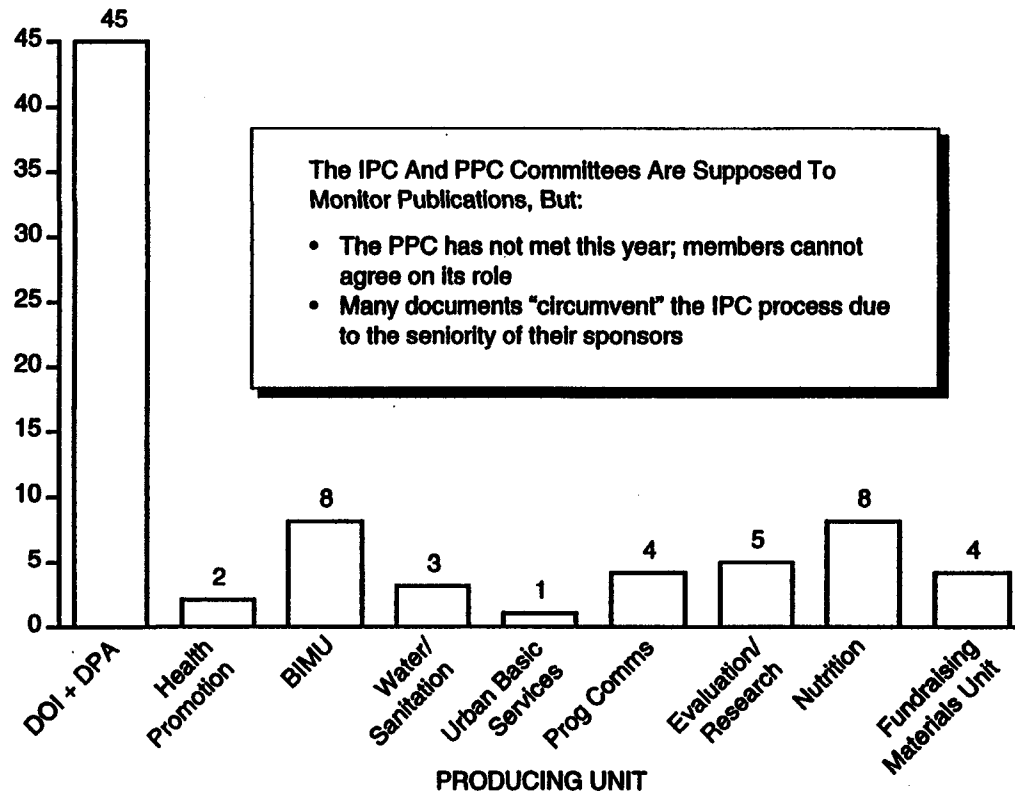
**IN “PR,” COORDINATION ENHANCES IMPACT – BUT COORDINATION BETWEEN UNICEF GROUPS IS NOT GOOD – THEY ACT IN RELATIVE ISOLATION, SOMETIMES SEND INCONSISTENT MESSAGES, AND ARE SAID TO MISS OPPORTUNITIES**

- “The problem is that we get different information from different channels, and since there does not appear to be any statistical check, we get different data. For example, the coordination of DOI and the information part of GCO is very difficult for us.”  
(National Committee information officer)
- “Some major events are not planned out well - for example, last year the Day of the African Child and “State of the World’s Children” were launched on the same day - a PR disaster.”  
(National Committee information officer)
- Lack of planning for advocacy events presents a challenge for DOI units, who complain of getting requests to arrange media coverage on very short notice prior to a goodwill ambassador’s appearance
- Staff members agree that there is a problem with coordination:
  - “We don’t work at all here at Headquarters with Programme Communications.”  
(Staff member, DOI)
  - “DOI has a simplified view of the complex task that we have”  
(Staff member, Programme Communications)
  - “The biggest effect is the loss of potential synergies between the groups”  
(Staff member, DOI)

Organization...

**ONE EXAMPLE IS PUBLICATIONS – MANY DIFFERENT UNITS PUBLISH DOCUMENTS, WITHOUT CENTRAL REVIEW TO ENSURE CONSISTENCY OF MESSAGES**

**PUBLICATIONS PRODUCED BY UNICEF HEADQUARTERS  
(1994 Estimate)**



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Notes: (1) Definitive lists not systematically tracked. Figures are BA & H best estimates (using sources below)  
(2) "Publications" excludes photocopied documents for internal use only and papers published in non-UNICEF journals. Includes "professionally" produced documents for internal and external distribution

Source: UNICEF production lists, interviews with UNICEF staff, library lists

**COORDINATION AMONG SOME SECTIONS IS LESS OF A CONCERN – BECAUSE THEIR ROLES ARE LESS DIRECTLY COMMUNICATION ORIENTED**

- Several sections straddle communication and programme issues:
  - Education for Development (DOI) promotes development-oriented education in schools of the industrialized countries
    - Many in DOI question how this group is related to theirs
    - “It is a programme, not an information function” (DOI Manager)
  - Child Rights and Public Policy (DPA) advocates and supports implementation of the convention on the Rights of the Child
    - “As the issue moves from ratification to implementation, it becomes closer to programme”
  - Baby Friendly Hospital Initiative is a task force between DPA and the Nutrition section which advocates breast feeding at industry conferences
- National Committee - NGO Sections (DPA) both focus on indirect communication management policy development and liaison with partners

Organization...

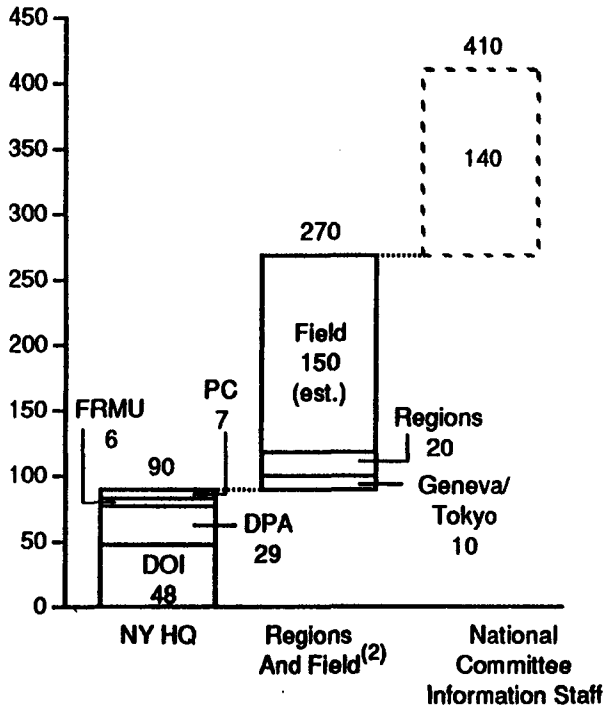
**TEAMWORK WOULD BE A “PLUS,” BUT WORKING RELATIONSHIPS BETWEEN NEW YORK AND GENEVA STAFF ARE STRAINED**

- There are valid reasons for being in both locations:
  - New York staff can work with Senior Management and Programme Division, as well as North American media and national committees
  - Geneva staff are well-placed for liaison with European media and national committees
  
- However, staff cite pressure for “dual reporting” within the Geneva office – to functional supervisors in New York as well as to local senior staff
  - “There is currently a very strong working relationship between the New York and Geneva information people... they talk every day. At the same time, there are those who seem to want to turn Geneva into “the European office” which causes tension.”  
(Staff member, DOI, New York)
  - “The Geneva/New York DOI structure is chaotic. One Geneva manager says one thing, and another says something else. They then have to wait to phone New York, and the answer comes by fax overnight.”  
(National Committee Information Officer)
  
- To a peculiar extent, some staff cite time difference between the cities as an obstacle to harmonious working relationships. This should be easily surmountable, with use of regular conference calling, electronic mail, voice mail, etc.

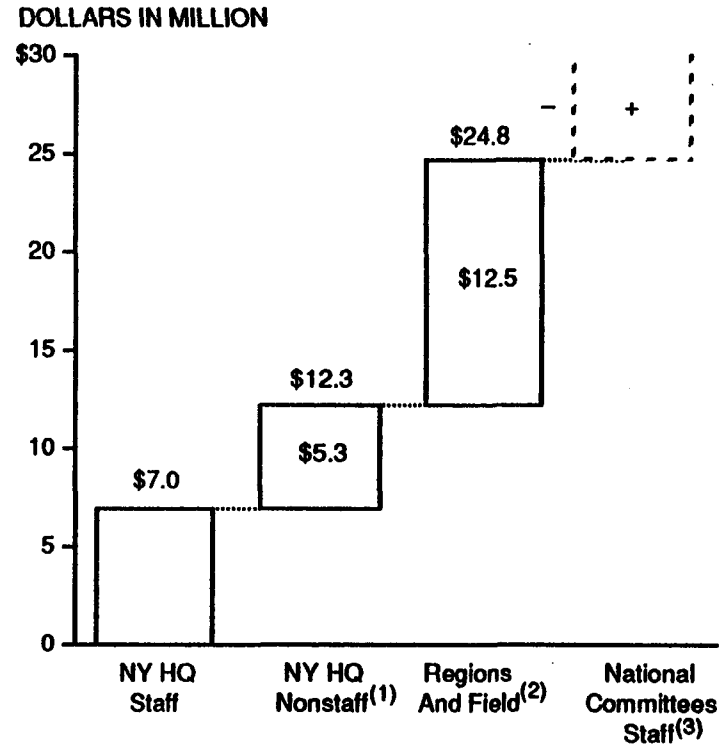
Spending levels...

**TO REACH ITS AUDIENCES, UNICEF EMPLOYS AN ESTIMATED 400 PEOPLE WORLDWIDE AND SPENDS MORE THAN \$25 MILLION PER YEAR**

**STAFFING**



**ESTIMATED COSTS<sup>(4)</sup>**



- Note: 1. Includes HQ consultant costs does not include FRMU nonstaff costs
- 2. Staff and related costs, including Geneva and Tokyo costs
- 3. Staff and nonstaff costs not known
- 4. Program budget spending not included

Source: Administrative budgets, UNICEF Organograms, Interviews, BA&H analysis

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Processes and Procedures...

**WE WILL COMPARE UNICEF'S COMMUNICATION PROCESSES AND PROCEDURES AGAINST "BEST PRACTICES" AS IDENTIFIED BY EXPERTS IN THE FIELD**

- **Clear communication mission and direction**
  - **Identification, prioritization, and targeting of audience segments**
  - **Allocation of resources based upon priorities, ensuring cost effectiveness**
  - **Identification/development of relationships with appropriate communication channels**
- **Measurement system - to baseline, benchmark and assess impact of communication strategy**

*Source: Interviews with Burson Marsteller, GCI, Young & Rubicam, Cohn & Wolfe, Ogilvy & Mather*



## **UNICEF APPEARS TO LACK A CLEAR COMMUNICATION MISSION – DIRECTION FROM SENIOR LEADERSHIP IS NEITHER CONSISTENT NOR FOCUSED**

- “There is not the clear guidance for DOI right now. Ideally, it would be good to have all the experts sit down with us while they are planning their programmes.”  
(Staff member, DOI)
- “The 13th floor doesn’t help us or bother us. Their only imposition is one week before they want a brochure.”  
(Staff member, DOI)
- “If a top person has an idea, the whole organization jumps from what they were doing to this new idea. We are lacking strategic vision. There is no thought about UNICEF image for the next five years.”  
(National Committee Information Officer)
- “For instance, what is our policy thrust at the Social Summit - we’re preparing for it now and I still don’t know. And again for the Women’s conference – our whole programme strategy is not clear, its fuzzy.”  
(Staff member, DOI)

## **WITHOUT A COHESIVE COMMUNICATION MISSION AND STRATEGY, UNICEF'S APPROACHES TO DIFFERENT AUDIENCES BECOME DISJOINTED**

- The “hallmarks” of good communication practices include identifying and targeting specific customer segments, but there is little evidence of this at UNICEF today
- Note that any such guidelines would need to be flexible to accommodate breaking news and other unexpected events - this is not a precise science
- Staff in communication units refer to a number of different audience types:
  - Programme recipients
  - Governments and intergovernmental organizations
  - General public in donor countries
  - Academics/technical experts
  - NGOs – both fundraising targets and programme partners
  - Media – a conduit to other audiences, but requires direct attention
- However, there is no central set of guidelines regarding how the organization approaches these groups – appropriate items to be addressed would include:
  - UNICEF's communication objective for the particular audience
  - Priority of each audience relative to the others
  - Type of communication the audience should receive
- Rather, each of the discrete communication groups at UNICEF approaches different audiences with the message that group considers appropriate...

...so the total message being received by any one audience is simply the aggregate of the efforts of the individual groups rather than a cohesive message based on the importance of that audience to UNICEF as a whole

**ALLOCATION OF FUNDS TO SPECIFIC AUDIENCES OR PROJECTS IS NOT CLOSELY MANAGED – PRIORITIES AND COST EFFECTIVENESS NOT MONITORED**

- DOI produces the documents different units in UNICEF request until it runs out of budget – there is no proactive priority-setting
- Production costs are not tracked by publication
- Staff time is rarely budgeted against specific projects
- Some cost information is available for “flagship documents” since these are produced by outside consultants – although “recorded staff costs” are understated for the reason noted above

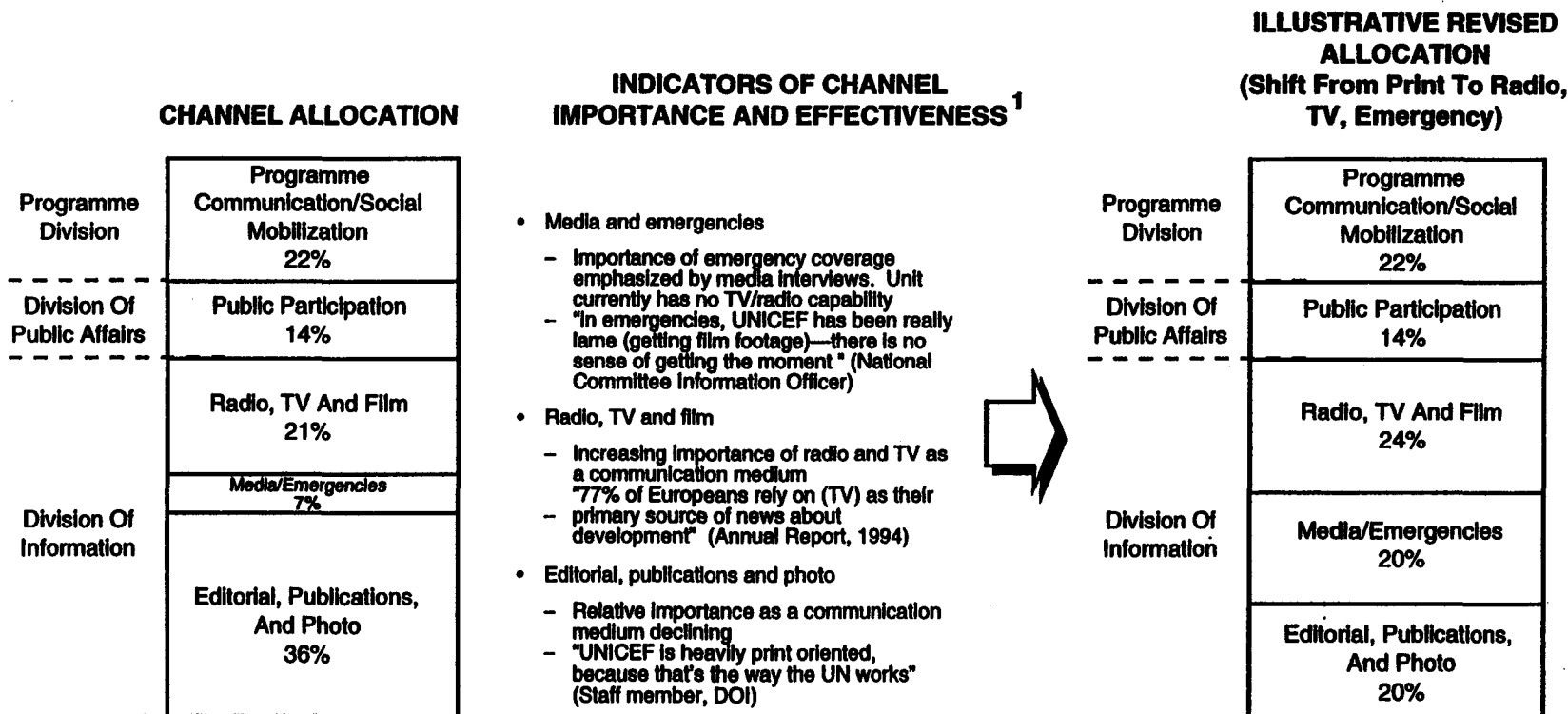
<b>PUBLICATION</b>	<b>CONSULTANT FEES</b>	<b>PRODUCTION COSTS</b>	<b>RECORDED STAFF COSTS</b>	<b>TOTAL COST</b>	<b>PRINT RUN</b>
Progress of Nations (1994)	\$180,000	\$140,000	\$115,000	\$435,000	45,000
State of the World's Children	\$280,000	\$190,000	\$184,000	\$654,000	82,000*

- Even where data is available, there is no evidence of analysis to test cost effectiveness of the approach by contrast with other alternatives

\* Note: In addition, many field offices print locally

**USE OF DIFFERENT CHANNELS IS BASED MORE ON HISTORICAL BUDGETING THAN ANY ANALYTICAL MEASURE OF EFFECTIVENESS FOR MEETING COMMUNICATION GOALS**

**UNICEF DIRECT COMMUNICATION ACTIVITIES**



Notes: 1. In the absence of data for substantive analysis, we provide "indicators" from interviews.  
 2. Other DOI and DPA sections are not primary communications channels to audiences. They are primarily programme-oriented (Education for Development and Child Rights) or coordination of communications partners (Natcoms - NGOs)  
 Admin Budget, Global Communications Fund, Annual Report, 1994, Interviews, BA&H analysis

**MONITORING AND EVALUATION ARE RELEVANT FOR PUBLIC RELATIONS, BUT UNICEF’S COMMITMENT TO MEASUREMENT IS LIMITED**

<p><b>IDEAL MEASUREMENT SYSTEM</b></p>	<p>Measurement should consider:</p> <ul style="list-style-type: none"> <li>• Effectiveness of UNICEF awareness and advocacy messages in industrialized nations</li> <li>• Effect of communication on programme success in recipient countries</li> <li>• Cost effectiveness of the communication programme</li> </ul>
<p><b>CURRENT UNICEF ACTIVITY</b></p>	<ul style="list-style-type: none"> <li>• One consultant with nominal research funds.</li> <li>• Analysis restricted to limited National Committee data and other secondary data (primarily from EU sources)</li> <li>• Research findings then circulated to interested UNICEF and National Committee parties</li> <li>• No explicit use yet being made of the findings – despite professed interest within communications units</li> </ul>
<p><b>CURRENT NATIONAL COMMITTEE ACTIVITY</b></p>	<ul style="list-style-type: none"> <li>• Primary research in US and UK funded by National Committees; awareness levels surprisingly low</li> <li>• Other National Committees receive secondary data distributed by UNICEF’s in-house consultant</li> </ul>
<p><b>CONCERNS</b></p>	<ul style="list-style-type: none"> <li>• Passive approach to such a fundamentally important activity (\$25 million)</li> <li>• According to a BBC study, typical spending on audience research is 1 - 5% of communications budget - UNICEF’s spend is under 1 percent</li> <li>• Limited response to data available among UNICEF communications managers – and their seniors</li> <li>• Symptomatic of lack of attention to cost effectiveness</li> </ul>

Opportunities...

## THERE ARE OPPORTUNITIES FOR IMPROVEMENT

	POTENTIAL IMPROVEMENT	VALUE FOR UNICEF
<b>STRATEGY/ DIRECTION</b>	<ul style="list-style-type: none"> <li>• Define a clear communication strategy and direction at senior management level</li> </ul>	<ul style="list-style-type: none"> <li>• Clarity of objectives and approaches among communications staff</li> </ul>
<b>ORGANIZATION STRUCTURE</b>	<ul style="list-style-type: none"> <li>• Place all communications functions in one organizational unit, with a highly qualified director accountable for all communications</li> </ul>	<ul style="list-style-type: none"> <li>• Simplified coordination and process flows</li> <li>• Consistency of message</li> <li>• Maximum cooperation across-the-board</li> </ul>
	<ul style="list-style-type: none"> <li>• Clarify reporting lines and improve communication links between Geneva and New York</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced friction in working relationships; improved output</li> </ul>
	<ul style="list-style-type: none"> <li>• Ensure more proactive management of National Committee information activity</li> </ul>	<ul style="list-style-type: none"> <li>• Increased ability to control the presentation of UNICEF messages in donor countries worldwide</li> </ul>
<b>TARGET AUDIENCE &amp; RESOURCE ALLOCATION</b>	<ul style="list-style-type: none"> <li>• Target audiences proactively, allocate resources and manage communication channels in line with strategy</li> <li>• Forge strong relationships with critical channels and match UNICEF offerings to their needs</li> <li>• Develop accurate production costing</li> </ul>	<ul style="list-style-type: none"> <li>• Improved communications effectiveness – raise awareness of UNICEF and its messages</li> <li>• Data support to encourage cost-effective management</li> </ul>
<b>MEASUREMENT SYSTEM</b>	<ul style="list-style-type: none"> <li>• Implement a system for comprehensive measurement of communication effectiveness</li> <li>• Use the results of measurement for ongoing management</li> </ul>	<ul style="list-style-type: none"> <li>• Concrete evidence of success or failure of communications efforts – opportunity to refine approach as needed</li> </ul>

**SENIOR MANAGEMENT AND COMMUNICATION LEADERSHIP MUST JOINTLY FORMULATE AN EXPLICIT COMMUNICATION STRATEGY FOR THE ORGANIZATION**

- Senior leadership involvement is essential to ensure that the communication strategy adequately supports the organization's broader mission and objectives
- The strategy will provide:
  - A necessary common understanding of purpose and priorities among communications staff
  - More stability to the "core" communication work – so any necessary re-directions are more manageable
- Communication leadership should then extract from the overall strategy, guidelines for different communication audiences – their relative priorities and appropriate messages
- This framework will guide communication activities and provide the measures and milestones against which to evaluate success

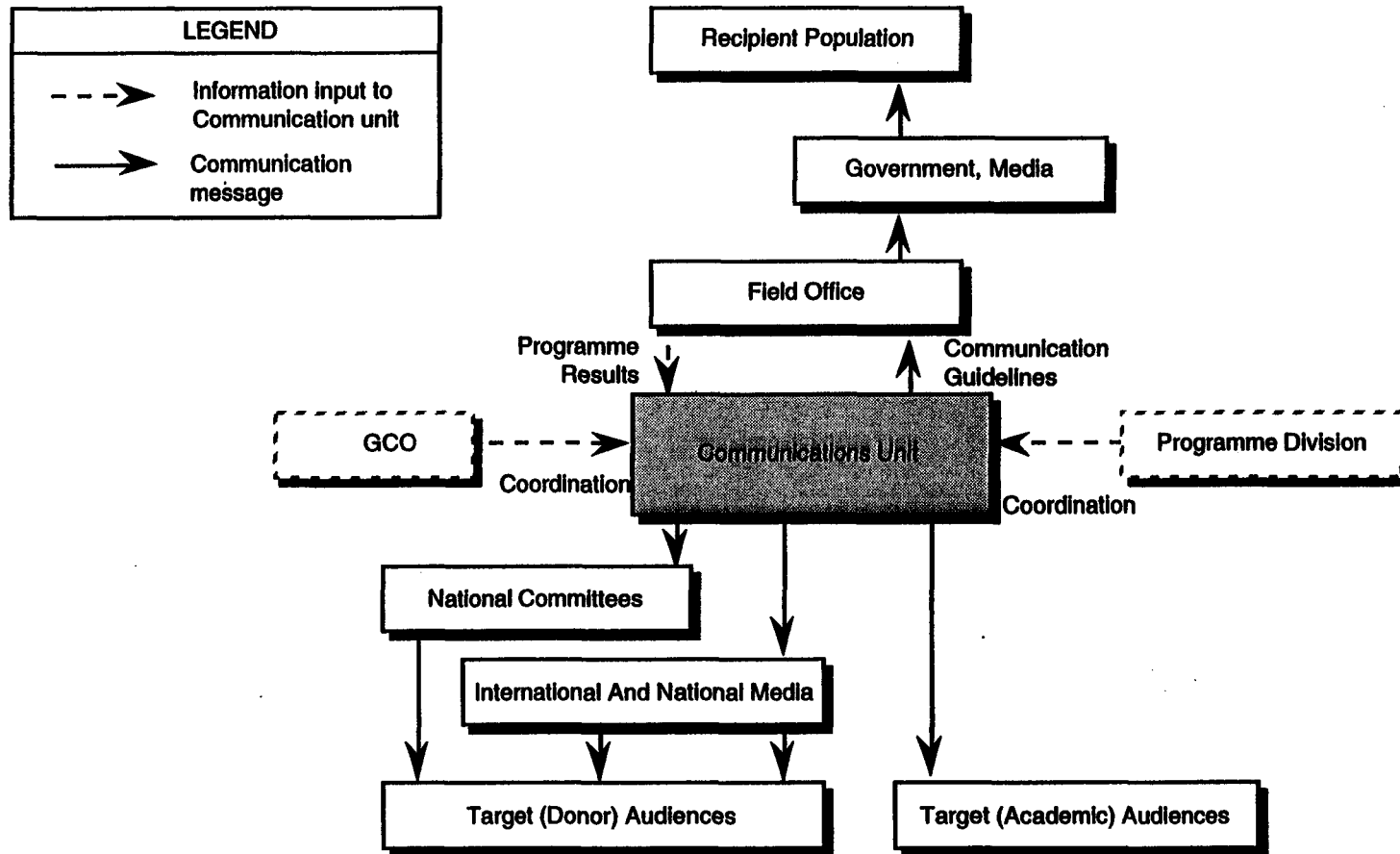
Recommendations...

**CREATE A SINGLE ORGANIZATION UNIT, WITH ONE HIGHLY QUALIFIED DIRECTOR FULLY ACCOUNTABLE FOR UNICEF'S COMMUNICATION STRATEGY AND RESULTS**

- Put communication sections which are currently within DOI, DPA, Programme Division, and GCO into one division to force coordination of messages and activities:
  - Media and Emergency
  - Editorial
  - Radio/TV/Film
  - Programme Communications
  - Fundraising Materials Unit
  - Public Participation
- Sections with indirect communication responsibilities (e.g., coordinating partners) would also fit in this section, to ensure consistency and coordination
  - National Committee Section
  - NGO Section
- Sections with roles spanning both communication and programme could either remain in this unit or move to programme (potential implementation workshop topic)
  - Education for Development
  - Child Rights and Public Policy
  - Baby Friendly Hospital
- A successful leader of this group will bring a set of skills to the position:
  - Bright, strong manager
  - “Big picture” strategic thinker
  - Broad perspective of overall image and public relations
  - Team player, able to coordinate previously disparate groups
  - Experienced in several of the communications sub-categories



**THIS CONSOLIDATED UNIT WILL PROVIDE AN IMPORTANT FIRST STEP IN SIMPLIFYING PROCESS FLOWS**



Recommendations...

**AN IMPORTANT EARLY TASK FOR THE COMMUNICATION UNIT LEADER WILL BE RESTORING HARMONY IN THE WORKING RELATIONSHIPS BETWEEN NEW YORK AND GENEVA COMMUNICATION STAFF**

- Clarify reporting relationships
- Install “team” attitudes; cancel out old negativism
- Take simple measures to relieve the perceived problem of time zone differences:
  - Voicemail
  - Electronic mail
  - Regular conference call transatlantic “meetings,” etc.

**IN ADDITION, A MORE PROACTIVE MEANS OF MANAGING NATIONAL COMMITTEES  
WOULD STRENGTHEN UNICEF'S CONTROL OVER ITS COMMUNICATION**

- As the means to media in donor countries, National Committees play an imperative role in the communication effort, yet they currently operate without much supervision
- Currently GCO is most active in coordinating NatComs and as would be expected, they focus on fundraising concerns
- However, the role played by National Committees is too important to be managed in this way
- UNICEF needs an unbiased "External Relations" supervisory function over NatComs
  - Ensure adequate attention to both information and fundraising concerns
  - Free up time within GCO to focus on the core and business
- UNICEF could provide more direction to the NatComs without undermining autonomy:
  - Collect reports/documentation of the information activities of the various NatComs
  - Review for examples of best practices and success stories – share these with the other committees to help improve performance worldwide

Recommendations...

## **THE COMMUNICATION UNIT MUST DEVELOP ACTION PLANS TO EXECUTE THE STRATEGY DEFINED**

- **Analyze different audience segments:**
  - **Importance to UNICEF, in the context of the strategy**
  - **Responsiveness to different types of messages**
  - **Preference for different communications channels – publications, television, etc.**
  
- **Match UNICEF resources and activities against different audience types – for example:**
  - **Media – “breaking news”, developmental issues for general public**
  - **Academia/technical experts**
  - **General public**
  - **Partners (NGOs and other agencies)**
  - **Internal staff**
  
- **Develop communications consistent with the groups’ preferences as analyzed, considering the cost-effectiveness of alternative approaches**
  
- **Prepare for vital communication role in upcoming implementation stage of the management study**

**FOR EXAMPLE, ACTION PLANS BY AUDIENCE SEGMENT MIGHT APPEAR AS FOLLOWS:**

**ILLUSTRATIVE**

SEGMENT	OBJECTIVE FOR UNICEF	PERCENT OF CENTRAL BUDGET	PRIMARY CHANNEL	TACTICS
<b>MEDIA-BREAKING NEWS</b>	<ul style="list-style-type: none"> <li>• Showcase UNICEF role at world emergency sites</li> <li>• Motivate donations</li> </ul>	25%	Television	<ul style="list-style-type: none"> <li>• Maintain open communication with major world media</li> <li>• Manage for immediate response when news breaks</li> <li>• Develop UNICEF television segments for distribution</li> </ul>
<b>ACADEMIA/ TECHNICAL EXPERTS</b>	<ul style="list-style-type: none"> <li>• Demonstrate UNICEF expertise on issues affecting the world's children</li> <li>• Build/maintain organization's credibility</li> </ul>	10%	Publications	<ul style="list-style-type: none"> <li>• 2 direct mailings each year to experts in 5 selected topics</li> <li>• Target publication of 4 articles in leading external journals on 4 different topics</li> </ul>
<b>PROGRAM RECIPIENTS</b>	<ul style="list-style-type: none"> <li>• Encourage participation in UNICEF programmes</li> <li>• Support realization of UNICEF goals</li> </ul>	10% (primarily funded by field offices)	Social mobilization Local media	<ul style="list-style-type: none"> <li>• Develop central inventory of success stories/best practices</li> <li>• Make 5 field visits each year to provide direction and support at regional sessions</li> </ul>
ETC...				

Recommendations...

## **FINALLY, DEVELOP AND USE A MEASUREMENT SYSTEM TO EVALUATE COMMUNICATION EFFORTS**

- **Commit adequate resources to conducting this important activity properly**
- **Define concrete objectives, based on the communication strategy, and devise a survey for primary research**
- **The actual research should be conducted in a manner to minimize bias in responses:**
  - **By an outside contractor rather than UNICEF staff**
  - **Asking the same questions about several agencies and NGO's for comparison - also the sponsor of the study will not be apparent**
- **Measurement is an ongoing activity, not a one-time event:**
  - **Initial baselining, to understand the starting position**
  - **Repeat measurement, perhaps every two years, to assess the effectiveness of the communications effort in changing awareness and attitudes**
- **Senior communications management must use this information to revise and refine strategy and approaches as needed**

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**UNICEF MANAGEMENT STUDY**



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CHAPTER 1 TO CHAPT 15

SEE ALSO ANX 1 = EXECUTIVE SUMMARY  
ANX 2 = MANAGEMENT STUDY WORKSHOPS REPORT  
ANX 3 = DEB PHI PAPER REPORT.

New York, NY  
December 30, 1994

This report is confidential and intended solely for the use  
and information of the client to whom it is addressed.

BOOZ•ALLEN & HAMILTON INC.

This is one of four documents comprising the UNICEF Management Review, as engaged by the Secretariat at the request of the Executive Board in March, 1994.

The project was jointly funded by UNICEF and a pro bono contribution by Booz·Allen & Hamilton.

A progress report was made to the Executive Board on October 3, 1994.

The four final documents include:

- UNICEF Management Study CF/SP/M/1994-001
- Executive Summary CF/SP/M/1994-001/ANX 01
- Management Study Workshops Report CF/SP/M/1994-001/ANX 02
- Delphi Panel Report CF/SP/M/1994-001/ANX 03

**Note:** This study was conducted by independent outside management consultants. We did not modify either the most lavish compliments or the most blistering criticisms of UNICEF and its leaders, nor were we asked to do so. We believe that UNICEF has had the courage to stand behind both praise and criticism because they believe in the worthiness of their mission, and they want to create a legacy of an even stronger and more effective institution. We hope that in view of this openness, no one will now abuse this confidence.