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Notes

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Print Name of Person Submit Images

Signature of Person Submit

Number of images without cover

JOHN MANFREDI

John Manfredi

16

CF/SP/M / 1997-001/CK01

I. INTRODUCTION

Introduction...

UNICEF, ALWAYS REGARDED AS A NOBLE CAUSE, HAS REACHED NEW HEIGHTS IN ESTEEM AND PUBLIC REGARD IN THE LAST FEW YEARS

- **"My view is that UNICEF is doing a very good job. They have capabilities that are almost impossible to match."
Senior Official, UN Relief Agency**
- **"UNICEF is filling a precious vacuum and their mission is important. They're doing a damn good job that no one else would be doing if they weren't there. I hope we all recognize that."
President, NGO**
- **"UNICEF is doing a marvelous, highly needed job. In the minds of many people it is the embodiment of humane services for children and childhood."
Minister of Education**
- **"Few other international agencies have had the consistently high performance level of UNICEF. Its unique quality of being able to attract dedicated workers willing to sacrifice personally for children in need should never be lost. Such field oriented pragmatists should be turned loose with support to do their flexible best. There is tremendous need for keeping the motivation level high."
Professor, Public Health**

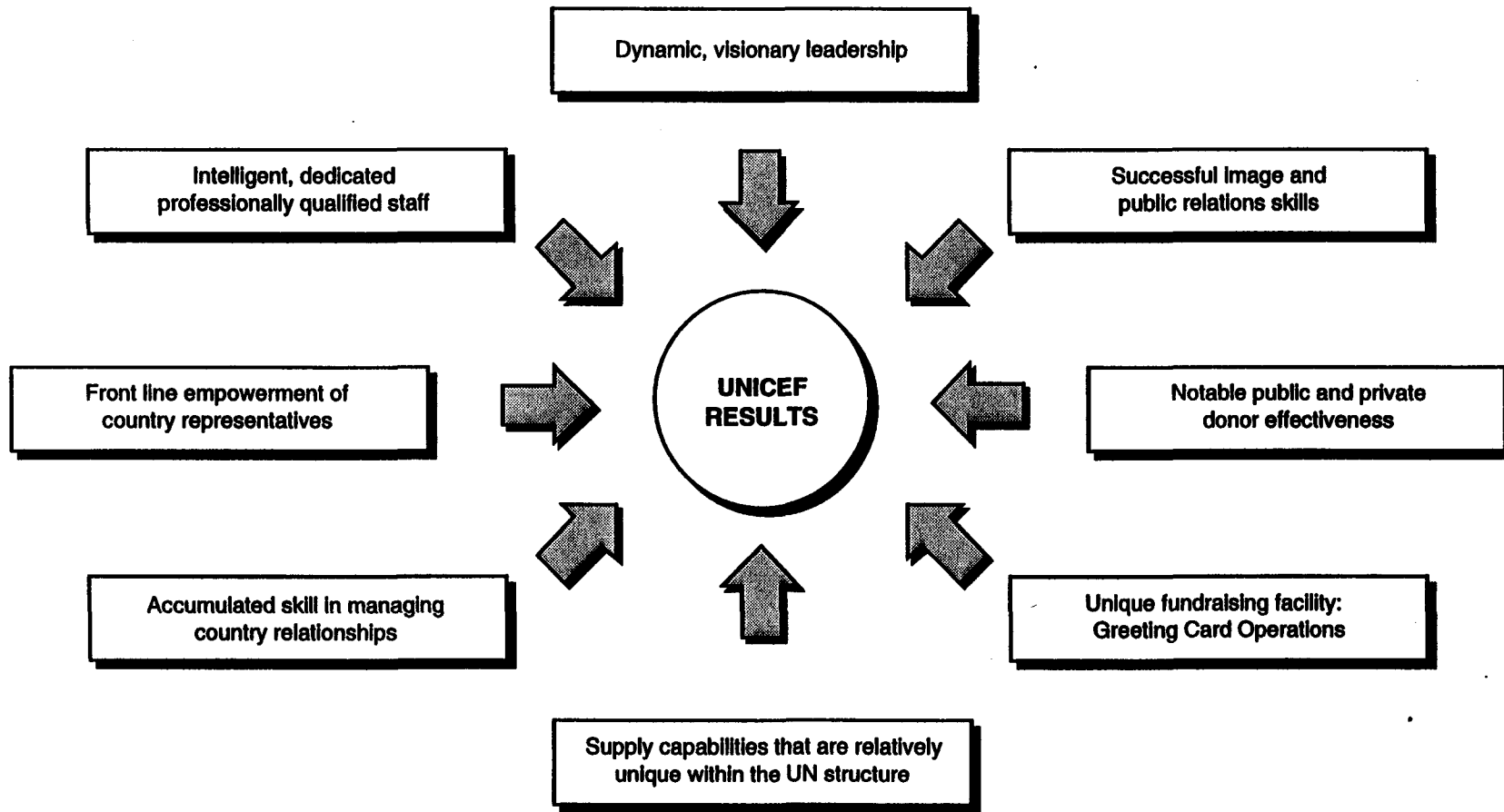
“UNICEF is outstanding because it has been setting the standards for performance of the NGOs in general. They have been brilliant in setting standards for achievement, being the reference point for all the others in terms of management by objectives, local empowerment, and the management of public image and credibility.

For that reason, I believe that the real new generation role for UNICEF is as a role model and leader of all humanitarian agencies dedicated to the welfare of the child. The potential role is something much broader than UNICEF as it is known today. They can be the world leader -- because in fact they are already!”

Head of Major International NGO

Introduction...

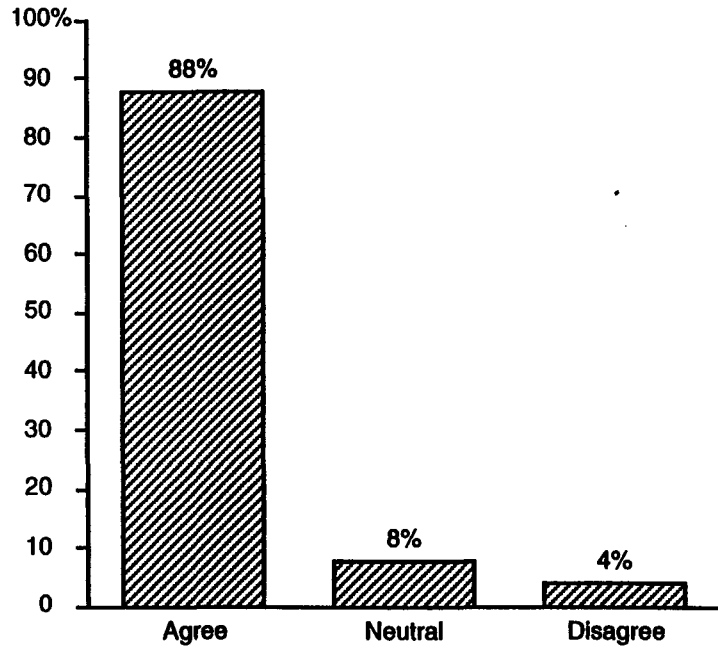
VARIOUS CAPABILITIES ARE CITED AS HAVING PRODUCED THESE RESULTS



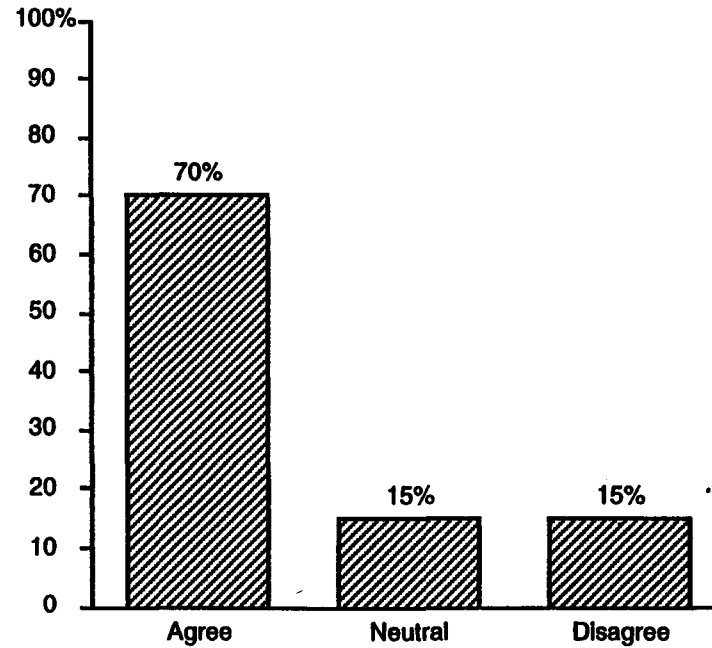
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STAFF MEMBERS ARE PROUD OF THE JOB UNICEF HAS BEEN DOING AROUND THE WORLD

"I am proud of the job UNICEF is doing on a worldwide basis"



"... In the specific area where I work"



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Source: *Attitude and Opinion Survey*

Introduction...

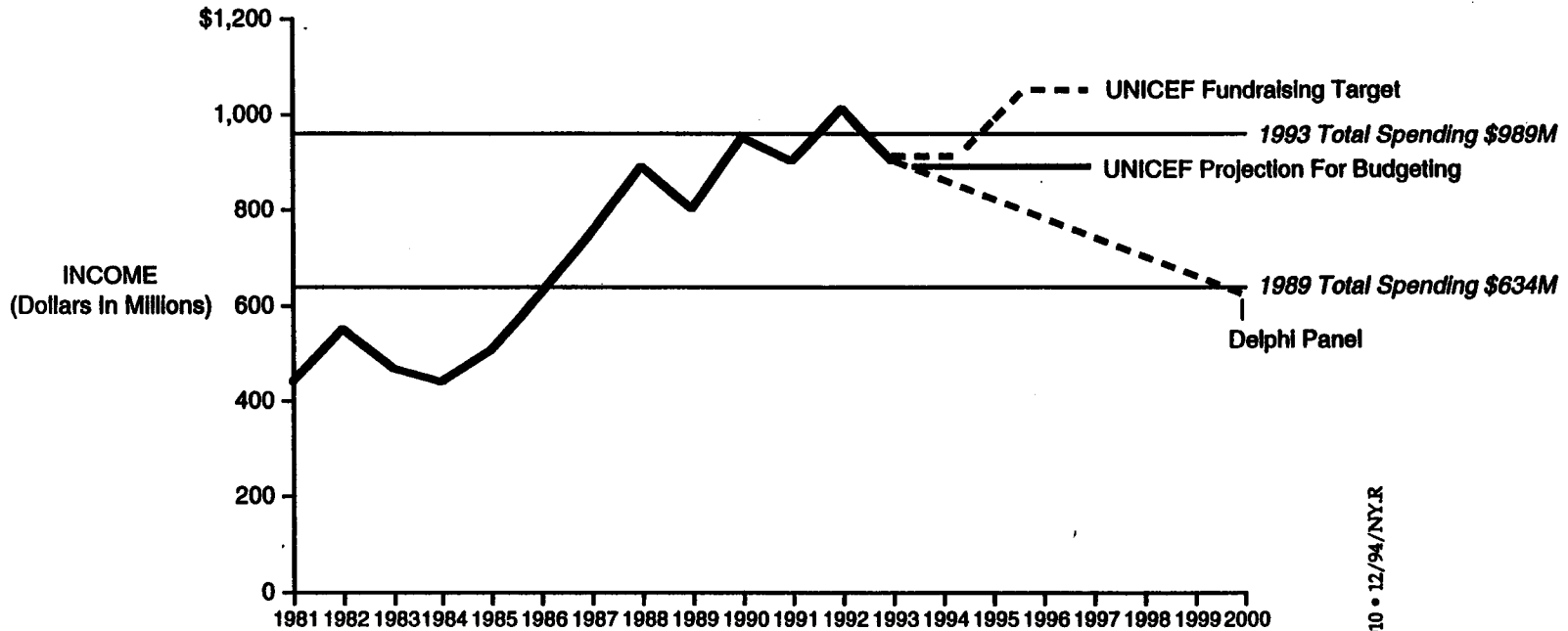
UNICEF CAN HARDLY AFFORD TO “REST ON ITS LAURELS,” FACED BY ENVIRONMENTAL CHALLENGES AND OPERATIONAL IMPROVEMENT OPPORTUNITIES

Major environmental challenges include:

- Downward trend in world funding, with governments asking tougher questions about where and how the money is going
- More intense competition with NGOs and other UN agencies for funds
- Evolution of the skills UNICEF needs for continued success
- Increased recipient need, including heavy emergency burden
- UN reform: “This time they may mean it.”
- Truism that challenging jobs require highly motivated people

TRADITIONAL FUNDING ASSUMPTIONS ARE CHANGING – THREATENING UNICEF’S ABILITY TO CONTINUE “PROGRAMMING AS USUAL”

FUNDING PROJECTIONS TO 2000



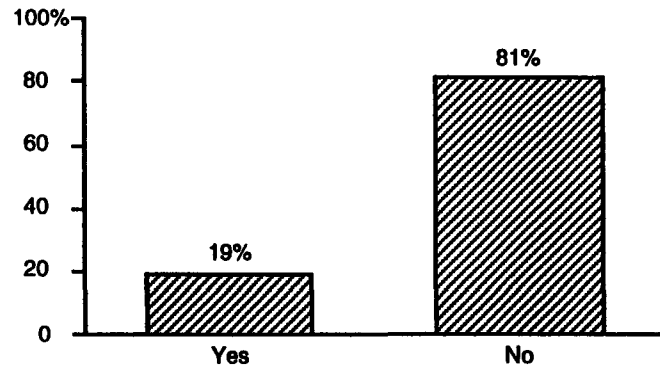
Note: Real 1994 dollars used throughout (inflation equals 3.8%)
Source: UNICEF medium term plan 1994-1997
Annual Reports 1981 – 1994
Interviews --> Delphi Panel responses, BA&H analysis

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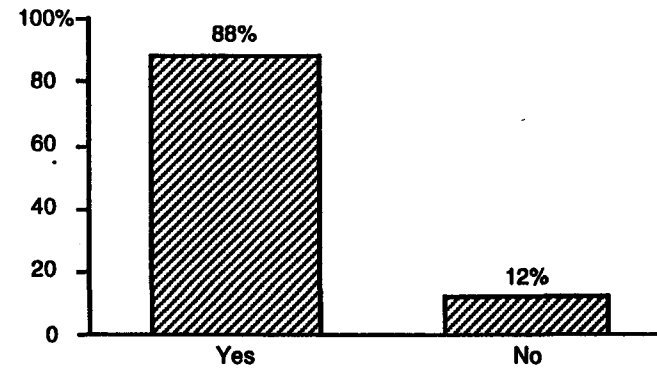
Introduction...

FURTHER, THE STAFF SURVEY HAS SURFACED SYMPTOMS OF TENSION AND DISCONTENT

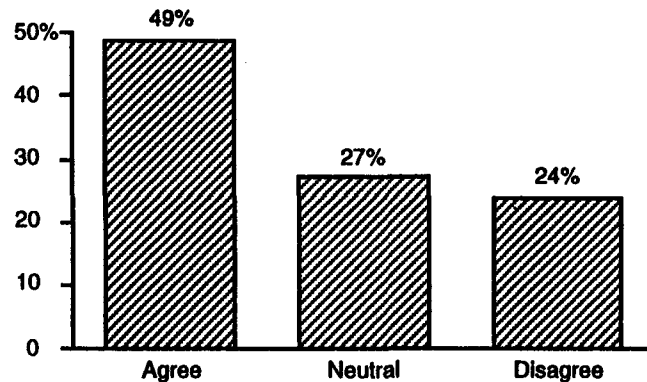
"I think UNICEF should stay pretty much as it is today"



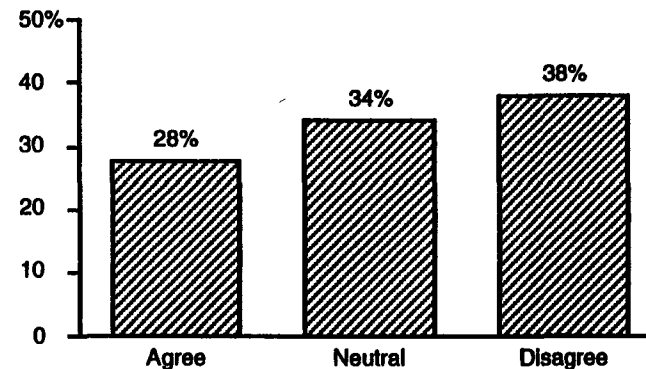
"I think UNICEF should change significantly for future success"



"I have respect for and confidence in the top leadership of UNICEF"



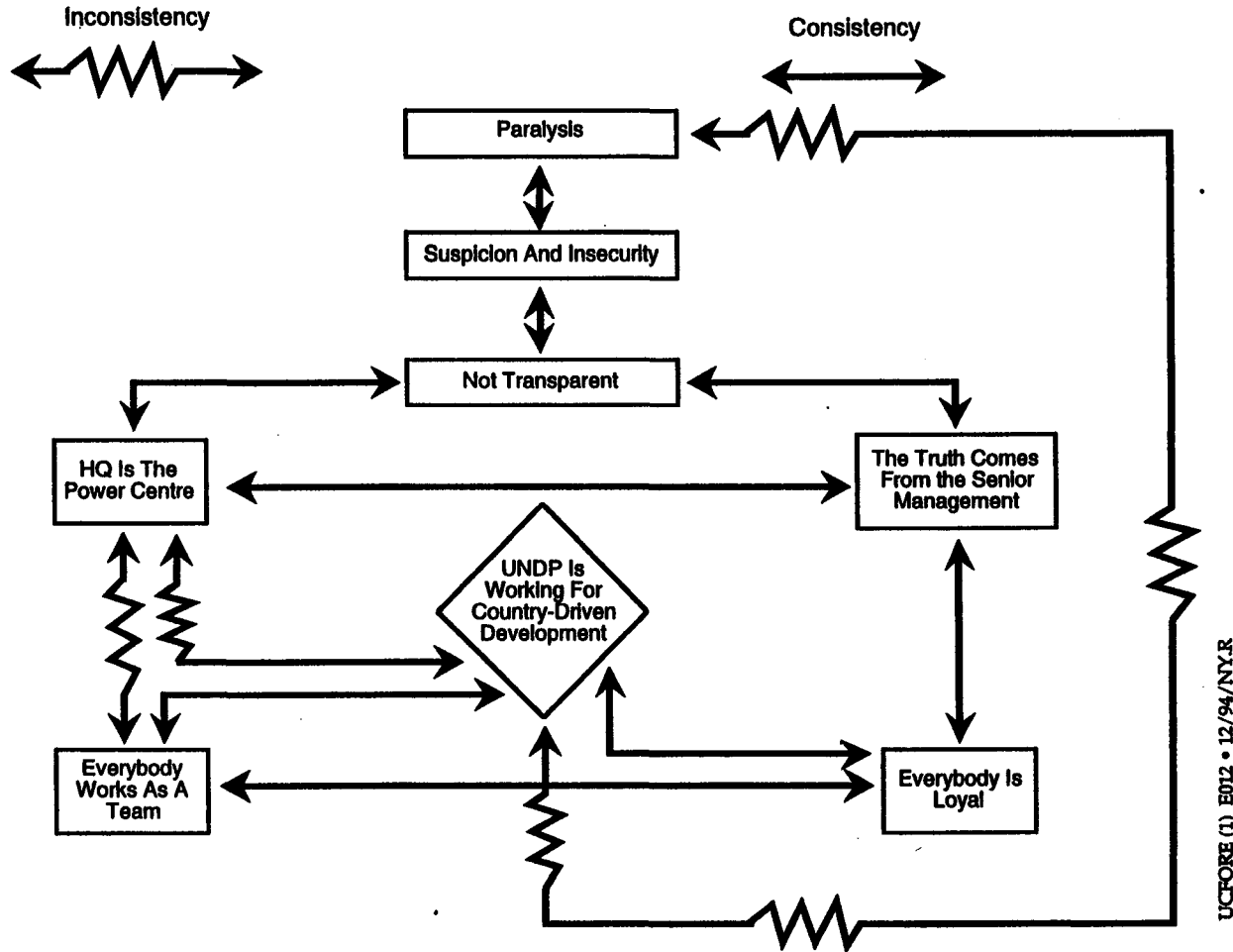
"Our managers know their jobs and run them well."



Source: *Attitude and Opinion Survey*

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PUBLISHED "CULTURAL PARADIGM" FOR UNDP



Source: UNDP News

Introduction...

THE ISSUES FACING UNICEF ARE NOT UNIQUE IN THE UN ENVIRONMENT – ALTHOUGH UNICEF STAFF AGREE THIS SHOULD NOT BE USED TO RATIONALIZE THE STATUS QUO

(Excerpt from analysis of UNDP published in UNDP News by Eva Grambye, Danish JPO)

- Headquarters is the power center, where promotions are decided – the place of destiny
- The truth comes from senior management
 - They are rarely interrupted or officially criticized
 - Few staff members seem to be involved in decision making
- The organization is not transparent
- The organization is characterized by suspicion and insecurity
- Paralysis
 - Staff exhibit a “don’t rock the boat” mentality
 - Management is given what the staff thinks it wants

NOT FOR “COMFORT” BUT TO BE REALISTIC, WE HEARD SIMILAR COMMENTS AT OTHER UN AGENCIES WE VISITED

UNICEF'S BOARD IS TO BE COMMENDED FOR RECOGNIZING THE IMPORTANCE OF THESE ISSUES AND REQUESTING A MANAGEMENT STUDY

Despite widespread perception that UNICEF is one of the most successful among UN agencies and funds...

...UNICEF's Executive Board has chosen to press for even better performance...

...seeking counsel from objective outside professionals...

... to improve the organization's operating capabilities in the face of challenges ahead

Introduction...

THE TERMS OF REFERENCE CALL FOR A STUDY EXAMINING OPPORTUNITIES FOR:

- Improved transparency and accountability
- Better management processes and procedures
- More effective organization structure
- More productive interface with UN entities, NGOs
- Clarification of mission, e.g. emergencies, global goals, etc.

THE MANAGEMENT STUDY HAS DRAWN UPON A SUBSTANTIAL DATA BASE FOR ANALYZING THE ISSUES

- **Interviewed 350 people**
 - UNICEF managers and staff, across the range of functions and seniority
 - Executive Board members
 - National Committee members
 - Other UN agencies
 - NGOs and many others

- **Surveyed all UNICEF staff regarding attitude and opinions of the organization**
 - A good cross-section replied: 750
 - Sample provided candid responses from staff at locations and levels worldwide

- **Established Delphi panel to gather external views on UNICEF's future operating environment**
 - Humanitarian leaders, universitarians, government officials, and others
 - Contributions are reflected throughout this document and printed in their entirety in a separate document

- **Conducted detailed analyses in key business sectors**
 - Work processes and procedures
 - Checks and balances supporting transparency and accountability
 - Organization structures

- **Assisted working parties of UNICEF staff to develop action plans in three key areas: NGO Relations, Harmonizing Global Goals and Human Resource Opportunities**

Introduction...

OUR ANALYSES HAVE FOCUSED ON THESE ISSUES...

- **Mission** in its various components, e.g., emergency work, etc.
- **Collaboration with other agencies** and NGOs
- **Process and procedural** improvements
 - (a) Human resource processes
 - (b) Programme process and “delivery system”
 - (c) Fundraising, GCO, National Committees
 - (d) Supply function
 - (e) Information and external relations
- **Operational and management systems**
 - (a) Budgeting, financial control and transparency
 - (b) Information resource management
- **Organizational structures and operational activities**
- **Accountability**, transparency and cost effectiveness

CAPSULE OVERVIEW:

Committed, energetic leadership, producing:

- **Magnificent results, but...**
- **Many stages of organization and business process development neglected or under-resourced**

Grounds for optimism:

- **Problem primarily processes rather than ultimate results; not an uncommon issue in fast-growth, high-energy organizations**
- **Strong wish to improve within the organization; leadership responding in a positive way**