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Notes

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JOHN MANFREDI

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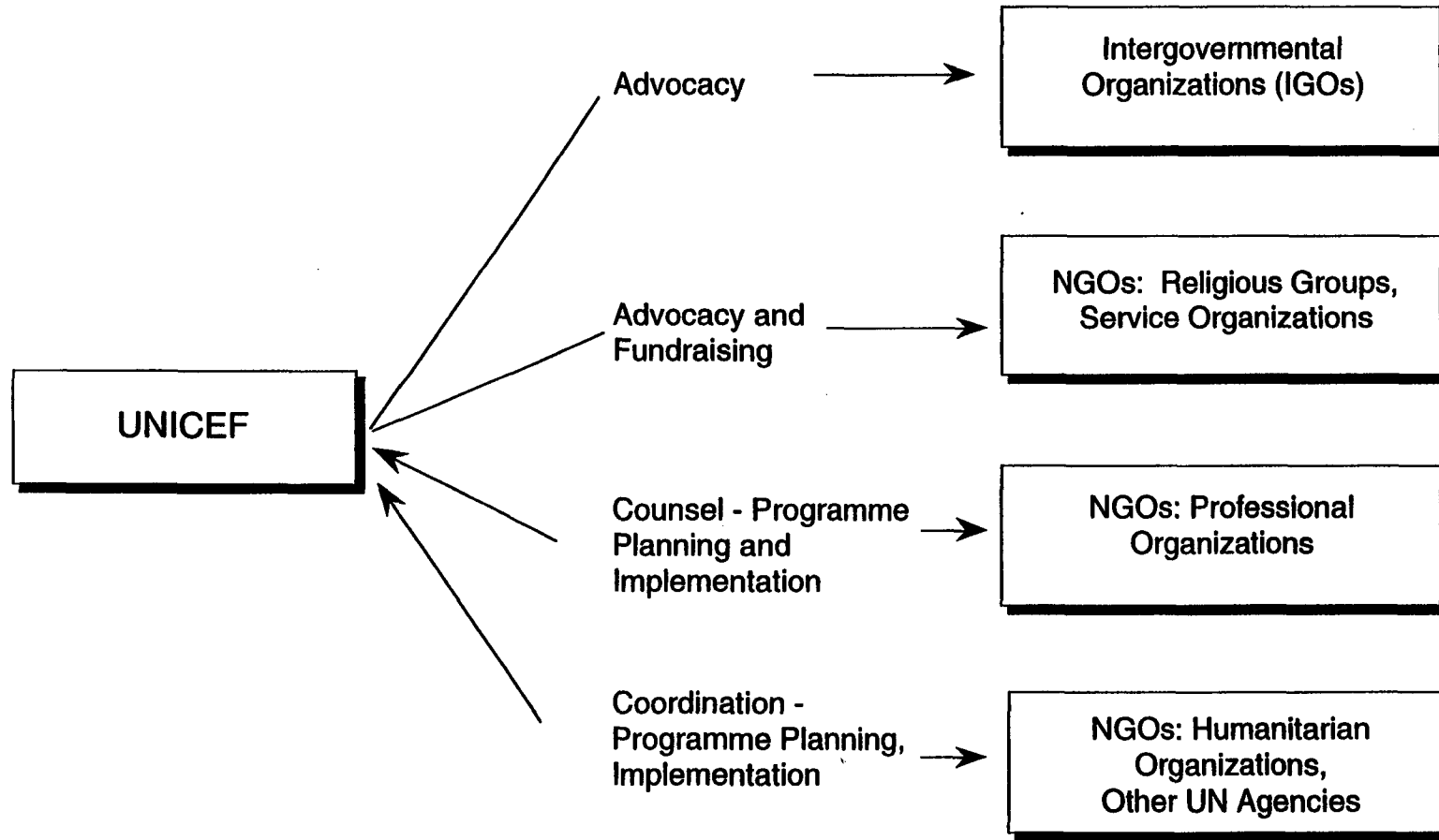
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III. NGOs AND OTHER AGENCIES

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NGOs and Other Agencies...

**UNICEF COOPERATES WITH HUNDREDS OF OTHER ORGANIZATIONS INTERNATIONALLY –
COUNTLESS OTHERS ON THE LOCAL LEVEL**



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WHEN THESE PARTNERS PRAISE UNICEF, THEY EMPHASIZE UNICEF'S HIGH PROFILE AND ABILITY TO GET THINGS DONE

- "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!"
Senior Leader, International NGO
- "The capability of initiating and leading a worldwide pro-children movement is UNICEF's unique contribution. It can focus world attention in a way that NGOs cannot and that focus must be maintained if the results are to have a continuing impact. UNICEF, at least under Grant, brings a missionary zeal, a pioneering spirit, a search for new frontiers, and a commitment to invest in people for the search for answers to the problems of the world's children."
Senior Leader, International NGO
- "UNICEF rides waves of change within countries better than anyone else does. It recognizes and has the capacity to deal with governments of any kind."
Special Adviser, UN Agency
- "I'm among the supporters. UNICEF has capable staff, well-deployed around the world; is responsive to needs; provides world leadership on children's issues."
Senior Leader, International NGO

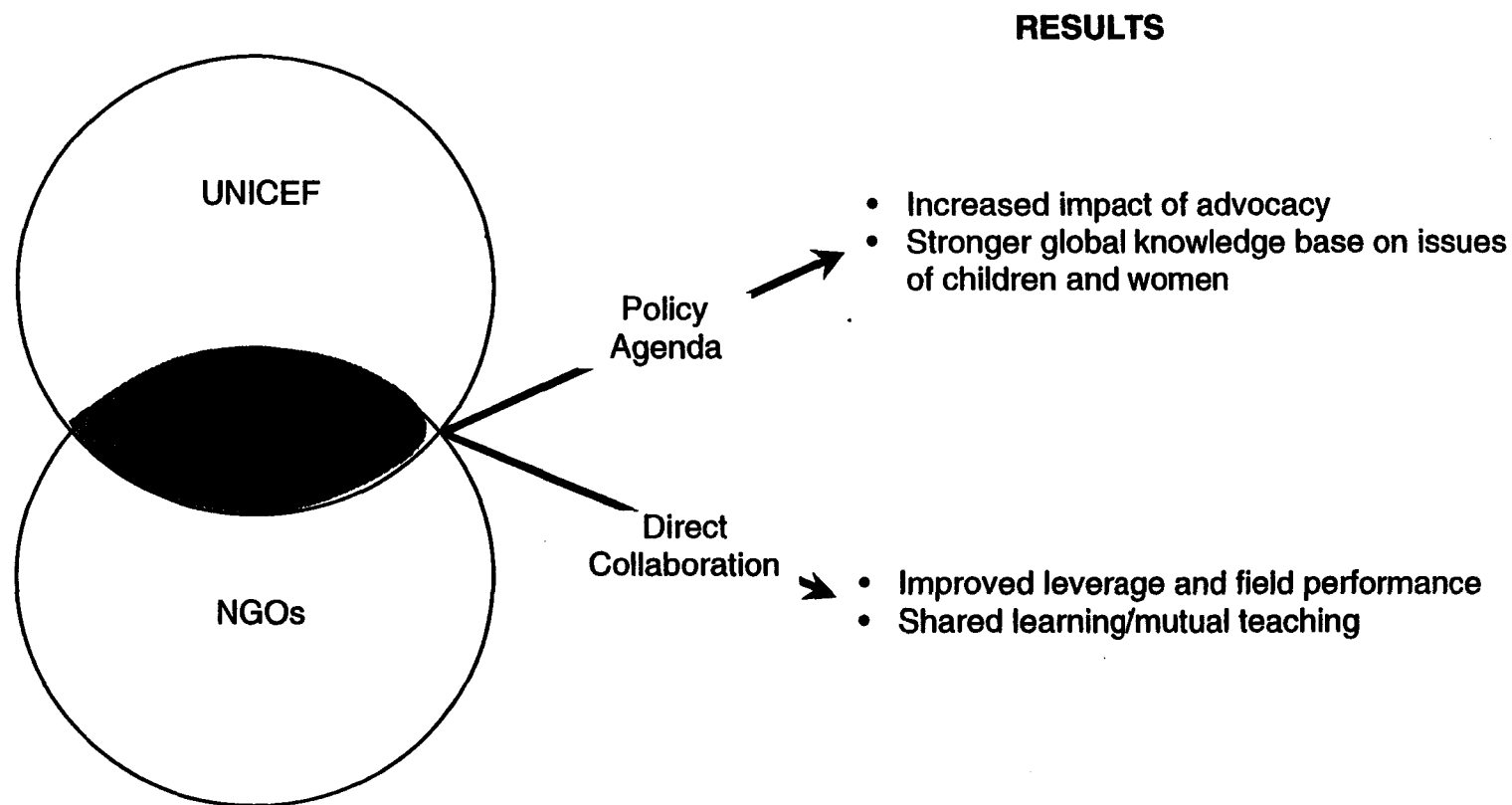
CRITICISMS FOCUS ON UNICEF'S LEVEL OF COMMITMENT TO COOPERATION IN THE FIELD

- "UNICEF's work relations with the NGO community could be much stronger than at present. One barrier is the country planning process which has UNICEF working only with a government to program five year cycles of funds and programs... But UNICEF as a children's organization must develop systems to work with NGO structures in flexible ways, complementing what governments do."
– International Authority, Population and Development Studies
- "Interaction between UNICEF and the NGO community has often tended to be superficial, condescending, or based around attempts to co-opt NGO support for UNICEF agendas. What is needed is a constant, well-informed substantive and honest dialogue..."
– Senior Executive, International NGO
- "The real UNICEF is at the country programme level, with the pride and arrogance associated with it. UNICEF is the successful sinner, immune against cooperation in the field."
– Programme Officer, UN agency
- "Let's ask ourselves what is the real relationship today between UNICEF and the NGOs. I know what I would like it to be, but I think we're some distance from that, at least so far. There's a lot of "window dressing" and posing going on. If UNICEF were truly interested in developing NGOs as colleagues and as a resource, they would need to give this issue more priority than they have up to now. There is a great but undeveloped opportunity for partnership."
– Senior Executive, International NGO

THERE ARE MANY SOLID, PRAGMATIC REASONS WHY IT IS TIMELY FOR UNICEF TO “GET MORE SERIOUS” NOW ABOUT TEAMING UP WITH NGOS

- Many donors believe (rightly) they will get more return on their investment if UNICEF leverages itself through hands-on operational ties to NGOs
- The array of socially oriented "new generation" goals predicted as the mandate of the years 2000 will be beyond reach for any development agency trying to "go it alone".
- The expected decline in world funding means that UNICEF will need new coalitions and alliances in order to fulfill basic missions in future years.
- NGOs and civil society are increasingly influencing public policy in developing countries; governments are not acting in isolation
- Even a moral/ethical component: If UNICEF is really determined to protect children, how could it ethically ignore this vast resource?
- UNICEF needs to make up for lost time, cultivate this constituency

NGO RELATIONS WORKING PARTY CALLED FOR RENEWED PARTNERSHIP



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NEW PARTNERSHIP REPRESENTS A SUBSTANTIAL CHALLENGE:

IMPOSSIBLE if UNICEF depends on "spontaneous combustion" at mid-management level and downstream in the field for this re-launch to occur

VERY POSSIBLE if leadership recognizes how important it is to shape the field's response based on:

- Example at highest level
 - All Secretariat leaders must endorse, become proactive
 - One new leader must assume personal accountability for NGO relationship and its productivity, effectiveness. (Beyond present "coordination" function)
- Clear definition of new values and strategy
- Supportive merit-reward-punishment system (PER etc)
- Quality control on-the-job
- Cases/examples to support the learning process – promoting the success stories

IN SHORT, PUT UNICEF'S POWERFUL ADVOCACY SKILLS TO WORK IN PROMOTING THIS NEW PRIORITY

NGOs and Other Agencies...

ONCE THE NEW POLICY IS CONFIRMED AND RE-CONFIRMED AT THE TOP LEVEL, HANDS-ON IMPLEMENTATION MUST BE CARRIED OUT “ON THE GROUND”

Recommendations for action at the country level from NGO working party:

- Identify NGO expertise and ongoing work
- Involve NGOs in the gathering of knowledge and data on the situation of women and children
- Facilitate the articulation of an NGO/government/UNICEF knowledge and data base
- Open dialogue to include other partners (UN, bilateral agencies, etc.)
- Jointly identify country priorities
- Support the institutionalization of community participation, through NGO/government dialogue and linkages
- Invite NGOs to seminars and workshops which focus on problem or programme issues and require concrete outcomes
- Institute ongoing formal and informal consultative processes, on substantive bases, with NGOs and issue-based networks – work together and independently towards concrete objectives that result from this process
- Provide direct assistance to networking and strengthening of NGO movements
- Open UNICEF training opportunities to NGOs
- Jointly develop positions that define and contribute to regional and global public agendas
- Include in annual reports documentation of NGO participation in areas of UNICEF concern

Note: Working party October 1994 consisted of NGO representatives and UNICEF staff

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