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CF/RAI/USAA/DB01/HS/2003-00103

Full Item Register Number [auto] **CF/RAI/USAA/DB01/HS/2003-00103**

ExRef: Document Series/Year/Number **CF/SP/M/1994-001**

Record Item Title

**UNICEF Management Study =- Dec 30, 1994, Cover and Table of Contents =
 Agenda.**

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Fd1: Type: IN, OUT, INTERNAL?
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Container Record **CF/RAF/ZW/T870_-____-539177189**
 Container Record (Title) **UNICEF Management Study Task Force Executive Summary This is one**

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Notes

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Print Name of Person Submit Images

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JOHN MANFREDI

John Manfredi

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#537

CF/SP/M/1997-001

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 = DELPHI PANEL REPORT.

New York, NY
December 30, 1994

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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/1994-001/1
- 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.

AGENDA

- 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
- IX. INFORMATION AND COMMUNICATION

SYSTEMS

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