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Result of the evaluation "Review of the role of information and communication in promoting the visibility of the work of the UNECE"

Evaluation Report

Review of the Role of Information and Communication in Promoting the Visibility of the work of the UNECE

(2008-2014)

FINAL REPORT

February 2015

Commissioned by: United Nations Economic Commission for Europe (UNECE)
Geneva, Switzerland

Conducted by: Justin Marozzi (November 2014 – February 2015)

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Abbreviations and acronyms

ECA	UN Economic Commission for Africa
ECLAC	UN Economic Commission for Latin America and the Caribbean
UNECE	UN Economic Commission for Europe
ESCAP	UN Economic and Social Commission for Asia Pacific
ESCWA	UN Economic and Social Commission for Western Asia
EXCOM	Executive Committee of the UNECE Commission
DPCCU	Development Policies and Cross-Sectoral Coordination Unit (of UNECE)
OES	Office of the Executive Secretary
PMU	Programme Management Unit of UNECE
UN DPI	UN Department for Public Information
UNIS	United Nations Information Service
UNRIC	United Nations Regional Information Centre

1. Executive Summary

The review was commissioned to assess the extent to which UNECE's communications strategies and practices contributed to the visibility of the organisation's work to its key stakeholders including member States of the region, and the broader global UN membership. The UNECE plans to use the results of the evaluation to identify ways to increase the organisation's visibility, and maximise UNECE's future communications and outreach efforts in responding to the needs of member States.

Findings

External views of UNECE visibility are generally more positive than those within the organisation, although some serious criticisms are made within that key external community. Some of the strongest criticism of UNECE communications comes from within the highest levels of the organisation. There is a strong perception internally that UNECE is invisible in the mainstream media. There is significant uncertainty regarding the identity and relative importance of UNECE's external stakeholders. This negatively affects the relevance, effectiveness and efficiency of the organisation's overall communications. Similarly, UNECE staff's limited awareness of the organisation's communications strategy undermines its ability to communicate clearly with one voice.

The Information Unit, as the primary communications centre for UNECE, is performing to the best of its abilities with limited resources and expertise to call upon. Digital communications through UNECE's website and its official social media platforms, primarily Twitter, Facebook, YouTube and Instagram, represent the strongest aspects of the organisation's communications and are used effectively, notwithstanding the fact that the majority of UNECE staff, together with external stakeholders, lag behind in their use of modern communications tools. There is a strong demand for better Russian language communications. There is also considerable internal and external appetite for more high-profile promotional events to communicate UNECE activities to a wider audience. UNECE products could be communicated more efficiently with a greater use of electronic publications. Specialist media is a key communications platform for UNECE and there is plenty of scope to develop further coverage in this sector.

Conclusions

Although UNECE can certainly be considered the "hidden jewel" within the UN, it has not yet demonstrated its lustre to a wider audience. Its visibility in mainstream media in particular is extremely limited. The shining new website is a significant step in the right direction and even before the re-design, was rated positively as an information source. The Information Unit is under-resourced to deliver what internal and external stakeholders alike expect from it. UNECE's decentralised structure negatively affects its communications, as do the limited understanding within the organisation of the importance of communications and the lack of diplomatic experience at some levels when it comes to political communications. There appears to be no formal breakdown of responsibilities between communications done at a central and subprogramme level. UNECE's brand is undermined by the absence of a clear understanding of the identity and relative importance of its key stakeholders. Promotional, profile-raising events occur in an ad hoc fashion. UNECE could take more advantage of existing communications

resources within the UN. UNECE's presentations to UN media briefings have insufficient impact and there is limited media interest in UNECE from the mainstream media corps and outlets at present. UNECE's written products can appear uninteresting, overwhelming and inaccessible to outside audiences.

Recommendations

The Information Unit needs to be strengthened with additional resources. To tackle the issue of UNECE's decentralised structure, a properly trained Communications Focal Point should be selected for each sub-programme with formal responsibility for this task. The formal delineation of responsibilities for communications between the Information Unit and subprogrammes needs to be clearly defined. Regularly updated communications training should be instituted across the organisation to improve all aspects of communications, with particular focus on writing skills. UNECE should agree a realistic and adequately resourced annual programme of events as part of its profile-raising activity. Political communications are in need of greater sophistication and sensitivity to external stakeholders. Existing free-of-charge communications resources within the UN should be exploited more robustly and routinely. UNECE media briefings need to be made more user-friendly and effective while media engagement more broadly should be intensified, with particular attention towards both high-profile mainstream media, where coverage is extremely limited, and specialist media. A limited stakeholder analysis is required to identify and prioritise key UNECE audiences. Once this is complete, the organisation would benefit from a review of UNECE's communications strategy. The primacy of the UNECE website should be maintained alongside robust and successful digital engagement. Written products for key external audiences need to be improved across the board and editorial capacity strengthened.

2. Introduction

2.1 Purpose of the Review

The evaluation assessed the extent to which UNECE's communication strategies and practices contributed to the visibility of the organisation's work to its key stakeholders including member States of the region, and the broader global UN membership. The results of the evaluation include opportunities for increasing the organisation's visibility, which may contribute to informing the design of UNECE's future communications and outreach efforts in responding to the needs of member States.

UNECE intends to use the results of the review to clarify the needs of key external stakeholders, adjust existing resources dedicated to communications activities, and identify new opportunities for communicating UNECE's work.

2.2 Scope of the Review

In line with continued efforts to strengthen the effectiveness of UNECE's outreach, the organisation is seeking an independent assessment of the relative contributions, value added, and efficiency of the various communications activities conducted in UNECE during 2008-2014. The assessment considered the **relevance, efficiency, and effectiveness** of UNECE's information and communication efforts.

The evaluation assessed the information and communication practices conducted throughout the organization, including the work of the Office of the Executive Secretary (OES), UNECE's eight subprogrammes, thematic areas, and ad hoc activities during the period. The review considered public UNECE websites, traditional and routine methods of information sharing with delegations in Geneva, and communications with other key stakeholders across the region. The review focussed on UNECE's external communications during the period 2008-2014, and did not consider internal communications due to resource constraints.

2.3 Key Questions and issues

To address the overall purpose of the exercise as outlined in the terms of reference,[1] four overarching questions drove the review:

1. How visible is UNECE's work to key stakeholders?
2. What messages are being received by external key stakeholders of UNECE?
3. What are the communications needs of external key stakeholders of UNECE?
4. How can the work of UNECE be made more visible?

[1] The Terms of Reference is included as Annex I.

2.4 Review Team

The review was commissioned by the Office of the Executive Secretary (OES), of the UNECE, and conducted by an external evaluator, Justin Marozzi, from November 2014 to February 2015 within 30 working days. The Programme Management Unit (PMU) managed the review, and supported the consultant by providing relevant documents for the desk review, organizing meetings with stakeholders in Geneva, conducted some content analysis and provided logistical support.

2.5 Methodology

2.5.1 Analytical framework of the review

The framework for the present review is driven by the four key questions above, in the context of the relevance, effectiveness, and efficiency of the communications efforts and activities in UNECE.[1]

1. ***How visible is UNECE's work to key stakeholders?***

The purpose of this question is to quantify the perception of the organisation by UNECE's key stakeholders. This question assumes that the organisation has a good grasp of its key stakeholders and partners, and that these stakeholders respond to the survey request. This perception is important in order to answer the question of the *relevance* of UNECE's communications efforts.

The same questions were asked of UNECE staff, and an analysis made of any gap between the perception of the secretariat, and the perception of external partners.

2. ***What messages are being received by external key stakeholders of UNECE?***

This question relates to the *effectiveness* of the external messages being sent by UNECE. By identifying the messages currently being received, it will enable UNECE to assess whether the strategy and objectives of its communication strategies are yielding their intended results. It will further enable UNECE to adjust or terminate any ineffective practices, or inaccurate messages which may directly or indirectly be sent externally.

3. ***What are the communications needs of external key stakeholders of UNECE?***

This question seeks to identify the current and future needs of UNECE's partners. Acknowledging that small organisations have limited resources for communication, this knowledge will enable UNECE to prioritise the communications efforts according to the needs of partners, and maximise the *efficiency* of existing resources. This may include identifying new or more efficient methods of communication (e.g. digital publishing; new IT systems etc.). Responses to this question will help identify gaps between UNECE's communications strategy and the needs of external stakeholders to whom this strategy is directed.

[1] The full Analytical Framework of the Review is included in Annex II.

4. ***How can the work of UNECE be more visible?***

The evaluation provides a forward-looking agenda for communicating UNECE's work. The ideas and proposals for future initiatives from both internal and external stakeholders will be considered against the existing resources, and together with the recommendations of the evaluator in his capacity as a communications specialist – to include the full range of communications techniques, platforms and activities available to a UN entity.

2.5.2 Data sources and collection methods

The main data sources of **existing information**[1] included:

- Various communications products from the UNECE secretariat, previous evaluations and relevant reviews (Reform of UNECE (2005), the Review of the UNECE Reform (2013), a survey of permanent missions conducted by the UNECE Communications Taskforce in 2012, UNECE Communications Strategy 2012);
- IT platforms and services used for communications and outreach (UNECE website, UNECE accounts on various social media platforms, extranet systems, wikis etc.);
- Products and templates (presentations, letterheads, business cards, email signatures, branded items etc.).

Additionally, subprogrammes provided a range of documents and products for the consultant's review. Numerous samples of press statements, official letters, speeches, videos, publications, brochures, posters, promotional displays, pens and memory sticks, were also viewed by the consultant.

New data was gathered through:

1. ***An electronic survey of key stakeholders of UNECE*** (identified by subprogrammes), including EXCOM members/representatives of permanent missions in Geneva.[2] A survey was sent by email to 3,340[3] external stakeholders, in English, French and Russian through Surveymonkey. A total of 609 responses was received (English 478, French 26, Russian 105), making a response rate of 18.2%. The results were translated into English, and manually consolidated into charts as contained in Annex V in order to allow a single presentation of the views of external stakeholders. The general public was not identified as a key stakeholder for this evaluation.

2. ***An electronic survey of UNECE staff members***
   A separate Surveymonkey survey was sent to all UNECE staff members (in English only) by email. The design of the survey closely reflects the survey sent to external stakeholders, with additional elements related to secretariat communication policies, strategies and processes. A total of 111 responses were received, from a total of 225 staff, comprising a response rate of 49%. The results are presented graphically in Annex VI.

[1] The full list of documents reviewed by the evaluator is contained in Annex III.
[2] A short survey of Permanent Missions of UNECE member States was conducted by the Communications Taskforce in July 2012. A comparison of the change in the perception is included in Annex IV.
[3] PMU filtered the emails for duplicates between and within Divisions, as well as incorrect or incomplete email addresses. This figure includes adjustment after delivery failures or incorrect addresses.

3. Interviews with the following[1]:

- In-person interviews with selected Geneva-based journalists;
- Skype/telephone interviews with respective information/communications focal points in other Regional Commissions (ECLAC, ESCWA, ECA, ESCAP) as well as the UN Information Service (UNIS) in Geneva;
- In-person interviews with the Executive Secretary, Deputy Executive Secretary, UNECE Directors, the UNECE Communications Taskforce, and the UNECE Website Working Group;
- In-person interviews with staff of the UN Office in Geneva, including the International Geneva Perception Change Project;
- In-person and telephone interviews with EXCOM delegations as requested;
- Follow-up visit to Geneva in February 2015 to present report, conduct more interviews and incorporate additional comments.

2.5.3 Data analysis methods

The methodology for the data analysis was outlined in the Inception Report, and is provided in Annex II. Data analysis methods included both quantitative and qualitative measures. Quantitative analysis was the predominant method used to obtain and analyse the perceptions of external stakeholders, given the large volume of stakeholders identified by UNECE subprogrammes. Qualitative measures included content analysis of UNECE documents and the UNECE websites, a group discussion of communications focal points, a meeting of the UNECE Website Working group, and notes of bilateral interviews with EXCOM delegations, and UNECE senior management.

2.6 Limitations

There were few limitations to the process, despite the risks identified during the development of the Inception Report. The major limitation was the large volume of documents furnished to the evaluator for review within the allocated working days for the exercise.

The large number of stakeholders proposed for the electronic survey produced logistical constraints for analysis, as did ensuring that the survey was available in English, French and Russian.

Direct meetings with UNECE member State representatives in Geneva was limited, despite being offered by the secretariat. Notably, a number of delegates confirmed that they were able to adequately provide their perspectives through the electronic survey. A respectable response rate (18.2%, being 605 individual responses) balanced this limitation. Additionally, the responses from missions in Geneva were extracted, and compared with the survey conducted by the Communications Taskforce in April 2012, in order to assess progress against an established benchmark.[2]

[1] The full list of interviewees is included in Annex VII.
[2] The results of this comparison are presented in Annex IV.

3. Background

3.1 About UNECE

The United Nations Economic Commission for Europe (UNECE) was established by the Economic and Social Council in 1947, and is one of five regional commissions of the United Nations. UNECE is the forum where the countries of western, central and eastern Europe, Caucasus, Central Asia and North America, Turkey and Israel – 56 countries in all – come together to forge the tools of their economic cooperation. That cooperation concerns economics, statistics, environment, transport, trade, innovation, sustainable energy, forests, housing and land management. The UNECE offers a regional framework for the elaboration of conventions, norms and standards and the adoption of action plans to facilitate international cooperation within and beyond the region. Its experts provide technical assistance in the form of advisory services, training seminars and workshops where countries can share experiences and best practices.

3.2 Current Institutional Framework for Communications

While communications efforts in UNECE are decentralised, the Information Unit is the structural hub for UNECE communications. Its role is described in the UNECE Programme Budget for 2014-2015 as follows:

> *The Information Unit is responsible for implementing the ECE information strategy aimed at raising awareness and mobilizing support to the work. The Unit promotes the corporate image of the ECE by managing the corporate sections of the ECE website and ensuring its overall coherence, as well as by designing and producing promotional material on ECE work. It manages ECE relations with media, ensures ECE presence in social media, provides media monitoring and analysis. The Unit advises the Executive Secretary, senior managers and the staff on outreach and advocacy.*[1]

Subprogrammes also perform various communications activities. It is understood that three Divisions have staff with formal communications roles.[2]

In addition to the Information Unit the UNECE Communications Taskforce was established in 2012 to capture the professional experience and qualifications of staff throughout the organisation in communications and outreach, and in recognition of the limited dedicated resources for communications activities.[3] As its Terms of Reference State: "due to the current absence of resources to hire a professional communications/public relations company to assist the UNECE secretariat with improving its communication and outreach and enhance the visibility of UNECE work (as planned in 2011 but not implemented due to insufficient funds, it is suggested to mobilise internal "talents" within UNECE staff. This could be done by formation of an informal communication task force. Such a Taskforce can start as a time bound ad hoc arrangement, but may continue, if proves to be effective/necessary."[4]

[1] A/68/6 (Sect. 20) 2014-2015
[2] Email signatures include "Communications Officer " and "Public Information Officer", and another Director confirmed that one staff member had formal communications responsibilities within their workplan.
[3] UNECE Communications Strategy (October 2012) para 1B(6).
[4] Terms of Reference of the Informal UNECE Communications Taskforce (April 2012)

The Taskforce remains informal and is intended "to elaborate proposals aimed at ensuring the better visibility of UNECE through improved communication and public outreach."[1] The Taskforce comprises representatives from different subprogrammes. The evaluator was not able to locate the official adoption of the draft Terms of Reference by senior management.

3.3 Resources for Communications

UNECE recognises that "while UNECE has a policy mandate as part of the United Nations, its work is largely technical, with limited financial and human resources to dedicate to communications."[2] As such, resources for communications are both formally included in the Executive Direction and Management (EDM) component of the programme budget as well as informally assigned within substantive divisions.

3.3.1 Information Unit

During the period of the review, the role and resources[3] of the Information Unit evolved as follows:

	Staff resources	Other resources	Total Resources
2008-2009[4]	1x P5 and 3x GS (OL)[5] **US$ 703,293**	**US$ 126,158**	**US$ 829,821**

Description from the Programme Budget 2008-2009

The Information Unit…works to increase the visibility of ECE and to increase knowledge about and use of ECE products through the dissemination of information about its activities to the ECE membership and the public at large. Such dissemination is carried out through various channels, such as publications, the Internet and contact with the media.

	Staff resources	Other resources	Total Resources
2010-2011[6]	1x P5 and 3 x GS (OL) **US$ 1,412,016**	**US$ 101,076**	**US$ 1,513,092**

Description from the Programme Budget 2010-2011

The Information Unit works to increase the visibility of ECE and to increase knowledge about and use of ECE products through the dissemination of information about its activities to the ECE membership and the public at large. Such dissemination is carried out through various channels, such as publications, the Internet and contact with the media.

	Staff resources	Other resources	Total Resources
2012-2013 [7]	1x P5 and 3 x GS (OL) **US$ 1,451,736**	**US$ 76,924**	**US$ 1,528,660**

[1] Terms of Reference of the Informal UNECE Communications Taskforce (April 2012)
[2] UNECE Communications Strategy (October 2012) para 1A(3).
[3] According to the UNECE Programme Budgets 2008-2009, 2010-2011, 2012-2013, and 2014-2015
[4] A/62/6 (Sect.19) 2008-2009
[5] The Unit was strengthened by an additional two GS staff "to ensure the provision of more efficient graphic design services to all subprogrammes (designing, publications, maps, posts and promotional materials)."
[6] A/64/6 (Sect. 19) 2010-2011
[7] A/66/6 (Sect. 20) 2012-2013

Description from the Programme Budget 2012-2013

The Information Unit, which carries out activities to increase visibility and public awareness of ECE work on a national, regional and international basis, including managing relations with the media. It also advises the Executive Secretary, the chiefs of divisions and other ECE staff on ways and means to better promote their activities, in particular through the ECE website.

	Dedicated resources	Other resources	Total Resources
2014-2015[1]	1x P5 and 3x GS (OL) **US$ 1,282,200**	**US$ 77,600**	**US$ 1,359,800**

Description from the Programme Budget 2014-2015

The Information Unit is responsible for implementing the ECE information strategy aimed at raising awareness and mobilizing support for ECE. The Unit promotes the corporate image of the Commission by managing the corporate sections of its website and ensuring its overall coherence, as well as by designing and producing promotional material on the work of ECE. It manages ECE relations with the media, ensures the Commission's presence in social media and provides media monitoring and analysis. The Unit advises the Executive Secretary, senior managers and the staff on outreach and advocacy.

The Information Unit has a key role in ensuring the implementation of the communications strategy adopted by ECE in 2012, with a view to improving its communication with all relevant stakeholders, increase visibility of its work and promote its corporate identity. The Unit has been strengthened… to ensure the provision of more efficient graphic design services to all subprogrammes (designing, publications, maps, posts and promotional materials).

In addition to these formal resources, the Information Unit benefits informally from the expertise of interns on an ad hoc basis to increase capacity at a basic level.

3.3.2 Substantive divisions

The evaluator was unable to obtain budgetary figures or work month estimates to quantify what resources were dedicated from substantive divisions for information and communication activities. This can be partly attributed to the fact that such work is considered to be part of the work of technical areas in sharing their work with their own constituencies. It is also the case that all divisions implement such activities in different ways. By way of example, two divisions included communications experience in recruiting P2 technical staff, and another has engaged short-term capacity, all presenting communications functions in their email signatures.

Significantly there appears to be a lack of clarity in the formal breakdown of communications responsibilities between the central Information Unit and the substantive work areas.

[1] A/68/6 (Sect. 20) 2014-2015

4. Findings

The findings are driven by the four key review questions:

1. How visible is UNECE's work to key stakeholders?
2. What messages are being received by external key stakeholders of UNECE?
3. What are the communications needs of external key stakeholders of UNECE?
4. How can the work of UNECE be made more visible?

Question 4 is answered below and in the Recommendations section that follows.

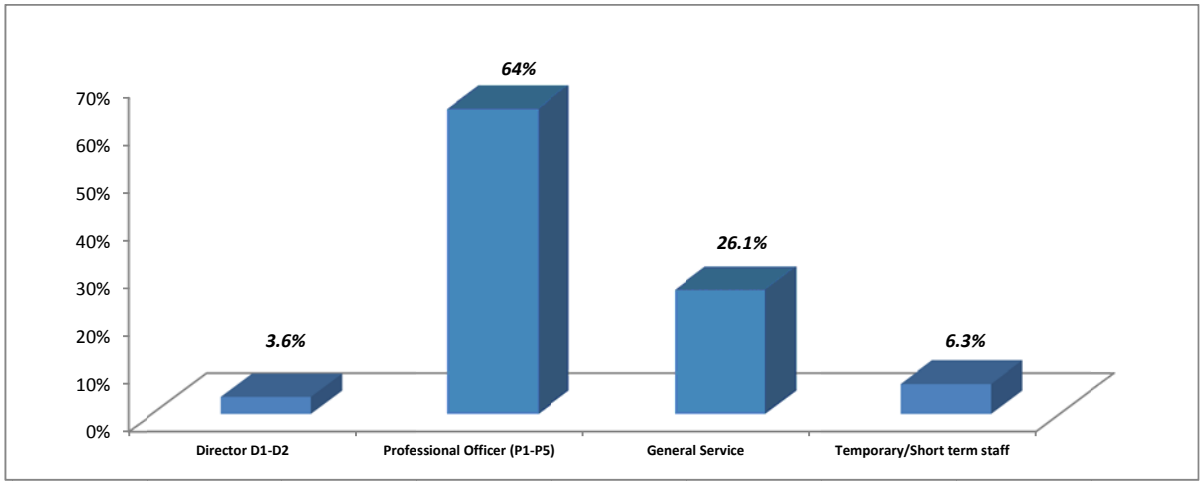
A Note on the UNECE Staff Survey and the Survey of External Stakeholders

The internal survey was sent to all UNECE staff, which contained 281 individual email addresses. UNECE reports an actual staff total of 225. The survey was open from 26 November to 5 December 2014. There were 111 responses from staff, of which only 7 indicated that they were temporary or short term staff. The result is a strong response rate of 46% of regular staff. The top five categories of respondent by subprogramme, reflecting their respective sizes, were as follows:

1.	Environment	23%
2.	Transport	21%
3.	OES	18%
4.	Statistics	12%
5.	Trade	9%

Together these five categories represented 83% of the overall responses. Staff at the Professional Officer grade (P1-P5) represented 64% of the total responses, with Staff in the General Service category representing 26%.

Chart 1 - Respondents to the UNECE Staff Survey by Staff Category

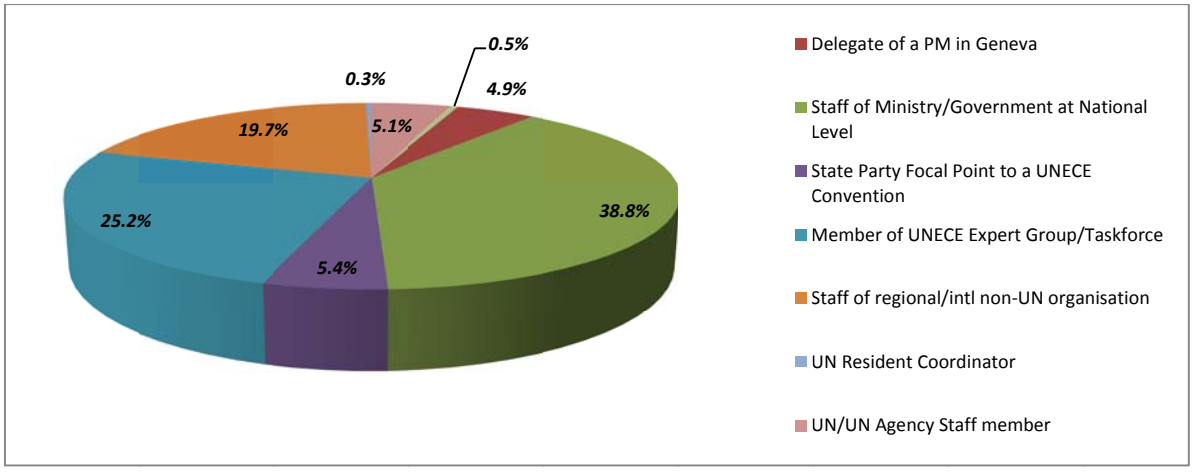


Source: Survey of UNECE Staff, 2014

A high proportion of respondents (48%) said they were responsible for maintaining and updating the website for their subprogramme. In practice this means they had a greater than average responsibility for – and familiarity with - communications. Only a small proportion of total respondents (9%) were members of the Communications Taskforce, reflecting the relative size of this informal group.

Seeking the views of external stakeholders, a survey was sent by email to 3,340 email addresses of stakeholders identified by UNECE subprogrammes, with the option of responding in English, French or Russian. A total of 608 responses was received (English 478, French 25, Russian 105), giving a response rate of over 18%. The top three categories representing a combined total of 84% of respondents were respectively Staff of Ministries or Governments at National Level (39%), Members of UNECE Expert Groups or Taskforces (25%,) and Staff of Regional or International non-UN Organisations (20%).

Chart 2 – Respondents to the Survey of External Stakeholders by category:



Respondents by category:		
Delegate of a PM in Geneva	4.9%	30
Staff of Ministry/Government at National Level	38.8%	236
State Party Focal Point to a UNECE Convention	5.4%	33
Member of UNECE Expert Group/Taskforce	25.2%	153
Staff of regional/intl non-UN organisation	19.7%	120
UN Resident Coordinator	0.3%	2
UN/UN Agency Staff member	5.1%	31
UNHQ staff member	0.5%	3
	Total	**608**

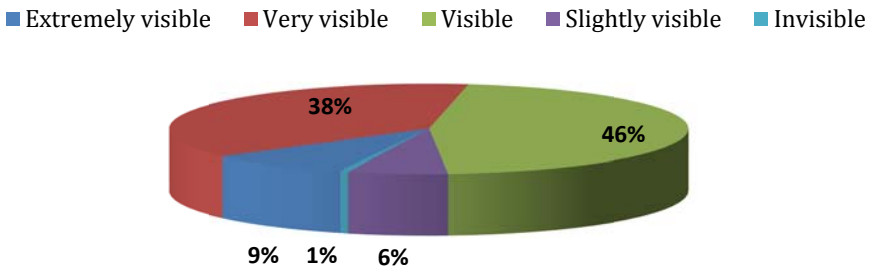
Source: Survey of External Stakeholders, 2014

Review question 1: How visible is UNECE's work to key stakeholders?

FINDING 1: ***UNECE's visibility was judged positively by external stakeholders overall. However, a number of serious and specific criticisms of the organisation were made within that audience. Internally, the views of staff with regard to UNECE's visibility were significantly more negative than those of external stakeholders.***

External perceptions of UNECE's visibility were significantly more positive than those from within the organisation. An overwhelming 93% of respondents described UNECE as visible or better, with just 6% saying the organisation was only slightly visible and a negligible 1% saying it was invisible.

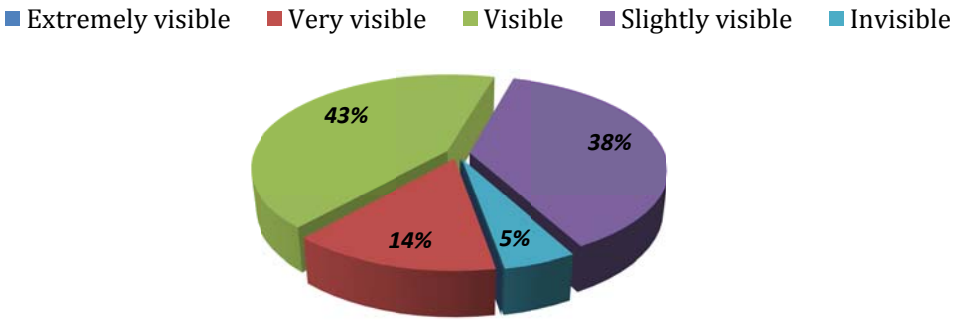
Chart 3 – How Visible is UNECE to External Stakeholders?



Source: Survey of External Stakeholders, 2014

The picture was very different when it came to internal views. Of UNECE staff 57% considered UNECE's visibility to external stakeholders as satisfactory or better. A significant 43% judged it unsatisfactory or worse ("slightly visible" or "invisible"). A senior staff member of UNECE described the organisation as "absolutely invisible".

Chart 4 – How Visible do Staff Believe UNECE is to External Stakeholders?

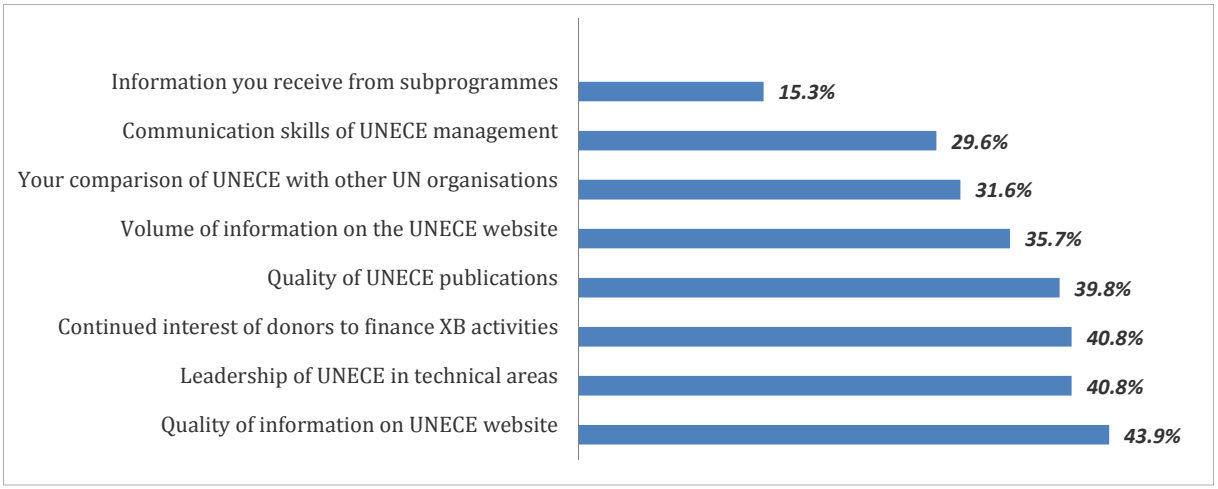


Source: Survey of UNECE Staff, 2014

In the view of staff, the technical aspect of UNECE's work was widely considered more important than active communications activity in generating visibility, with the exception of the organisation's website. Among the factors seen as affecting UNECE's level of visibility, the top two were the comparative advantage of UNECE in technical areas (48%) and the number of participants attending UNECE meetings (47%).

The quality of information on the UNECE website came third (44%), followed by the intellectual leadership of UNECE in technical areas (41%) and the continued interest of donors to finance extra-budgetary activities in UNECE (41%) in equal fourth position (a significant difference compared with 26% and 0.9% respectively for external stakeholders). It is also worth noting that the communications skills of UNECE management were seen as the second least important factor.

Chart 5 – On What Factors do Staff Assess UNECE's Visibility to External Stakeholders?

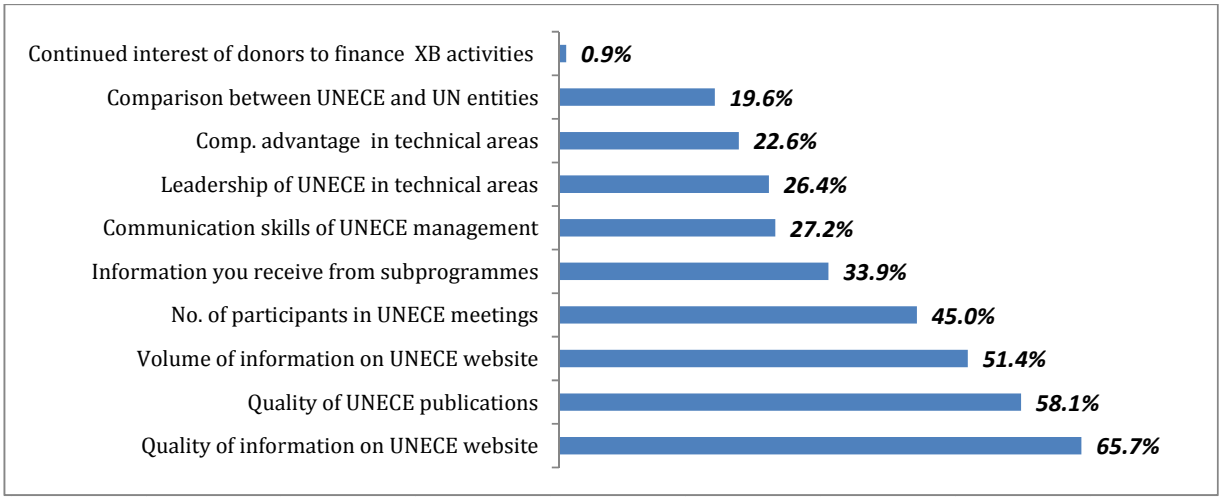


Source: Survey of UNECE Staff, 2014

External respondents reported that they based their perceptions of visibility on, in order of the top three categories, the quality of information on the website (66%), the quality of UNECE publications (58%) and the quantity of information (51%) on the website. This finding underscores the centrality of the website as UNECE's most powerful communications tool - rated as extremely important (32%) and very important (49%) (See Finding 4 below).

Significantly, a much lower proportion of external respondents said the perceptions of UNECE visibility were based on the intellectual leadership of UNECE in technical areas (26%) and its comparative advantage in technical areas (23%). Notably, only 0.9% considered the continued interest of donors to fund extra-budgetary activities in UNECE as an indicator of the organisation's visibility. This is an early indication that the criteria for measuring and assessing the visibility of the organisation's work differs between internal and external stakeholders, and should be considered in line with Finding 8 below regarding the key stakeholders of UNECE.

Chart 6 – On What Factors do External Stakeholders Assess UNECE's Visibility?



Source: Survey of External Stakeholders, 2014

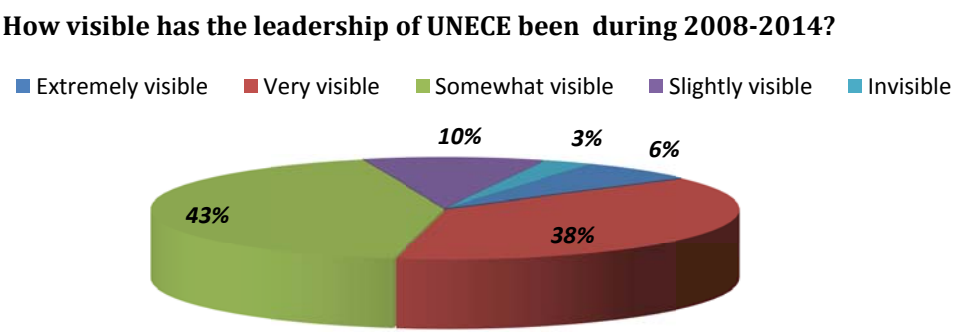
One of the strongest findings in this area, then, was the clear difference of opinion between internal and external views regarding the importance of UNECE's technical expertise in terms of visibility. It is noteworthy that internal views of UNECE's technical prowess driving visibility (more important) differed substantially from the corresponding external views (far less important). External stakeholders, in other words, see UNECE's technical achievements and status as insufficient in terms of generating or measuring UNECE's visibility.

External stakeholders were clear about which technical areas UNECE was known for. The top five rankings were as follows:

1. Environmental policy 63%
2. Environmental conventions 55%
3. Statistics 42%
4. Green economy 32%
5. Transport regulations / legal instrument 31%

When it came to rating the visibility of UNECE's leadership between 2008-2014, the external assessment was mixed: 44% of external respondents stated it was either "very" or "extremely" visible. Around the same proportion (43%) were lukewarm, describing the leadership as "somewhat visible".

Chart 7 – How do External Stakeholders Assess the Visibility of UNECE leadership?



Source: Survey of External Stakeholders, 2014

Internally, the verdict was noticeably less positive. During the period under review, according to staff, the visibility of the UNECE leadership was considered worse than that of the organisation as a whole: more than half of respondents (52%) negatively judged the leadership as either "slightly visible" or "invisible" and only 48% considered it satisfactory or better. It should be noted here that there have been 5 Executive Secretaries during the 6 years of the review (each in post for a minimum of 4 months, including 3 in 2014 alone).[1] The interest of the new leadership (from August 2014) in improving UNECE's communications was widely known internally.

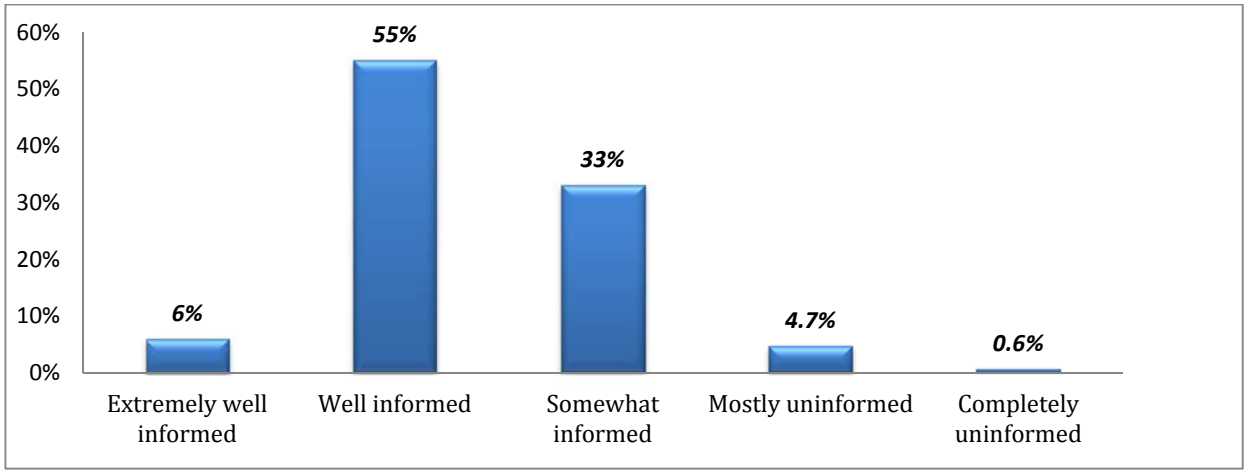
Reflecting UNECE's markedly decentralised structure, divisions have significantly differing views on the need for visibility, on communications in general and the priority they should be allocated. Demonstrating this point is the following sample of comments taken from both the Staff Survey and in-person interviews with UNECE staff:

- *"What's the price of visibility? It's all bubbles and campaigns. We are completely the opposite from that. We do lots and we don't talk enough. There needs to be a balance between what you do and what you communicate. Sometimes it's better not to be too visible. The more visible we are, the more we can be attacked. The man on the street knows UNHCR and other agencies. He doesn't know us. That might be an advantage."*
- *"The more visible we are the more foreign ministries will fund us. Some of us say it's a waste of time but it's important to keep the consciousness of ECE activity in the minds of the missions in Geneva. I encourage and congratulate staff who take the initiative to do this beyond their workload. It's great and very important.*"
- *"We really need to improve our visibility with politicians and the press."*
- *"I find it arrogant we want everyday people to know about UNECE. More important that they don't die on the roads that they know we did all the standards."*
- *"Achievements should be measured in terms of concrete benefit for Member States. Some work is only maintained to serve the visibility of staff with no benefit to Member States."*
- *"I think as an organisation we have a very bad reputation – very bureaucratic and becoming more so. But you don't manage the image if you don't manage the actions. We achieve good results but we're not known to politicians – only experts know about us - and that has to be changed for the good of the organisation."*
- *"When we talk about visibility for UNECE, traditionally it is the Executive Secretary - speeches, and conferences."*
- *"The first priority for a new Executive Secretary is generally to improve our visibility. We have to revamp our website. An external company was brought in a few years ago to do this. Now we're revamping it again. This is about the leadership."*

External stakeholders generally feel they know what UNECE stands for. A clear majority (55%) of external stakeholders felt well informed about the purpose and objectives of UNECE, with an additional 6% saying they were extremely well informed. A very small minority of less than 5% considered themselves mostly uninformed, with less than 1% confessing to being completely uninformed.

[1] With the departure of the Executive Secretary in April 2014, a temporary appointment was made pending the formal appointment of the current Executive Secretary in August 2014.

Chart 8 – How Informed do External Stakeholders Feel About the Purpose and Objectives of UNECE?

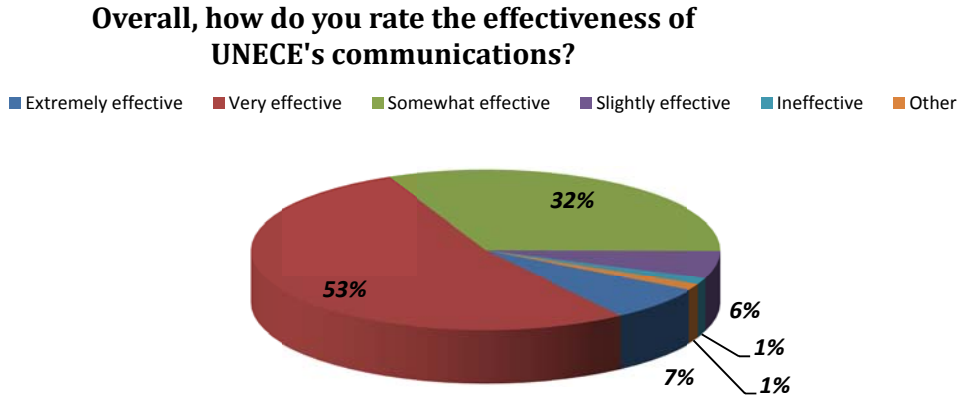


Source: Survey of External Stakeholders, 2014

FINDING 2: ***External views of the effectiveness of UNECE's communications are more positive than internal views. Staff views become progressively more critical at more senior levels within the organisation.***

External stakeholders reported an overall favourable view on UNECE's communications. A total of 53% found them "very effective" and 7% "extremely effective", with an additional 32% describing them as "somewhat effective".

Chart 9 – How do External Stakeholders Assess the Effectiveness of UNECE Communications?



Source: Survey of External Stakeholders, 2014

There was, however, sometimes severe criticism of the organisation's communications from within this community. One key external stakeholder was particularly critical of their overall effectiveness.

"They need to communicate more, they need to communicate better, and by modern means, to make UNECE more understandable to politicians and general people. They're off the map. Missions don't assign anyone to UNECE. They don't know or care about it. Experts yes. But there's a gap when it comes to the missions and capitals. Their communications to political capitals are no good. They need to communicate at the right level in a right way. Explain why UNECE's important to them."

A specific charge against UNECE from this stakeholder was one of political naiveté and inexperience with regard to political communications to member states. Too many invitations were being issued to Ministers in the vague hope, rather than realistic expectation, of their being able to attend. The result was an "irritation" at the highest levels of government with what was considered to be an "overload" from UNECE. This had an impact on the perception of the organisation and was considered as detrimental to the visibility of UNECE to its governmental constituents.

To minimise future antagonism, an external stakeholder pleaded that UNECE respect protocols for communications with Ministers coming only from the Executive Secretary. Over-publication, and the poor quality of paper reports was another criticism from this stakeholder.

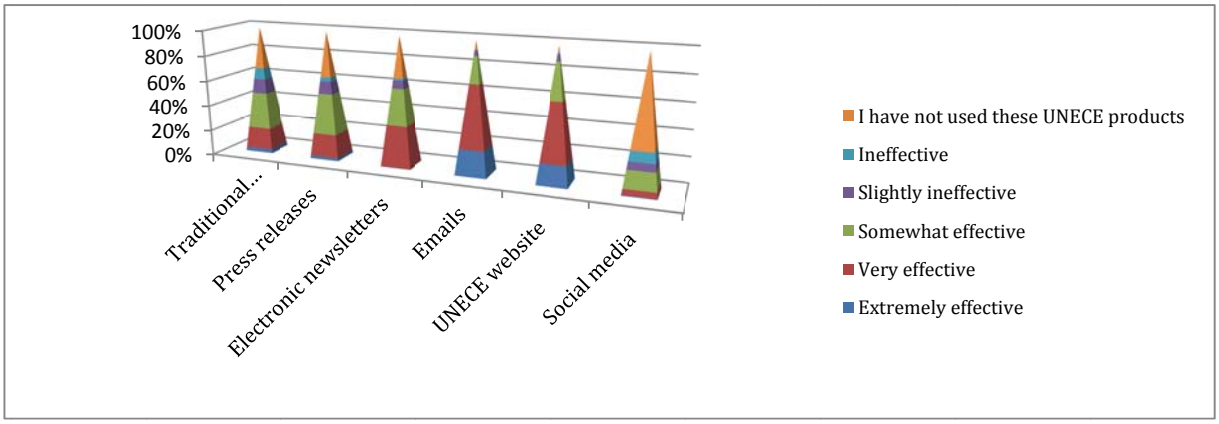
Another key external stakeholder said there was "definitely room for improvement" in UNECE communications, which needed to be more dynamic. UNECE needed to understand it was in direct competition for attention with other UN organisations which were very effective communicators and had obvious advantages in terms of attracting the media, such as IOM, UNHCR, WHO and UNICEF. UNCTAD was also improving its communications.

"UNECE focuses on its products which are excellent, and that's good, but they really need to understand their licence to operate is not guaranteed. To sustain the budget you have to concentrate on the image too. They need to communicate to a broader public than their experts, who rightly think UNECE is amazing but UNECE does not ring a bell in ministries and that's a problem for them. Once you've gone beyond experts, UNECE's profile completely disappears."

In terms of the most effective method of communication, over half of external respondents, including the majority of responses in Russian, stated a preference for emails and electronic distribution. Their requests included:

- Electronic distribution of documents for the meetings
- Electronic notification when information is updated on the website or other area
- Electronic distribution of press releases and publications
- More regular emails on interesting topics, articles and major upcoming events
- Email announcements of upcoming meeting schedule (once every 2-3 months)
- Greater use of electronic information tools in UNECE meetings, e.g. electronic participation, submission of comments by email, real-time translation of proceedings etc.

Chart 10 – How do External Stakeholders Rate the Effectiveness of the Following Methods of Communication by UNECE?



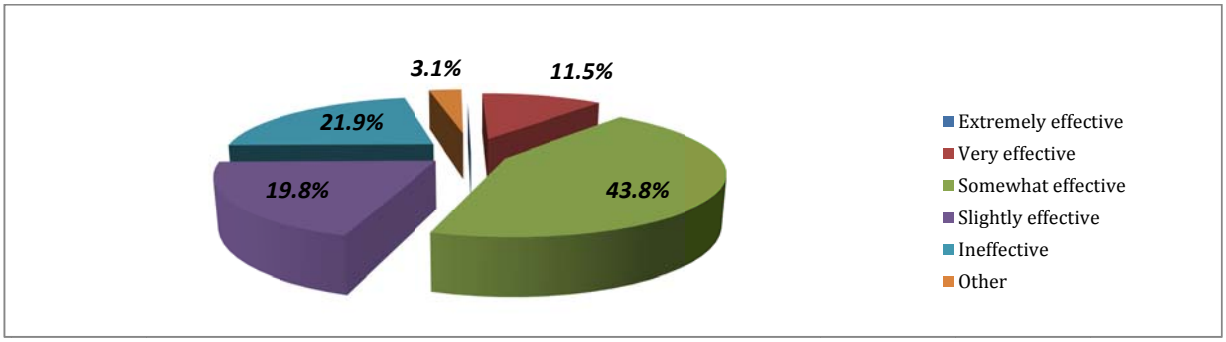
Source: Survey of External Stakeholders, 2014

This latest finding echoes the results of a limited survey of Permanent Missions in Geneva, conducted by the Communications Taskforce in 2012, which found that a strong majority of respondents favoured electronic communication as the most efficient means of communication and raising awareness about UNECE work generally. A total of 94% of respondents identified the Internet as their preferred medium, with 65% selecting a combination of the Internet and materials sent by email as the best means of communication and raising awareness.

In terms of keeping Permanent Missions regularly updated on UNECE activities, the picture from 2012 was mixed. A total of 88% of respondents identified the Internet as an efficient tool, followed by Executive Committee meetings (77%), briefings by the UNECE secretariat (59%), *UNECE Weekly* and the UNECE *Monthly Newsletter* in Russian (41%), official letters (24%) and only 2% identifying both brochures and publications as useful. Prefiguring one of the findings of this most recent survey (2014), social media was not selected by any Permanent Mission in either the 2012 or 2014 surveys.

Internal views of the effectiveness of UNECE's communications to external stakeholders could be summarised as lukewarm, with 44% of respondents considering them "somewhat effective", 11% "very effective" and 0% "extremely effective". A total of 42% considered them unsatisfactory or worse.

Chart 11– How do Staff Rate the Effectiveness of the Following Methods of Communication by UNECE to External Stakeholders?



Source: Survey of UNECE Staff, 2014

At a more senior level internally, there was stronger criticism of UNECE's communications. Specific critiques from senior staff included the following:

- A perceived lack of proactive communications;
- The Information Unit does not originate ideas for communications;
- "On a scale of 1-10 for effectiveness, I give our communications 3-4";
- "Our effectiveness is pretty low. We have to put a human face on the technical";
- "We have low effectiveness in communications. Our strategy largely remains on paper";
- The current communications structure is too decentralised;
- Stories are not aligned to UNECE's core messages; and
- Too many press statements are issued. Better to have fewer in quantity and greater in quality.

One member of UNECE management was highly critical of the organisation's communications across the board, from the organisation's website to "Stone Age" information platforms, defensive staff attitudes, a highly decentralised and fragmented approach to positioning UNECE as one entity with "One Message, One Vision" and "poor planning".

> *"We're doing extremely badly in terms of communications. We're never proactive. We need to get it to work. It'll be a long-term investment and will take time. Divisions generally want to satisfy their Committees, as opposed to EXCOM, so people don't care about having 'One Message, One Vision."*

There were significant differences within senior management regarding the desirability of more and improved communications. A minority view was that more active communications would undermine programme activity in sensitive areas for member states that valued and required discretion. One Director considered communications a complete distraction from core business. Another minority view was that a greater emphasis on communications was a threat to UNECE's core activity of producing norms, standards and conventions. While acknowledging the difficulties UNECE faced communicating technical issues effectively as an organisation, senior managers tended to focus more closely on their divisions' work.

A media perspective on UNECE communications

A selection of UN correspondents working in national and international media, based in the Palais des Nations, reported a fairly consistent line that UNECE:

- Briefs the media regularly within the Palais and is known to correspondents, though UNECE work is less well understood in the round;
- Competes directly for journalists' attention with other organisations within the UN family, such as OCHA, UNHCR and WHO, which are of much greater interest to the media with "sexier" stories on major humanitarian, human rights and health stories. At present it struggles to get noticed;
- Provides stories which were described as too broad, general and without focus. They lacked the specific impact and angle that would interest journalists and needed to be packaged more concisely;

- Holds briefings that are insufficiently attention-grabbing. One journalist used the time to do other work, saying that based on experience there was little or no chance of a story emerging from the briefing;
- Needs to make a connection between its specific work and the wider news agenda, for instance safety in coal mines during a mining accident, linking carbon capture and storage story to wider news coverage of that issue and so on; and
- Could generate increased coverage by holding high-profile events.

Though no claims can be made for the representativeness of the selected journalists, those journalists consulted said they had written few stories about UNECE. The evaluator notes that the journalists interviewed (in Geneva, for proximity purposes) were predominantly mainstream outlets.

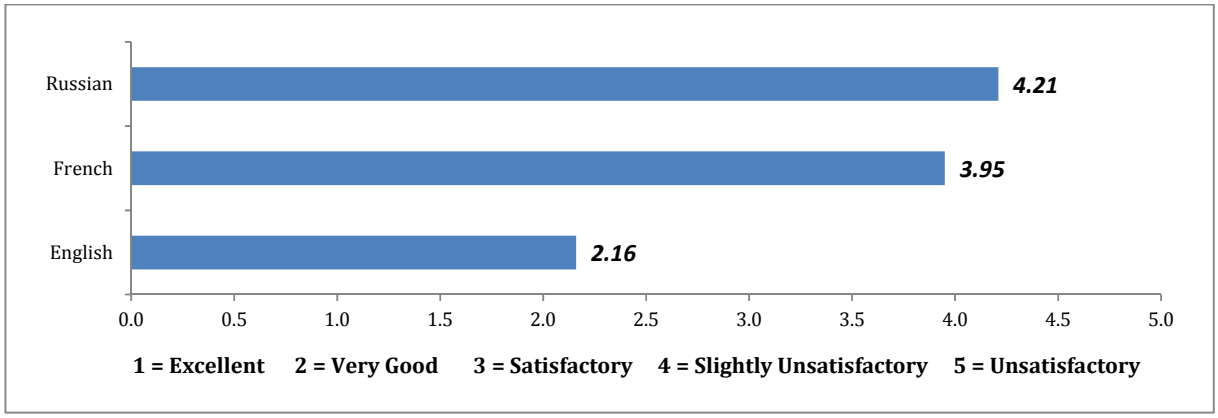
FINDING 3: ***The quality of language used by UNECE in its communications is an issue. UNECE staff consider the quality of products in Russian and French less than satisfactory. There is a strong demand for better and more Russian language communications.***

Approximately 40% of the comments received in the survey of external stakeholders referred to the language used by UNECE in its communications. A consistent theme was the call for language to be less bureaucratic. Where possible (recognising that a selected number of UNECE documents must comply with UN convention), technical language should be simplified and made more accessible. Many sought greater clarity, focus, accuracy, relevance, and brevity in all forms of communication – including shorter press releases. Some called for greater creativity and increased use of infographics in various languages, together with cartoons, short films and animations.

The quality of press statements was identified as a concern within the Information Unit and more widely within UNECE. Staff of the divisions currently write press statements and deliver them to the Unit where they are frequently deemed not fit for purpose and require substantial editing and rewriting before they can be issued. As one staff member said, "They just don't get it." These written products need greater creative input to make them more engaging, accessible and – critically – interesting and informative for the media. This is an area where communications skills need to be developed among those writing UNECE press statements.

By way of comparison, ESCAP's Information Section has a "Press Release Request Form" template into which staff from various departments input basic information relating to their particular news event, send the form back to the Information Section which then writes a press statement and issues to the media (See Annex VIII). This system at least ensures that communications professionals are involved in the writing from the very first draft, rather than having to rescue unsuitable material and reduce the impact of timely publication.
UNECE staff considered English-language communications significantly better than both French and Russian, which were in close second and third position respectively.

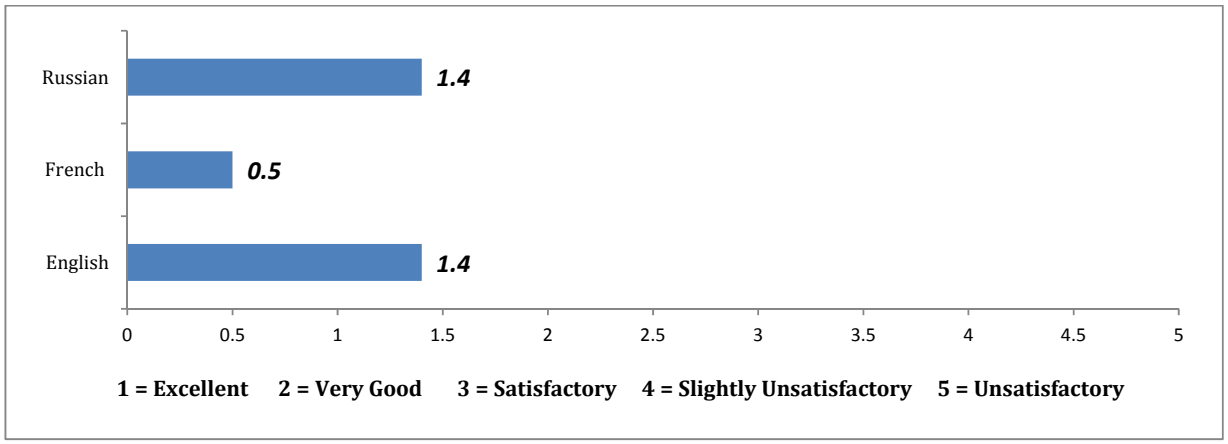
Chart 21– How do Staff Rate the Quality of UNECE products in English, French and Russian?



Source: Survey of UNECE Staff, 2014

External stakeholders were considerably more positive in their verdicts on both French and Russian language products, with products issued in French rated as the highest quality of all working languages. It is important to note that of those who responded, 63% had not used UNECE products in French, and 56% had not used UNECE products in Russian.

Chart 22– How do External Stakeholders Rate the Quality of UNECE products in English, French and Russian?



Source: Survey of External Stakeholders, 2014

However, at least 60% of the respondents in Russian asked for Russian versions of all the information produced by UNECE. A significant number requested faster translation and provision of UNECE documents in Russian.

Review Question 2: What messages are being received by external key stakeholders of UNECE?

FINDING 4: ***UNECE's website is currently its most important communications platform. UNECE staff and external stakeholders both consider it a relevant and effective resource for delivering information.***

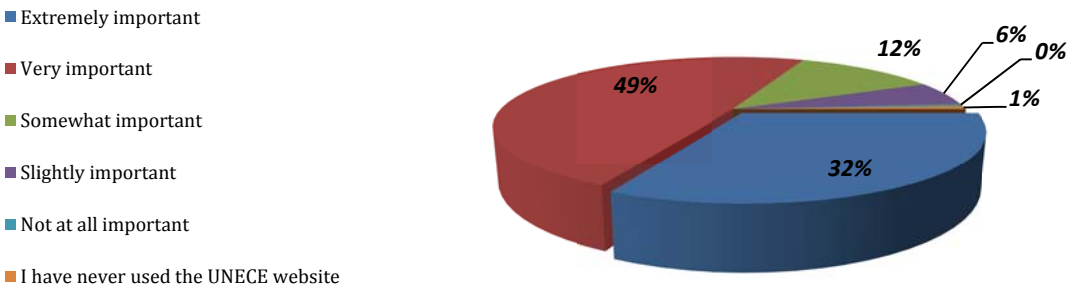
For UNECE staff, the organisation's website is *primus inter pares* when it comes to assessing the relevance, efficiency and effectiveness of UNECE communications tools and platforms. A total of 67% of staff reported it was either "very important" or "extremely important" in keeping them updated on UNECE activities, with a further 15% choosing "somewhat important". A total of 19% said it was either "slightly important" or "not at all important" at all.

Rating its **effectiveness,** 76% found it satisfactory or better with 45% reporting the highest levels of satisfaction, judging it either "extremely effective" (13%) or "very effective" (32%). A significant majority (61%) reported that the last time they visited the UNECE website, they found what they were looking for with just 8% saying they did not.

Internal views of the **relevance** of the website to staff needs were strongly positive. A total of 65% stated it was either "very" or "extremely" relevant, the top two ratings. An additional 22% reported it was "somehow" relevant. The user-friendliness or **efficiency** of the website rated less favourably, with only 26% scoring it in the top two categories and one third reporting it unsatisfactory or worse. It is important to note that these findings were recorded *before* the latest website redesign (December 2014) which has resulted in a more attractive and user-friendly site, as outlined below.

For external stakeholders, the website is even more fundamental as a communications tool. A total of 81% of respondents reported it was either "very important" or "extremely important" in keeping them updated.

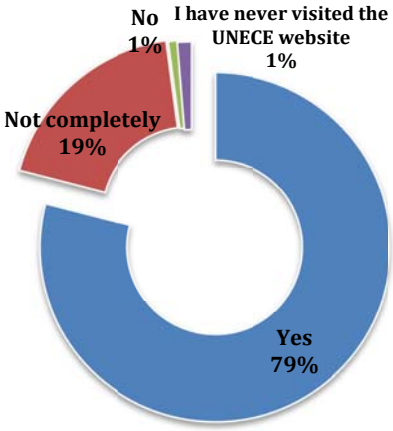
Chart 23– How Important is the UNECE Website in keeping External Stakeholders Updated on UNECE Activities?



Source: Survey of External Stakeholders, 2014

Importantly, these findings were matched elsewhere in the survey of external stakeholders, who consider the website an effective tool for meeting their information requirements.

Chart 24– Did External Stakeholders Find What They Were Looking For When They Last Visited the UNECE Website?



Source: Survey of External Stakeholders, 2014

A majority of respondents requested improvements to the UNECE website, some of which have been incorporated into the new version. Key aspects highlighted include:

- Modernise the design and information on the website, and make it more user-friendly;
- Add RSS feed, use website wikis;
- Highlight new developments, update content more regularly;
- Increase use of Push Information, allow users to tailor updates to their areas of interest;
- Better search system by keywords in all working languages (the AND rules);
- Create an option for users of the website to have their own profile;
- Increase website content, reduce length of individual documents – add executive summaries;
- Rely more on video and audio recording;
- Use website as main means of communication with alert emails to issues of specific interest; and
- Full Russian version of materials published on the website.

The website's popularity has been impressive. Between March 2011 and December 2014, the period for which statistics were available, there were 31.5 million page views, including 23.3 million unique page views, of which the transport category represented the overwhelming majority. During the same period, there were 8.9 million sessions on the UNECE website, of which 44% were recorded in the US, the greatest figure by far. The next largest category was Germany which represented 6.5% of website sessions. The top five categories for website sessions by country, representing 65% of the total figure, were as follows:

1. US 43.7%
2. Germany 6.5%
3. France 5.9%
4. Russia 4.3%
5. UK 4.1%

New UNECE website

The new website, which went live on 16 December, is a significant improvement on the previous version. Unlike its immediate predecessor, the design of the new website, closely modelled on that of UNECA, is attractive, streamlined and uncluttered. While it may have provided the information required by specialist communities, the earlier version looked clunky and bureaucratic and did not convey a positive image of the organisation to the general public.

The left column of the old site, crowded with 17 "Main areas of work", has been removed. "Our work" on the new website's main banner, has been edited down to 9 key areas, corresponding to the subprogrammes. The two separate News sections from the old home page – "Welcome to the UNECE - Latest News" and "UNECE in the news" - have been replaced with a single, more focused section: "Recent News". Separately, a slide show highlighting recent activity – initiatives, reports, meetings - adds a more contemporary feel to a previously static site. Alongside it is a "Major Events" panel replacing the more antiquated looking "Meetings and Events" calendar.

One of the most noticeable changes on the home page is the arrival of 7 graphically illustrated buttons demonstrating "How we impact your daily life". Clicking on any of these buttons takes the visitor to a brief story, such as "Saving lives like the Canary in a coal mine", "What that Capital E on your Car Means" or "Why agricultural standards are important". These are attractively packaged, image-rich stories, told in clear, concise and accessible language explaining how and why the work of UNECE is so central to people's everyday lives. This is a very significant development. Making this direct connection between an impersonal and unfamiliar UN bureaucracy and hundreds of millions of ordinary men, women and children – whose lives are improved by it - is vital to improving UNECE communications. It is also a theme reinforced by mainstream media outlets during interviews for this review.

The "Expert Opinion" section on the home page, a key output of the Communications Taskforce, has been relocated. Staff consulted for this evaluation stated that while this section had been enthusiastically updated in its earliest days, over time new material had become increasingly elusive and the section had now reached its "sell-by" date.

A modern website needs to look contemporary and make the most of available digital media. The new "Featured videos" section towards the bottom of the homepage showcases important areas of UNECE's work on the green economy and transport safety.

The large "UNECE Statistics" panel next to the "Featured videos" section provides a series of arresting questions such as "Which UNECE countries have the highest rates of road traffic accidents?", "Which UNECE country has the highest population density?" and "Where are the greatest differences in unemployment rates between men and women?" Again, these are attention-grabbing questions playing to UNECE's strengths as a powerhouse of statistical data. Clicking on these takes the visitor into the UNECE's statistical database – albeit on what feels like the old website format.

Another new feature is “Open UNECE” on the main banner, in line with communicating the organisation’s commitment to enhanced transparency. This was specifically praised by one key external stakeholder.

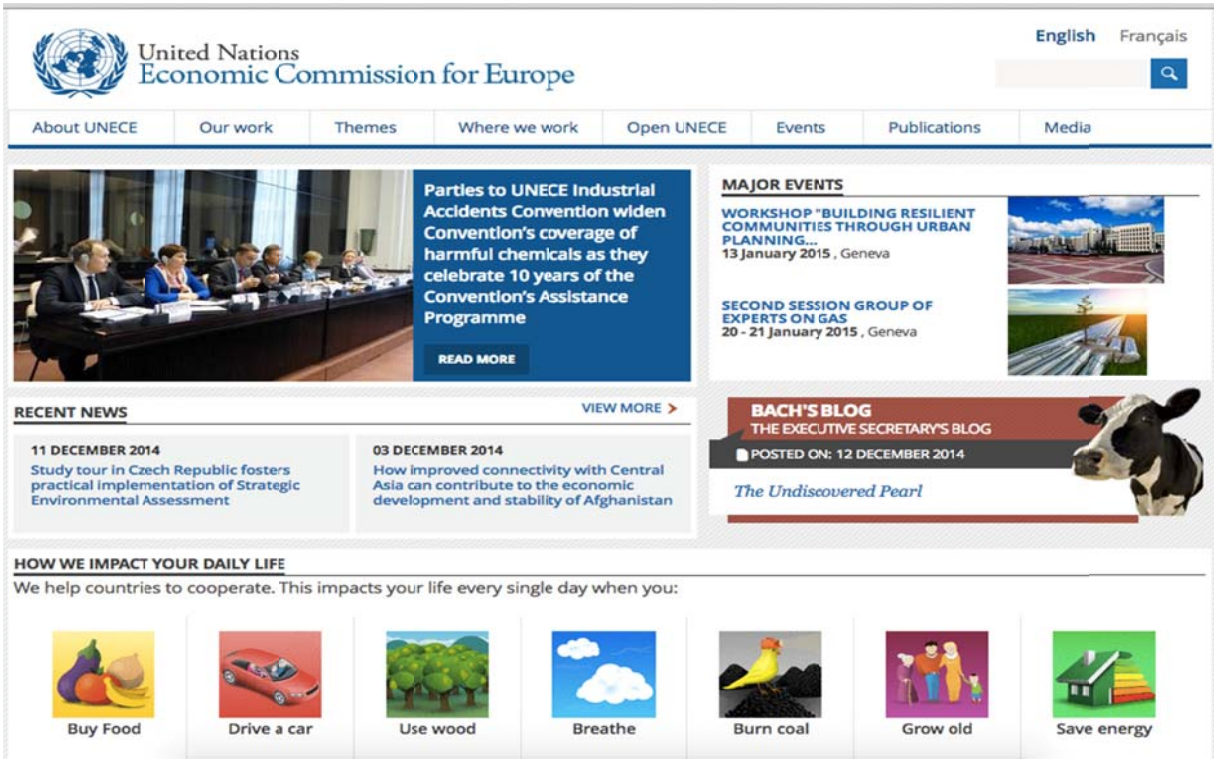
Going one level into the site from the home page to the divisions’ sub-home pages, the streamlined redesign continues. Beneath a concise mission statement – “Supporting growth through innovation and public-private partnerships” for Economic Cooperation and Integration, for instance - “About”, “Recent news”, “Upcoming events” and “Publications” panels showcase key aspects of work while a column on the left-hand side of the screen provides more detailed information for those who require it.

In summary the redesign has succeeded in overlaying an accessible, handsomely designed façade over the existing data-rich site. This allows the UNECE website to welcome a general audience while in no way compromising the needs of specialist users who will still find the content they need. In a very real sense it manages to be two websites in one.

Image 1 - UNECE home page before redesign

(Source: Screenshot, December 2014)

Image 2 - UNECE home page after redesign



(Source: Screenshot, December 2014)

The "Expert Opinion" section on the home page, which had become extremely tired and only infrequently updated, has been removed from that page and archived within the new section that has replaced it: "Bach's Blog", highlighted with an eye-catching image of a cow.

Image 3 - Blog of the UNECE Executive Secretary

Source: Screenshot, December 2014

In the first blog, "The Undiscovered Pearl", the Executive Secretary summarises in one sentence how UNECE matters to everyone:

> *"Whether you buckle-up your child in a child's safety seat, buy fruits, vegetables or a piece of meat, drive a car or truck, enjoy the fresh air or the forests, build an energy-efficient house, send an express package that receives expedited customs clearance, grow old or use statistics you benefit from the hundreds of policy recommendations, standards, conventions that have been developed under the auspices of UNECE."*

This sentence is included here as an example of concise and effective communications in clear language – stripping away the jargon and technical vocabulary which prevents a general audience from engaging.

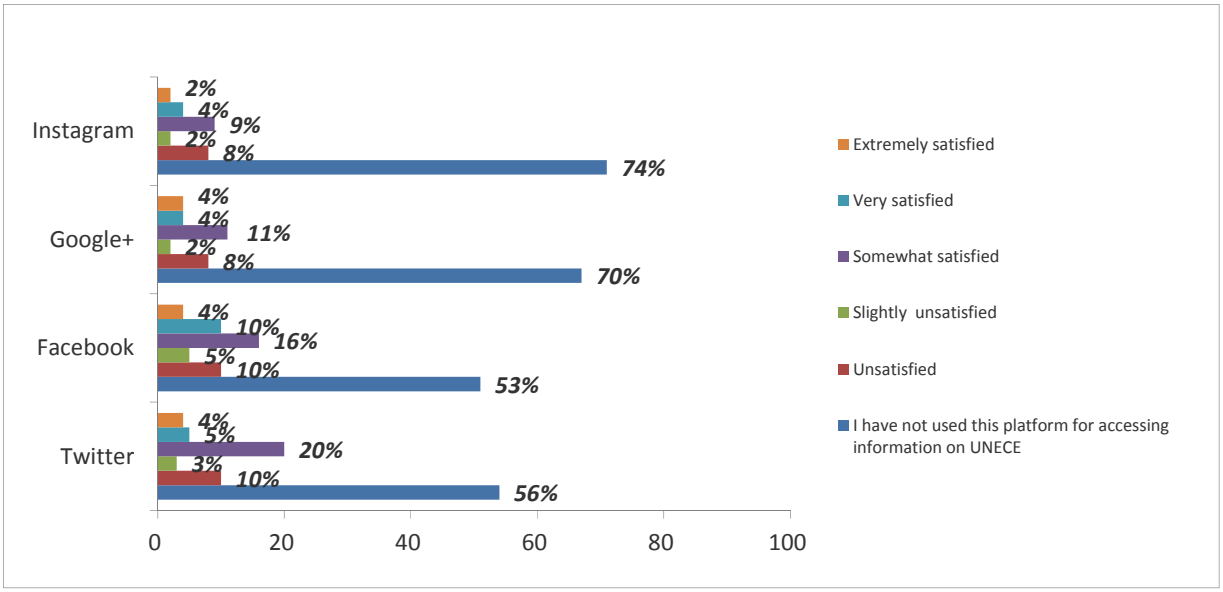
"Bach's Blog" will naturally face the same challenges as "Expert Opinion", above all in maintaining a steady flow of new, regularly updated content. With the responsibility for updating it now lying in the front office, however, rather than part-time communicators in the Communications Taskforce having to solicit content from sometimes elusive contacts, its prospects appear much more sustainable.

FINDING 5: ***UNECE maintains a robust and attractive digital and social media presence through its main official accounts. Additional Twitter and Facebook accounts are not regularly updated. External stakeholders currently do not make much use of social media as a communications tool, while internally the use of social media is also at a low level.***

Notwithstanding its limited communications resources, UNECE has managed to sustain an impressive and expanding digital presence since 2009. This has grown from Twitter and Facebook to encompass new platforms such as YouTube, Flickr, Instagram and Google+. Given the Information Unit's limited resources, this is a very creditable achievement. It also places the Information Unit ahead of both its internal and external stakeholders.

The internal use of social media to access information about UNECE is at a strikingly low rate. Asked to assess their levels of satisfaction with UNECE's social media presence on four of the most common platforms, a clear majority of staff had never used them for professional purposes. This majority ranged from 53% for Facebook and 56% for Twitter to 70% for Google+ and 74% for Instagram. Those who said they were either "very" or "extremely" satisfied with UNECE performance in this area numbered just 6% for Instagram, rising slightly to 8% for Google+, 9% for Twitter and 15% for Facebook.

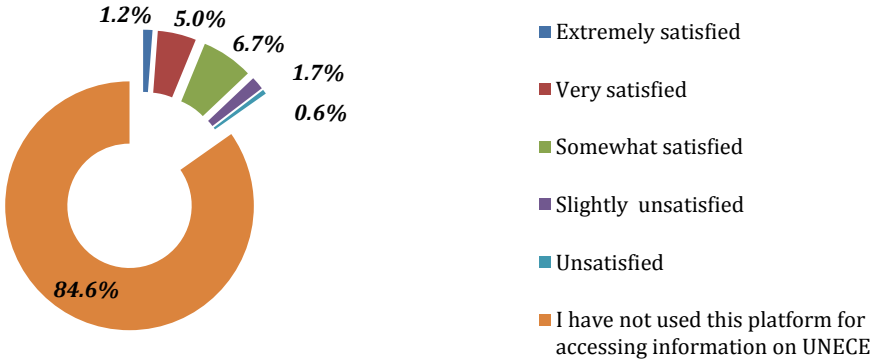
Chart 25– How Satisfied are Staff with the Presence of UNECE on Social Media Platforms?



Source: Survey of UNECE Staff, 2014

External stakeholders had very little to say about social media. Less than 10% of respondents in the survey provided feedback on social media. Some said they had no interest in it. A remarkable 85% of respondents said they had not used Facebook, Twitter, Google+ or Instagram to access information about UNECE.

Chart 26– How Satisfied are External Stakeholders with the Presence of UNECE on Social Media Platforms?



Source: Survey of External Stakeholders, 2014

The following is a review of the respective social media platforms used by UNECE and an evaluation of their performance.

1. **Twitter**

UNECE has maintained an official presence on Twitter since 2009. As of December 2014 the UNECE Twitter account @UN_ECE had almost 23,000 followers. Building up an audience on Twitter is always a challenge and this should be recognised as an impressive figure. It compares favourably with the other four UN Regional Commissions, whose Twitter followings stood, in descending order, at around:

- 145,000 ECLAC (Spanish)
- 32,000 ESCAP
- 10,000 ECA
- 3,000 ECLAC (English)
- 300 ESCWA's Media Office; 17 - ESCWA's Executive Secretary

The official Twitter account is actively managed and regularly updated with about half a dozen Tweets issued daily providing a broad range of stories about UNECE activities across its core areas. As of December 2014 a total of around 8,000 Tweets had been issued in almost 5 years.

Tweets include attractive visual material such as photographs, charts and infographics. The Twitter account uses SumAll.com, a cross-platform marketing analytics company offering data to measure performance – recording the weekly number of new followers, mentions and mention reach. There is an official tone and style to the Twitterfeed, which is not unexpected in a UN account, nor is it inappropriate. This is not an especially conversational account and there is limited engagement with followers and other Twitter users, though direct engagement with audiences has inevitable implications on resources, which a small entity like the Information Unit would struggle to sustain.

There are additional UNECE Twitter accounts as follows:

- The Executive Secretary Tweets from @christianfbach, has a large following of around 10,000 and follows 340. Tweets and images are posted regularly providing a good stream of news and updates.
- UNECE Statistics Tweets from @unecestat. Although it has a following of more than 2,800 (and follows more than 2,200), it has not Tweeted since July 2013. The account can therefore be considered inactive.
- UNECE Housing and Land Management has its own Twitter account @UNECE_HLM. It has posted a total of four Tweets since its first post in September 2014. Following five accounts and with a following of six, it is neither actively maintained nor followed.

Communications via Twitter on the official UNECE account, together with that of the Executive Secretary, are assessed as relevant, effective and efficient. The other two accounts are not properly functioning.

2. Facebook

UNECE's Facebook page has increased its reach from around 500 "Likes" in January 2011 to more than 4,000 as of December 2014. The account is actively managed and attractively updated with a strong visual presence highlighting key news from new publications to initiatives and meetings. There is scope for more updates making use of general mainstream news coverage and linking it to UNECE's core activities. There are additional UNECE Facebook pages for:

- UNECE Statistics (https://www.facebook.com/unecestat) - no updates since 2013
- Working Party on Land Administration (https://www.facebook.com/UNECEWPLA?fref=ts) sporadically updated with 21 posts from May 2013 to Jan 2014 Dec December 2014

UNECE's official Facebook account presents a good image of the organisation and contributes positively to its overall communications. The secondary accounts are not regularly maintained.

3. YouTube

UNECE's YouTube channel (https://www.youtube.com/user/UNECE) has grown significantly since 2011, when it hosted 19 videos viewed 8,000 times to December 2014, when it hosted almost 300 videos and 90,000 viewings. The channel hosts a prominently displayed 3-minute film showcasing the organisation's work across its multiple programmes and how they impact everyday lives: "better norms and standards", "cross-border cooperation", "cleaner air", "safer vehicles", "better housing", "greener forestry", "informed society", "energy efficiency", "faster innovation", "public-private partnerships", "active ageing", "gender equality" and "greener economy". Though there is a lot to take in and digest, the film is attractive, simply but professionally put together and provides a decent and accessible overview of UNECE activity.

The film also contains several straplines as follows:

- "For a stronger and greener economy" – incorporated into the green logo at the beginning of the film
- "With UNECE, a better life"

- "We work for you and your future"
- "We make your world better"

Care should be taken that these straplines are used consistently across the organisation. To an external audience it is not clear, for example, whether the logo used in the opening sequence - "For a stronger and greener economy" - is an official UNECE logo. It does not appear on the UNECE home page.

There are a number of films on the UNECE YouTube channel home page that date back to 2011 ("7th 'Environment for Europe' Ministerial Conference"). This includes an address by an Executive Secretary who left office in 2012. This should have been removed from the homepage.

Two UNECE divisions – Transport and Environment – are specifically highlighted with four videos each, posted above four films of the "7th 'Environment for Europe' Ministerial Conference" from three years ago, which now look out of date. There is a final section of "Uploads" with a selection of films from different areas of UNECE's work, from ageing to sustainable energy.

Aside from these two areas of Transport and Environment, the other divisions are not featured on the channel's home page, which gives a necessarily limited perspective on UNECE's work as a whole.

There are two additional UNECE YouTube channels, first for Transport (https://www.youtube.com/user/unecetrans), the second for Statistics. (https://www.youtube.com/user/stevenvale1). The first collection of films featured on the Transport channel's homepage is "2011 Belgrade Road Safety Conference". The most recent film referenced on the individual's channel is one year old. Neither account can therefore be considered active.

4. Google+

With 82 followers and around 25,000 views, UNECE's Google+ is its second least popular social media platform, which is to be expected given the greater popularity of Twitter, Facebook and YouTube among the professional population. The account is regularly updated with timely and attractive material and appears to be professionally managed.

5. Flickr

UNECE's Flickr account, launched in June 2013, contains a broad range of high-quality, professional images. The photos highlight predominantly official meetings attended or hosted by UNECE in conference room or convention-style gatherings. There are many images, for instance, of the Beijing+20 Regional Review Meeting.

While the majority of the images are official set-piece environments, there is a limited number of livelier, less official looking imagery that adds colour and dynamism to the portfolio. These relate to three separate events:

- Ageing in Georgia;
- Forests for Fashion; and
- Floods evacuation in Serbia.

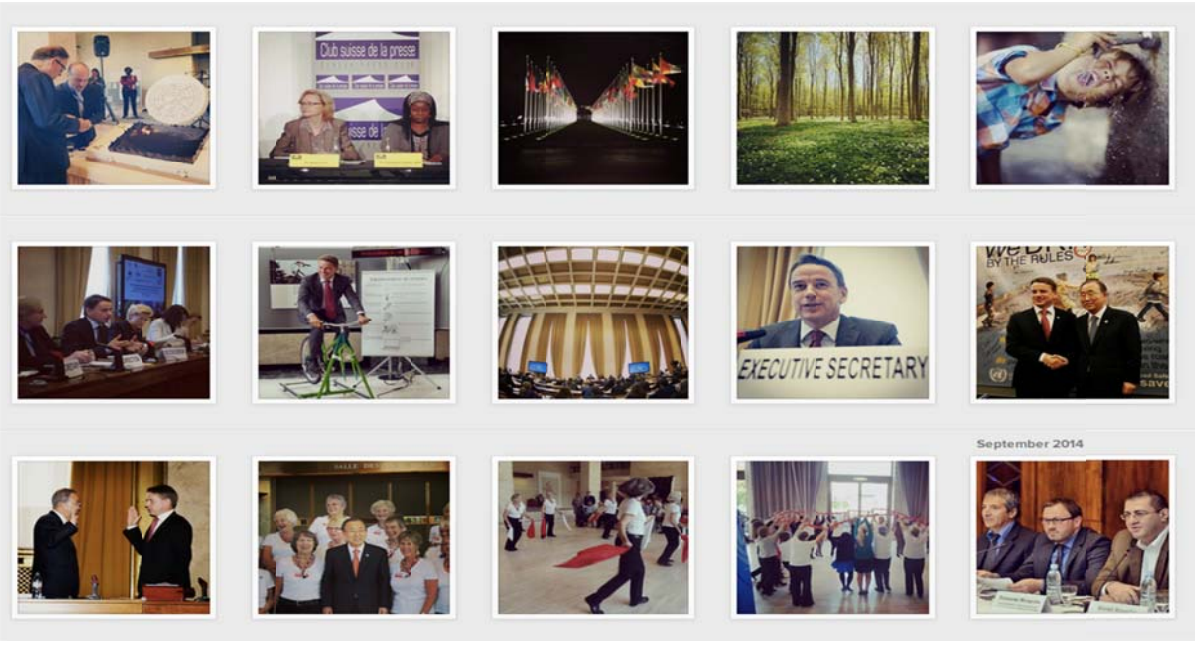
Within the obvious resource constraints there may be scope to include more "from the field" imagery to support the UNECE message about impacting everyday lives – away from conference rooms, convention centres, desks and podiums. The organisation and accessibility of the imagery could also be improved with greater use of photo albums provided within Flickr.

6. Instagram

Of the various social media platforms used by UNECE, Instagram appears to be the least active and popular. As of December 2014 there were 77 posts and 49 followers. Although these figures appear low, they also reflect the generally lower use and popularity of Instagram within an official workplace such as that of a UN organisation. It should also be noted that populating multiple social media accounts with regularly updated content is demanding on resources and it is not possible to service every platform with limited capacity.

The images used on UNECE's Instagram are generally less formal and more engaging than those used on other platforms such as Flickr, as the following screenshot from the account demonstrates. There is scope to include some of this unofficial, informal imagery in other forums and on other platforms.

Image 4 - UNECE on Instagram



Source: Screenshot, December 2014

7. LinkedIn

Two UNECE LinkedIn accounts were identified by divisions for the evaluator's review. The first, entitled "Modernising Official Statistics" (http://es.linkedin.com/groups/Business-Architecture-in-Statistics-4173055), has a membership of more than 1,200 and is active, with a UNECE statistician

the top contributor. The second, "UNECE Forest Communicators Network" (https://www.linkedin.com/groups/UNECE-Forest-Communicators-Network-4925610), appeared to be inactive, with the latest posting referring to a meeting in May 2013 and membership limited to four people. It may be appropriate to terminate such inactive accounts.

8. Scribd

Scribd is a digital library service. UNECE Statistics has an account with a limited number of followers. The account has 28 publications attractively presented and available for upload. https://www.scribd.com/UNECEstat. It is difficult to assess the popularity of this platform but if it is considered useful by those who use it there is no reason to delete it.

9. Slideshare

This digital platform makes presentations available to online users. UNECE Statistics has an account at http://www.slideshare.net/UNECEstat. Four presentations are currently shared. As with Scribd, this platform does not appear to be very widely used. It should be retained for as long as it adds value for internal and external stakeholders.

FINDING 6: *UNECE's Communications Strategy (2012) is neither widely known nor understood by staff.*

Recognising the structural lack of capacity within UNECE, the Communications Taskforce was established in April 2012 to provide additional (albeit voluntary) communications support. One of its most important outputs was the Communications Strategy of October 2012, picking up on the 2005 reform of UNECE, which called for better communications. This document was officially endorsed in the 2013 "Outcome of the Review of the Reform of ECE" in which "Member States noted their responsibility for implementing the communication strategy".[1]

The strategy outlined the challenges facing UNECE and went on to set out the organisation's Key Message, based on the 2005 Mission Statement, as follows:

> *"UNECE improves the quality of everyday life and facilitates business through practical standards and innovative solutions. We deal with a broad range of issues from clean air and energy — through safer transport and trade facilitation — to sustainable housing and management of forests and water resources. As part of the United Nations, and building on over 60 years of experience, we look into the future to promote stronger and greener economies in our region and beyond."*

The strategy included a very limited series (3) of illustrative Key Messages beneath this single, overarching message. This is insufficient. No Core Narrative was included. The strategy went on to identify various target audiences and the communications tools required to reach them, provided a certain level of stakeholder analysis, called for "a targeted and client-oriented approach", and concluded with a series of recommendations on how to implement the strategy,

[1] A(65) Decision A(65) - Outcome of the review of the 2005 reform of UNECE.

including a quarterly meeting of the Communications Taskforce, speaking with one voice, the mobilisation of existing resources and the call for divisions and sub-programmes to develop their own communications and outreach strategies in line with that for UNECE as a whole.

While the Communications Strategy provides an acceptable working document in principle, notwithstanding its limitations, it is widely acknowledged that the problem lies in its implementation, or rather the lack thereof. This in turn is directly connected to the very low levels of awareness within UNECE of the Communications Strategy as well as the limited number of staff with communications responsibilities. It goes without saying that it is almost impossible to implement an organisation-wide strategy if few people within the organisation are familiar with it – or indeed formally tasked with implementing it.

The survey of UNECE staff revealed that 58% had not read the 2012 UNECE Communications Strategy, drawn up by the Communications Taskforce and approved by senior management. Thirty-eight per cent of staff said they did not have a communications strategy at the division / section level, while 32% said they did not know whether they had one.

A number of subprogrammes have their own communications strategies, which range from half a page to lengthier and more detailed documents. These include communications strategies, plans and analysis from one-off activities to a broader sub-programme of work for Forestry and Timber, Population, Housing and Land Management and Environment. These are listed in full in the "List of Documents Reviewed" in Annex III below.

Chart 27 – Communication Strategies in UNECE Divisions

Source: Survey of UNECE Staff, 2014

The achievements of the voluntary staff members of the Communications Taskforce in terms of formulating a Communications Strategy, designing a series of communications templates and populating the website are commendable. The informal status of the group, however, has had an inevitable impact on sustainability, as evidenced, for example, in the gradual decline of the "Expert Opinion" section on the website.

In large organisations the view that communications is the exclusive responsibility of the Information Unit or Public Affairs Office can be widespread. A more inclusive and modern view is that every member of the organisation is a communicator, from personal dealings with external stakeholders to email approaches to potential donors. As one respondent expressed it: "All UNECE staff members should be involved in communication and do their best to promote the work of the Commission."

FINDING 7: ***UNECE branding varies across the organisation.***

A common observation, made especially by UNECE staff, was that the organisation lacked unity. It was, to a great extent, six organisations in one – with each division being a standalone entity in its own right - or in its own mind. This inevitably undermines the harmonisation or standardisation of UNECE branding.

There are significant differences within UNECE in the following areas:

- Formatting on UNECE business cards. UN logos are displayed in different shades of blue. Some staff give their surnames in CAPITAL LETTERS, others use Title Case. Some use *italics* for their job title and division, most do not. Different fonts are used. Different versions of the organisation's address are given. The name of the organisation is displayed in a variety of fonts and in a variety of formats – sometimes in CAPITAL LETTERS, sometimes Title Case; sometimes centred, sometimes left margin; sometimes on one line, sometimes two. Some staff provide a mobile telephone number, some do not. Some include a link to the UNECE website, others do not. Some include a French or Russian version on one side of their cards, others do not.
- Presentation of email signatures. Some include social media links to Twitter, Facebook, Flickr and YouTube. Some have the organisation's address centred, most display it on the left margin. Some include a link or links – to their division and/or UNECE - for more information. Some include favourite words of wisdom from a famous figure.
- Corporate branding. Reports and publications vary considerably in terms of the UNECE brand – including font, design, colour schemes, straplines.

These differences collectively undermine UNECE's objective to communicate clearly and consistently with *one voice*.

Efforts to standardise the brand have already been made. The 2012 Communications Strategy of 2012 outlined "a number of templates and tools" that were to be "made available (and updated) by the Information Unit in a shared resource area for staff on the Intranet or shared drive". These included official letterheads, templates and guidelines for official letters, templates for PowerPoint presentations, Information leaflet template for subprogrammes, templates for posters for UNECE events, official publication covers, images of official approved logos, Information note on UNECE to be sent out with official letters and a "Getting started" pack for new staff, including core messages.

During interviews with UNECE staff, regular comments were made with regard to the PowerPoint template, which attracted specific criticism. The following comments came from senior management within UNECE:

- *"I hate that template. I won't use it. It has far too much design and frills, there's not enough space for content."*
- *"The UNECE template idea didn't go well, not because the idea was bad but because the template was so ugly… and our comments were not taken into account. It's so bad we don't use it."*

The evaluator's own review rated this template poorly for its presentational appeal and use as an effective communications tool. As of late January 2015, it is understood that this is in the process of being revised.

Review Question 3: What are the communications needs of external key stakeholders of UNECE?

FINDING 8: ***There is a significant level of uncertainty within UNECE regarding the precise identity – and relative importance – of its key stakeholders.***

A consistent theme that emerged from interviews was a significant degree of uncertainty regarding the identity of UNECE's key stakeholders – and the ranking of their importance in terms of target audience for communications. One senior member of staff quoted Seneca to illustrate the point: "If one does not know to which port one is sailing, no wind is favourable." An essential prerequisite for improving an organisation's communications is a clear understanding of its objectives, direction and audiences. Who is the key market for UNECE? Is it the community of experts? Is it political capitals, ministries and governments? Is it the UN family? Or is it a broader public? There does not appear to be a commonly held understanding within UNECE of the organisation's strategic objectives and direction. This directly affects the effectiveness of any communications strategy and subsequent communications products.

Respondents to the staff survey, asked what was the most important need to be addressed by the Executive Secretary to improve UNECE's communications with key external stakeholders, specifically called for the identification of these "key external stakeholders" and their direct engagement with a view to seeking greater contributions to UNECE activities. One argued that staff needed to see UNECE work from the perspective of the users: "We are too engrossed in navel gazing to see our work from an outside perspective." A senior member of staff agreed. "We need to define who is our audience – and the number one is governments. He who pays the piper, plays the tune."

A key external stakeholder said UNECE needed to reach a strategic understanding of its key stakeholders. This would then dictate communications priorities for the organisation:

> *"They need a strategic discussion to identify who their key stakeholders and decision-makers are. I may want glossy, easy-to-understand communications and recommend as broad an audience for them as possible, but maybe ministers and the UN system could be more important for them to target. At the moment they irrigate a little bit everywhere and it lacks focus."*

This stakeholder said the new UNECE leadership was developing a clearer profile for the organisation. "There's a growing sense that it's all about sustainability – sustainability in housing, forestry, transport and so on. It's not there yet but they're going in the right direction." The Executive Secretary was also praised internally for his communication with stakeholders. "He's doing a very good job with stakeholders," said one staff member. "To continue in UNECE work with his positive vision and natural social skills will make a big difference for the UNECE image."

FINDING 9: ***There is considerable internal and external appetite for greater UNECE outreach, including more high-profile promotional events to communicate activities to a wider audience.***

Both internal and external stakeholders consistently indicated their desire for greater outreach from UNECE across a range of platforms. The following is a selection of comments from internal stakeholders.

- Involve the capitals to take ownership for outreach;
- Have more topical events, e.g. post-2015 agenda;
- Set up friendly and well organised dialogue with stakeholders and encourage bilateral meetings with senior government officials to get more resources;
- Appoint Goodwill Ambassadors – well-known successful business person from Member States to promote the work of UNECE through events where UNECE is not represented;
- Build and maintain a network of high-level decision-makers and engage them on UNECE matters; and
- Enlarge private-sector partner base.

As an external UN stakeholder said, "When they (UNECE) go global, they tend to go alone without partnering with other in the UN family. There's only so far you can go by yourself with limited capacity and resources. There's definitely more scope for outreach - and they should do more to make themselves visible in New York. They don't do enough briefing."

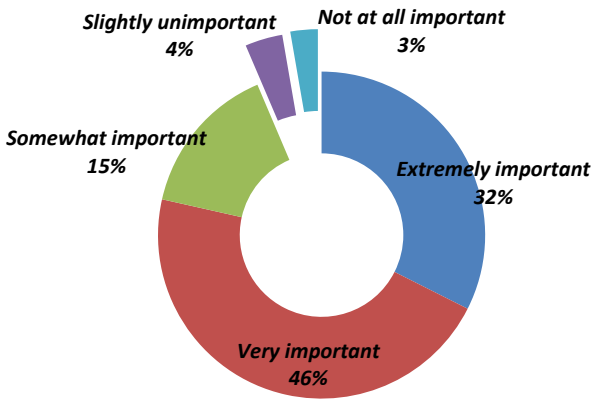
UNECE outreach is an important issue for external stakeholders. Close to one third of survey respondents specifically requested improvements in this area. Among their comments were:

- Broader outreach to the public;
- Greater use of capacity-building events and these extended beyond the UNECE region;
- End users of UNECE products are not aware they are benefiting from an UNECE product;
- If UNECE informs me about important things regularly I will feel part of its mandate;
- Only narrowly focused specialists and the representatives of public authorities are informed (not always) of the agency's activities. The civil society's opportunities for disseminating information are not used; and
- Announcements and press releases must be sent more often.

In the modern communications world, consistent outreach, including promotional events, is a necessity to engage external stakeholders. Such activities should promote the visibility, importance and relevance of an organisation's work and, for those receiving and/or seeking financial support, demonstrate achievements and progress to key donors. UNECE staff understand this extremely well and an overwhelming majority (79%) said they considered it either "very" or "extremely" important for UNECE to hold promotional events, such as conferences, seminars, briefings, exhibitions and debates. A further 15% said it was "somehow" important and only 3% reported it was not at all important.

These findings corresponded extremely closely with the survey of external stakeholders, 78% of whom considered it either "very" or "extremely" important for UNECE to hold promotional events. One key external stakeholder said: "If you can organise events that get key visibility, why not? "As the French say, 'Il faut valoriser le travail'. But you've got to show it in a sexy - not a bureaucratic - way." Consistent with both internal and external viewpoints, this stakeholder said there was scope for more promotional events to gain visibility among key audiences.

Chart 28 – Is it Important to External Stakeholders for UNECE to Hold Promotional Events?



Source: Survey of External Stakeholders, 2014

UNECE already holds a programme of events, from routine meetings of technical experts, designed to cater to a specialist community, to highly creative occasions designed to reach a wider audience and attract mainstream media attention.

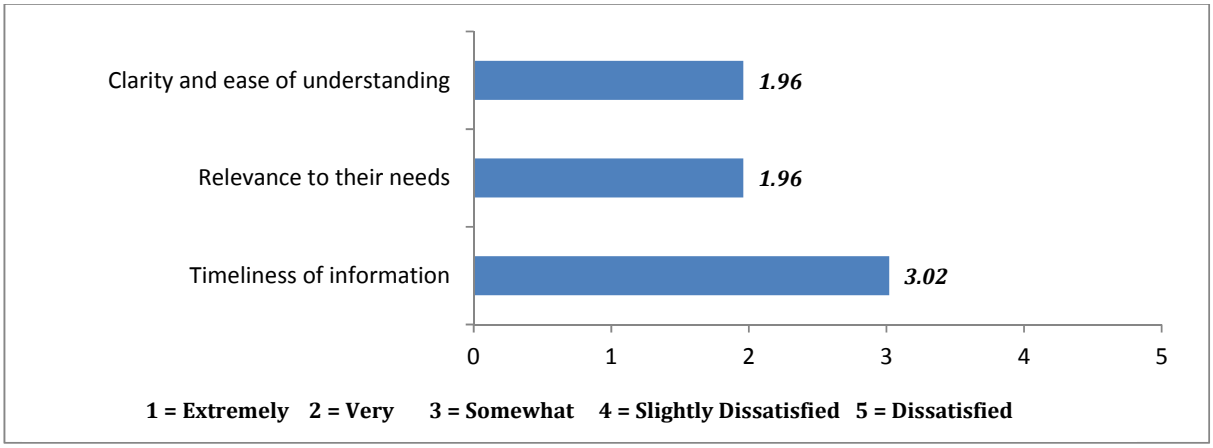
During interviews with UNECE staff and external stakeholders, almost everyone consulted described the "Forests for Fashion" event very favourably. It was widely seen as a successful example of outreach to a wider audience than was customary for UNECE. Those involved provided additional information on how the event, together with associated publications, had combined core UNECE activity - in this case specialist research with policy implications for transforming paper mills – with a high-profile event that was accessible and attractive to a general audience, providing the media with a compelling and unusual story with UNECE at its centre. It was also acknowledged, especially by those who had been engaged in organising it, that the event had made extremely onerous demands on existing staff resources. A number of staff had worked late nights and weekends over an extended time to make it happen. Such a commitment, in other words, should not be entered into lightly without assessing the requirements on staff time and available budget.

FINDING 10: ***External stakeholders want more timely and relevant information from UNECE. Sometimes less is more.***

At least 20% of the responses from the survey of external stakeholders requested greater timeliness from UNECE communications. For Russian language products the figure was three times as high, with at least 60% of the respondents in Russian asked for faster provision of documents in Russian.

The timeliness of UNECE communications, according to external respondents, lagged behind both the relevance and clarity of these products.

Chart 29 – How Satisfied are External Stakeholders with the Information they Receive from UNECE?



Source: Survey of External Stakeholders, 2014

The comments received support this analysis, with greater weight given to the timeliness of UNECE communications. The following is an illustrative selection of comments in this field.

- Greater timeliness of communication of working results and publications
- Increase frequency of sending RELEVANT information
- More advance information of meetings and other events so that participation can be arranged
- Timely communication of news and developments
- Publications on timely regional and global topics and timely reporting of new publications
- Timely publication of agendas for meetings
- Use push information to facilitate speed of communications
- Early available calendars of events for the next year, and reminders closer to the dates
- Timely and brief is better than occasional and voluminous

The call for greater timeliness in UNECE communications has history. In the "Outcome of the Review of the 2005 Reform of ECE", published in 2013, "Member States stressed the importance of timely distribution of the information and documentation of ECE meetings in all the three working languages".[1] Member States also enjoined the secretariat "to ensure the equal treatment of all working languages"[2] in terms of information and news coverage, with particular reference to the website.

[1] A(65) Decision A(65) - Outcome of the review of the 2005 reform of UNECE

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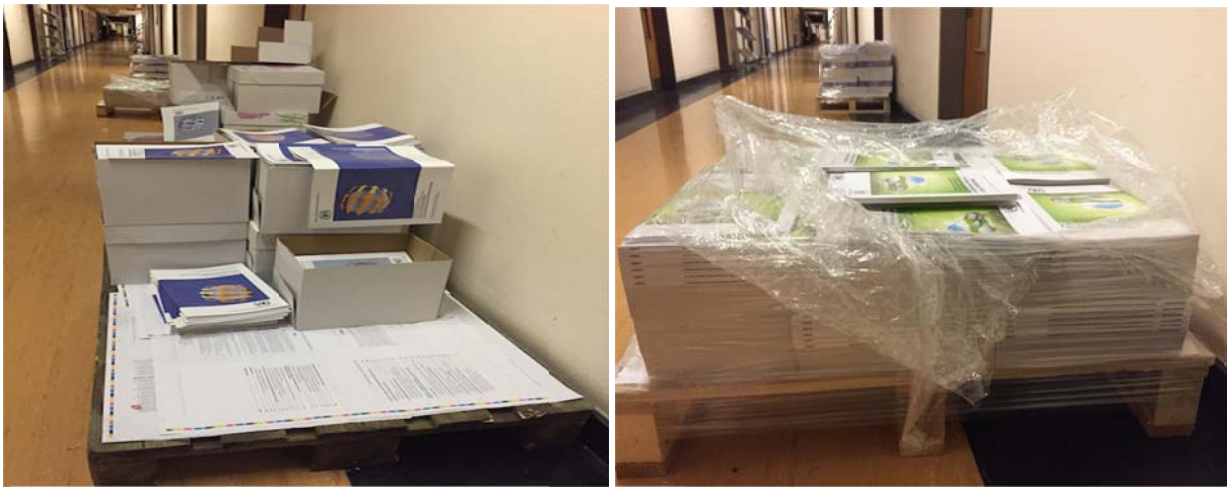
Review Question 4: How can the work of UNECE be made more visible?

FINDING 11: ***UNECE reports could be communicated more efficiently with a greater use of electronic publications.***

It is understood that it is official UN policy to cut down on paper reports and move towards greater use of electronic publications.[1] There is considerable scope to improve the efficiency of UNECE communications through such publications. By cutting down on hard-copy reports and publishing more dynamic, interactive versions, there is an opportunity to achieve greater impact with stakeholders for a lower cost. This was discussed with an enterprising staff member who has experimented with turning UNECE material into innovative and interactive tablet-friendly reports. These were extremely attractive and user-friendly products, designed in consultation with the Information Unit.

Perceptions are important and first impressions go some way to determining how a person or organisation is viewed. Anecdotally, the display of large numbers of UNECE paper publications on pallets along its office corridors provides a potentially negative perception for high-level stakeholders. For an external visitor who is likely to associate pallets with distribution warehouses rather than office headquarters, this was and is a remarkable sight. Inadvertently it communicates negative messages that play to caricatures of the UN as a bureaucratic leviathan of paperwork and reports. The worthiness of such reports is not in question. It is the perception of waste and inefficiency caused by such a large number on semi-permanent display that is the issue. Discussions with staff members reveal that this practice emanates from limited storage capacity. The evaluator is of the opinion that perceptions are important and should drive alternative arrangements in the future.

Image 5 – UNECE Print Publications



Source: Evaluator photograph, 10 December 2014

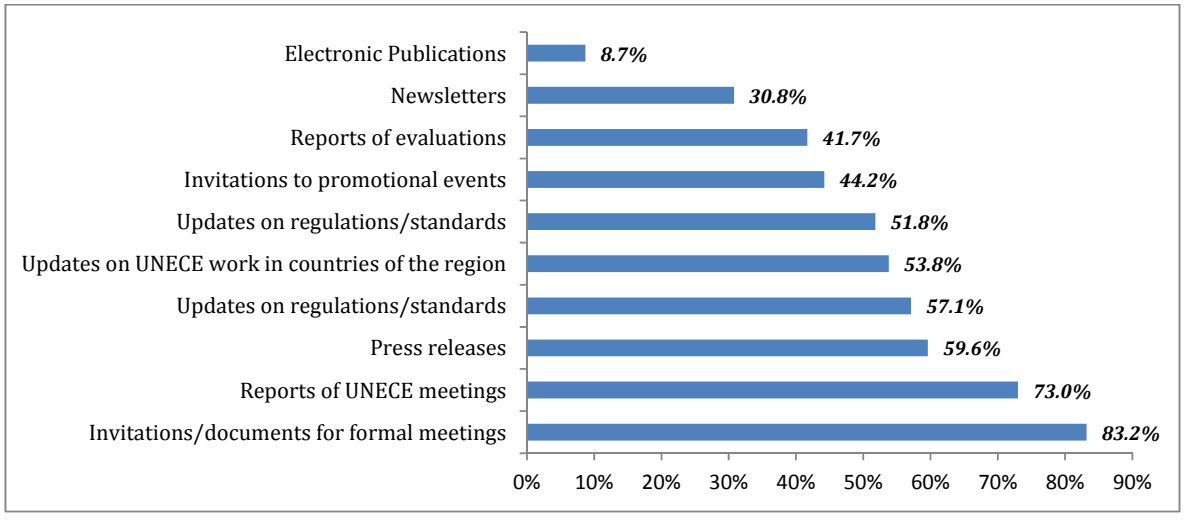
[1] Decision No. 2011/9 UN Strengthening and Reform of the Policy Committee 28 April 2011, Section IX.

It is important to note that although the present review did not assess the broader publications issue, a number of interrelated issues nevertheless arose. Anecdotally there is also a significant impression that UNECE over-publishes paper reports. One key external stakeholder said: "They publish the biggest rubbish. They say things like, 'We have to publish this because UNDA have paid for it.' They have to get out of the idea it's good to publish in paper." One UNECE director, when asked what was the demand from end-users for a new publication the division was about to issue, candidly responded: "I have no idea." Another senior member of management was very critical about UNECE reports: "The reports are awful. The quality of our publications can be very poor." This staff member said there was no review board for UNECE publications.

At present, only a small minority of external stakeholders report an interest in electronic publications. Just 9% - the lowest rating by far - said they needed to receive them. The next lowest categories were Newsletters (31%) and Evaluation Reports (42%), rising to the highest categories of Press Releases (60%), Reports of UNECE Meetings (73%) to Invitations and Documents for Formal Meetings (83%).

Within this audience, however, key external stakeholders take a very different view. A sample selection of Permanent Missions in Geneva (Member States of UNECE), revealed much greater interest in, and demand for, electronic publications. Perhaps reflecting the large volume of official reporting these stakeholders routinely receive, a majority of 52% said they needed them. This was the fourth highest rating, behind Invitations or Documents for Formal Meetings (65%), Press Releases (65%) and Updates on Regulations and Standards (56%). Of the Permanent Missions in Geneva consulted, approximately 50% responded and their views are consolidated to form this sample selection.

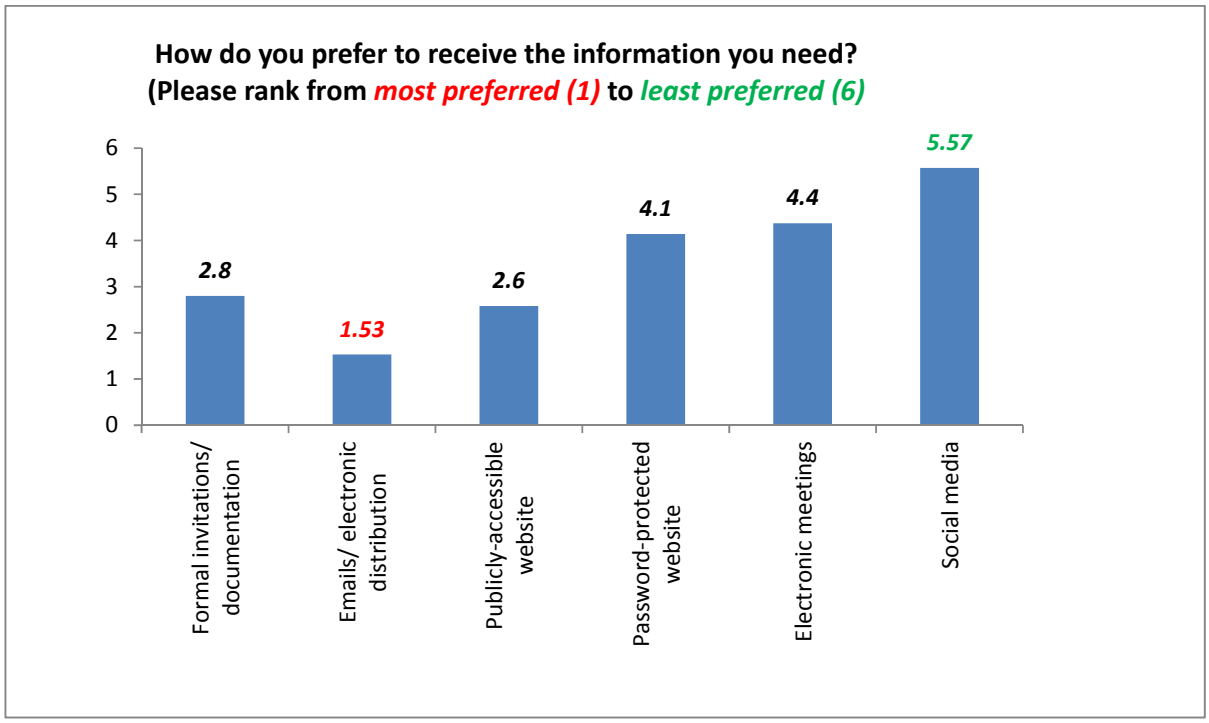
Chart 30 – What Information do External Stakeholders Want to Receive from UNECE?



Source: Survey of External Stakeholders, 2014

Regarding the methods of information delivery from UNECE, external stakeholders clearly favour emails and electronic distribution above all others. The publicly accessible website comes second, with formal invitations and documentation third. Stakeholders consistently rate social media as their least favourite form of communication for receiving information.

Chart 31 – How do External Stakeholders Prefer to Receive from UNECE?



Source: Survey of External Stakeholders, 2014

FINDING 12: ***Mainstream media coverage of UNECE is very limited. Specialist media is a key communications platform for UNECE. There is plenty of scope to develop coverage among both groups.***

Although it is beyond the scope of this present review to assess the impact of UNECE's communications (as opposed to their relevance, efficiency and effectiveness), it is worth noting that the Information Unit makes use of several tools to monitor and measure coverage. These include Google News, Factiva and Meltwater, which together capture an extremely broad range of print and online (and not TV or radio) media sources. Google News is a free service. Factiva is available free of charge through an existing UN subscription. Meltwater is a paid-for service, whose total subscription costs for UNECE from 2010-2014 have amounted to $45,000. Together these platforms offer quantitative analysis of media coverage. Qualitative analysis, which assesses the tone of coverage, generally requires more human input and is therefore a more costly service. The Information Unit has also received free-of-charge media coverage analysis from Media Tenor but does not rate the information as helpful. To demonstrate how high-profile events or press statements translate into increased media coverage, the Information Unit publishes and disseminates ad hoc Excel spreadsheets within the organisation.

UNECE is a specialist organisation conducting specialist work. It is therefore no surprise that the majority of media coverage it generates is from specialist media. The daily clippings service issued by the Information Unit consistently supports this finding, with a strong majority of media coverage coming from specialist news organisations. A good deal of the coverage may be "accidental", meaning that UNECE was mentioned in an article without UNECE having contacted or briefed the journalist responsible for the story.

A review of the top media sources for UNECE in 2014 was conducted for the purpose of this evaluation. The list of the top 30 media sources for number of stories published about UNECE in 2014 also reinforces this finding.[1] It reveals a predominance of specialist media, a good deal of it from the CIS countries. Among the noteworthy aspects of this list is the relatively small number of more mainstream outlets, such as Reuters. It also reveals three of the top five media outlets were Russian language. This indicates the importance of delivering high-quality Russian language products, as stakeholders have requested.

Table 1 - Top 30 Media Sources ranked according to number of UNECE stories published in 2014

Source name	total
TKS.RU - всё о таможне	76
БезФормата.Ru	75
Yahoo Finance	58
News21.by	46
Туркменистан	34
Kazinform	30
Transport Weekly	30
i-News.kz	28
Trend (azerbaijan?)	27
Technology News	23
Oekonews.at	22
KZ Press-Club	21
Ecopress	20
Europa Press.es	20
Reuters	18
Meta.kz	19
Turkmenistan.ru	19
Новости Беларуси	19
Top News	18
Радио ООН (RU)	18
La Informacion.com	17
ECOticias.com	16
Forests Policy & Practice	16
CA-News.org	15
Dallas Morning News - Mediawebsite.net	15
Investing & Stock Research - Businesswe	15
JydskeVestkysten	15
Portnews	15
РИА МОТОР	15

Source: UNECE Information Unit, January 2015

A record of selected mainstream media sources shows a much smaller number of stories published in the same period:

- Menara news agency (Morocco) 13
- Jyllands-Posten (Denmark) 12
- Российская газета (Russia) 11
- Bangkok Post (Thailand) 10
- Forbes (US) 8
- Les Echos (France) 6
- Financial Times (UK) 5
- El Mundo (Spain) 3
- Wall Street Journal (US) 2
- Frankfurter Allgemeine Zeitung (Germany) 2

[1] See Annex X

There is thus a significant gulf between specialist and mainstream media coverage, the latter of which is extremely limited.

Breaking down the media coverage by language, English (38%) and Russian (20%) emerge as the two most popular languages by a considerable margin. They are followed by German (10%), Spanish (6%), French some way back (4%), Danish (4%), Chinese (4%) and Italian (3%). The ranking of topics covered in 2014 is also informative, showing the heavy weighting of coverage relating to Transport and the Environment. The numbers below refer to the number of stories published.

- Transport 3,293
- Environment 1,954 (of which 866 included Aarhus)
- Executive Secretary 420
- Trade 349
- General UNECE 253
- Energy 226
- Forests 177
- Statistics 91
- Gender 60
- Housing & Land Management 60
- Population 42

FINDING 13: ***The Information Unit is under-resourced.***

The Information Unit is responsible for delivering an extensive range of UNECE products and services. These include but are not limited to:

- Website (design, maintenance, updating)
- Content provision across multiple platforms, including imagery
- Social media accounts
- Media monitoring and daily clippings
- Weekly Newsletter
- Monthly statistics
- Press releases
- Press briefings
- Media engagement
- Films (commissioning, editing, disseminating)
- Brochures, calendars, exhibitions, promotional products
- Annual report in Russian and English
- Communications and events planning

Press releases are one of the most visible of UNECE's products and generate a broad range of media outputs as outlined in Finding 12 above. Editing and processing press releases to media outlets alone requires considerable input from the Information Unit. During the period under review these have risen from approximately 5 a month in 2008 to almost double that in 2014.

Table 2- UNECE Press Releases issued 2008-2014

	2008	2009	2010	2011	2012	2013	2014
General UNECE	4	6	4	11	9	12	10
ECID	5	6	9	8	7	8	6
Energy (Total)	7	5	7	1	6	6	9
UNFC	1				4	3	3
Environment (Total)	11	15	31	51	49	49	32
aarhus	2	2	6	5	5	2	3
air		1	6	1	3	1	2
espoo	4		3	6		1	5
indus	1		1	2	4	3	3
water	4	9	10	27	29	31	17
EPR		1		2	4	2	2
EfE		1	2	4			0
Misc Env		1	3	4	4	9	0
Gender		1			1		2
HLM	9	14	10	3	10	6	13
Population	2	2	2	2	3	1	1
THE PEP		3	3	1	1	0	2
Statistics	1	2	2	2	1	3	1
Forestry & Timber	9	9	15	12	10	13	13
Trade	6	11	2	10	4	8	7
Transport (Total)	7	16	16	16	5	10	12
wp29	2	2	2	1	2	3	2
dangerous goods	1	1	1	1	1		0
road safety		5	4	6		1	3
TIR		2	1	1		2	2
Misc Trans	4	6	8	7	2	4	5
SPECA			1		2	1	2
Total	61	90	102	117	108	117	110

Source: UNECE Information Unit, January 2015

There was a near-unanimous acknowledgement among senior management that the current communications structure within UNECE was under-resourced. A typical comment from a director was: "The Information Unit has to turn something routine and technical into something newsworthy. It's quite a challenge and the Unit doesn't have the people to do that. We try to make it interesting but it's all technical."

This was also a view consistently expressed by UNECE staff more widely with regards to the Information Unit. Answering the call for specific suggestions, a number of respondents argued the unit should be allocated more resources. One commonly repeated suggestion was for the unit to be supplemented with a professional communication officer or officers. Others called for the hiring of professional public relations people and media experts to design attractive media material and products to enhance UNECE's visibility. The need to secure extra-budgetary support for the Information Unit was also recommended, as was the need for the Information Unit to understand that the sub-programmes are its "clients".

The call for greater investment in the Information Unit goes back at least a decade. As the external evaluation report "The State of the UNECE" found in 2005:

> *"The UNECE has to improve its own corporate image. This will require allocating greater resources for public relations work, contacts with media, having more materials and publications available on the Internet, and identifying the printed materials that are in real demand. Currently only one professional staff member is responsible for public relations in the UNECE. This is obviously inadequate."*

Materials and publications have certainly proliferated on the Internet during the period under review and greater staff resources have been made available. However, only one professional staff member remains responsible for communications, which remains inadequate.

It is noteworthy that during the period 2008-2015, although staff resources have increased from $703,000 to $1.28m, non-staff resources have fallen from $126,000 to $78,000, a drop of 38%. This inevitably reduces the scope for promotional activity and campaigns, external consultancy and training. ECA, by comparison, is able to deliver these additional services with a discrete budget line, as reported below.

UNECE's Information Unit, as currently configured in 2014, has 1 P Officer and 3 GS with the following responsibilities.

- 1 x P5 – Chief of Unit. Responsibility for stratcom, news and media, public information, spokesperson, web, social media, strategy, communications planning
- 1 x GS – Programme Assistant. All administration issues, publishing of web content, email and telephone hotlines, contacts with internal & external service providers
- 1 x GS – Public Information Assistant. Web content & newsletter, help in general communications, including content, social media and media relations design, development and maintenance of information activities on the website, newsletters, translating press releases into French/English, logistical preparation for press conferences
- 1 x GS Graphic Designer
- Regular interns to support the activities of the Information Unit

It is worth pointing out that the UN's other Regional Commissions have more than one Professional Officer in their information structures. ESCAP has four, ECLAC and ESCWA both have two and ECA is scheduled to increase its number of P Officers from 1 to 5 in 2015.[1] To provide appropriate context within the UN, the following sections provide a comparative overview of the Information Units or Sections in the other UN Regional Commissions.

Economic and Social Commission for Asia and the Pacific (ESCAP)

ESCAP has around 600 staff, which includes a very large administration component responsible for maintaining a UN premises. As a rough estimate, it has approximately 116 Professional Officers and 43 General Staff engaged in substantive work.[2]

The Information Section is 9 strong and is structured with 4 P Staff and 5 GS. The breakdown of responsibilities there is as follows:

- 1 x P5 – Chief. Responsible for stratcom, news and media, public information, spokesperson, web, social media, strategy, communications planning
- 1 x P3 – Public Information Officer (PIO). News, press releases, supporting strategy and planning, organises focal points

[1] Evaluator interviews and email correspondence with ESCAP, ECLAC, ESCWA and ECA, December 2014, January and February 2015.
[2] ESCAP performs a wide range of administrative and management functions on behalf of the UN family in Bangkok, including conference servicing, building management, security etc, which for UNECE are provided by UNOG.

- 1 x P2 – PIO. Social media, multimedia, content
- 1 x P2 – Webmaster. Technical role
- 5 x GS – 1 x Web Assistant and Photographer; 2 x PIO Assistants for media monitoring, distribution of press releases, briefings programme and back-up on social media; 2 x Administration Assistants

Economic Commission for Africa (ECA)

The ECA has approximately 1,000+ staff with offices in 5 countries across Africa. Following a recent restructuring, the ECA's Communications and Media Relations Section (CMRS), which used to report directly to the Executive Secretary, now sits under the Public Information and Knowledge Management Division – which includes a print shop and design team. Formerly it was 25 strong, with Communications Officers embedded in the divisions. Today it has 8 staff, a figure due to be raised significantly in 2015 with the recruitment of an additional 4 Professional Officers. As of December 2014, it is structured as follows:

- 1 x P4 - Acting Head. Strategic work, planning, writing, statements, social media
- 1 x G7 – Webmaster. Technical
- 2 x G7 - Web Assistants. Technical and limited content
- 1 x G7 (Temp Staff) – Programmer. Migrating content, web archive and library
- 1 x G7 - Media Relations Assistant. Coordination, logistics, payments
- 1 x G7 - Programme Assistant. Administration, procurement, budgeting
- 1 x G4 (Temp Staff) - Staff Assistant
- 2 x Interns

The Section benefits from 5 Communications Officers (National Officers) in Lusaka, Kigali, Yaoundé, Rabat and Niyamey. These staff report to their directors in the regional offices but support the CMRS on web and on issues relating to the Executive Secretary. Having five sub-regional offices is a significant difference to the UNECE environment.

As part of an ongoing restructuring, which will be effective in 2015, the Section will be strengthened with the recruitment of additional staff so that it will consist of the following:

- 1 x P5 – Head of Section
- 2 x P4 – 1 for French language services; 1 for writing, editing, strategic advice, comms, campaigns
- 2 x P3 – 1 for multimedia and web; 1 for social media, media relations, branding

The Section also has a budget line for consultancy services which allows for the recruitment of an additional P3-level consultant at any one time. In addition, the Section has found a budget to hire a company called Meltwater to provide media monitoring and analysis services.

Economic Commission for Latin America and the Caribbean (ECLAC)

ECLAC has approximately 620 staff. The Public Information Unit (PIU) is part of ECLAC's Executive Secretary's Office and provides services to all the divisions of the organization, as well as to subregional headquarters and national offices. It is structured with 2 P Staff and 5 GS. The Chief of the PIU reports directly to the Deputy Executive Secretary, with secondary reporting to the Executive Secretary.

The breakdown of responsibilities at the Unit is as follows:

- 1 x P5 – Chief of Unit. Responsible for stratcom, news and media, public information, spokesperson, web, social media, strategy, communications planning, crisis communications, risk analysis, damage control
- 1 x P3 – Public Information Officer. News, updates the ECLAC website, supports strategy and planning, organizes focal points
- 1 x G7 – Public Information Assistant. News, social media content
- 1 x G6 – Public Information Assistant. News, multimedia content (TV, radio)
- 1 x G6 – Administrative Assistant. Administrative issues, PR with journalists and other stakeholders, organizes visits to ECLAC building (it has architectural value)
- 1 x G5 – Public Information Assistant. Web assistant, media monitoring, back-up on social media

A Factsheet providing further information about ECLAC's Public Information Unit, its mandate, mission and activities, is included in Annex X.

Economic and Social Commission for Western Asia (ESCWA)

ESCWA has around 400 staff, which includes administrative and substantive staff, of which an approximate 250 staff are involved in programme delivery with the remaining responsible for maintaining a UN premises.The ESCWA Communication and Information Unit (ECIU) is composed of 3 staff with one P Staff and 2 GS, supervised by the Chief Conference Services Section (CSS) who is a P5 staff.

The breakdown of responsibilities is as follows:

- 1 x P5 – Chief, Conferences Services Section (CSS). Responsible for guiding and supervising the overall work of the Unit (ECIU)
- 1 x P4 – Public Information Officer (PIO) / Head of Unit. Responsible for planning, news and media, public information, website main page, social media, the ECIU PI data
- 1 x GS – Public Information Assistant. Assisting in planning and implementing the cycle work program of the Unit, drafting media outputs mainly in Arabic, maintaining website main page, social media, the ECIU PI data
- 1 x GS – Public Information Assistant. Assisting in planning and implementing the cycle work program of the Unit, drafting media outputs mainly in English, maintaining website main page, social media, and the ECIU PI data

5. Conclusions

Beyond the UN family and the community of experts that it services, UNECE has little or no brand recognition. Its visibility in mainstream media in particular is extremely limited.

The relevance, efficiency and effectiveness of UNECE communications are currently hampered by a combination of inadequate communications structures, insufficient resources, challenging subject matter and limited communications skills in certain areas. These limitations can all be overcome without overly dramatic changes within the organisation. Based on interviews, documents consulted and the surveys of UNECE staff and external stakeholders, the evaluator has drawn the following conclusions.

These are presented in line with the structure of the four overall review questions and are not listed according to priority.

Conclusion 1: ***The Information Unit is under-resourced***

As currently structured and resourced, the Information Unit is ill-equipped to manage the contemporary communications requirements of a large organisation whose routine activities can be challenging to explain to the wider public in an accessible manner. Having only one Professional Officer in the Unit is assessed as insufficient. The budget for non-staff resources has fallen significantly since 2009, limiting the ability to conduct promotional activity and enlist external support as required.

Conclusion 2: ***UNECE's decentralised structure negatively affects its communications***

To the outsider, at least, UNECE can appear like six organisations rather than one. The standalone nature of its subprogrammes inevitably undermines its homogeneity and ability to speak consistently with one voice. The decentralised structure also makes it much more difficult for the Information Unit to know what is happening in different subprogrammes and plan effective communications around these activities in a timely fashion. The Communications Taskforce has mitigated the worst effects of this but it is constrained by its limited capacity and informal status. There appears to be no formal breakdown of responsibilities between communications done at the central and subprogramme levels.

Conclusion 3: ***There is limited understanding of the importance of communications and UNECE's communications strategy within the organisation***

UNECE staff, including senior management, demonstrated limited knowledge of the organisation's communications strategy. Too often within large organisations communications are seen as the sole responsibility of the communications department or, in UNECE's case, the Information Unit. A more productive approach would demonstrate that everyone within the organisation is a communicator and can contribute positively to the UNECE brand and profile.

Conclusion 4: ***UNECE does not have a clear or consistent understanding of the identity and relative importance of its key stakeholders***

Consistent with the decentralised nature of the organisation, there is considerable uncertainty about who UNECE's key stakeholders are and which among them are the highest priority. For some parts of the organisation it is technical experts. Others look above all to staff of ministry or government, while for others the media is the key audience. Opinions vary throughout the organisation, including at senior management level, and external stakeholders question whether UNECE has a clear grasp of whom it is servicing. This lack of a single vision, with an ordered hierarchy of stakeholders, inevitably impacts on the way UNECE positions itself and is viewed by the outside world.

Conclusion 5: ***The UNECE brand varies across the organisation***

The single "corporate brand" of UNECE is undermined by the presence of multiple versions of business cards, straplines, email signatures and reports and publications. Formatting, fonts, colours and the general presentation of UNECE differs considerably across products, such that it is not always clear which part of the UN is involved at first sight. This is partially a consequence of the organisation's decentralised structure and is relatively straightforward to rectify.

Conclusion 6: ***UNECE's political communications are considered a weakness by some key external stakeholders***

The organisation is seen as politically naïve by some key external stakeholders. Political and diplomatic skills could be improved among those who are engaging at a senior level with key external stakeholders. Extending too many formal invitations to UNECE events at a ministerial level alienates key stakeholders and damages the reputation of the organisation among donor nations. A strategic approach to engaging stakeholders at all level is absent. Diplomatic protocol is not always followed.

Conclusion 7: ***Promotional events occur in an ad hoc fashion***

UNECE has hosted very successful promotional events, notably "Forests for Fashion" which attracted considerable public interest. There is currently no organised programme, nor directly allocated budget, for such high-profile events, meaning the organisation misses out on opportunities to become a much more widely known organisation in Geneva and within the UN family. There is considerable appetite, both within UNECE and among external stakeholders, for more outreach and engagement along these lines. Such events are needed to compete with other entities, and to enable member states to effectively support UNECE work. Resources to support such efforts at the central level (the Information Unit) have reduced during the period of the review.

Conclusion 8: ***UNECE could take greater advantage of existing partnering opportunities within the UN to strengthen communications***

Improving communications is not simply a question of more staff and more resources. Within both the Palais, in DPI and in New York, there are existing resources and partner organisations which, if more rigorously leveraged, would strengthen UNECE's communications. These include the "captive audience" of Palais-based correspondents, the UN Information Service (UNIS) and the Change Perception Unit – all in Geneva. Used sparingly, the Department of Public Information (DPI) in New York, together with the Regional Commissions New York office, may also assist with campaigns. In Brussels the UN's Regional Information Centre (UNRIC) for Western Europe, together with UN Information Centres in other European and CIS cities, can also boost capacity, especially with relevant media contacts. All these groups and organisations can lend additional capacity and support to UNECE's work without extra cost.

Conclusion 9: ***Media briefings lack impact. Partly as a result, there is limited media interest in UNECE***

Journalists consulted for this evaluation say they find little newsworthy material during UNECE briefings. While it is evident that UNECE work can appear dry and technical and therefore challenging for both the mainstream media and a general audience, there is certainly considerable scope to enhance media engagement and take advantage of UNECE's position as the "hidden jewel" within the UN. Any organisation is in competition with others for media attention and within the Palais there are unquestionably more eye-catching UN organisations, such as WHO and UNHCR, to report. Notwithstanding these difficulties, UNECE needs to tell its story more attractively and in a way that resonates more widely. Selected journalists and UNECE staff alike report limited media interest in UNECE and its activities. The danger of accepting the thesis that "our work is dry and technical and no one apart from experts is interested in us" is that this becomes self-fulfilling and removes the onus on UNECE staff to make the organisation more attractive to a wider audience. There is a realisation both among staff and within the Palais media that UNECE is responsible for extremely interesting work within every subprogramme and that – with greater support - its stories can be better told and have greater impact. Mainstream media coverage of UNECE remains very limited and should be increased.

Conclusion 10: ***UNECE's website is its central communications platform and is viewed positively by both staff and external stakeholders. Digital engagement more broadly is one of the organisation's communications strengths***

UNECE's website is its primary communications platform and rates very positively with both internal and external stakeholders. The recent redesign of the website is assessed as a success, providing a much more modern, accessible, attractive and human face to UNECE. Digital and social media communications more widely are amongst the strongest aspects of UNECE's communications and represent an area where the organisation is ahead of both staff and external stakeholders.

Conclusion 11: ***UNECE's written products can appear uninteresting and inaccessible to external audiences. The quality of language in publications, especially Russian, could be improved. Editorial capacity is inadequate.***

The organisation's written products frequently appear turgid. Effective communications are undermined by dry, specialist language that is less accessible to an external audience – particularly the media. Press statements, for instance, are routinely identified as an issue, both within the Information Unit, more widely within UNECE, and by some external stakeholders. Editorial and translation capacity within UNECE is over-stretched and needs enhancing.

6. Recommendations

Taking into account the principal findings and conclusions of this review, the evaluator offers the following recommendations to improve UNECE's communications.

Recommendation 1: ***Strengthen the Information Unit with additional resources and clarify the responsibilities of the unit vis-à-vis the subprogrammes***

Strengthen the Information Unit with additional resources in order to centralise and improve UNECE communications. It is almost universally acknowledged within UNECE that current resources are insufficient. This makes the unit, as presently structured within a highly decentralised organisation, unfit for purpose. Recruit an additional Professional Officer to focus on content provision. Increase the budget line for consultancy services to fund promotional work, campaigns, training and other communications activities as required. These resources should be aligned with a revised mandate of the unit, including the review and update of the job descriptions for existing and new staff. The role of the Information Unit for the implementation of the communications strategy should also be clearly defined. Additional resources should be considered in line with the review of the formal delineation of responsibilities for communications between the Information Unit and subprogrammes.

Recommendation 2: ***Capitalise on Taskforce gains and formalise Communications Focal Points across the subprogrammes in order to strengthen corporate UNECE communications***

Formally designate a Communications Focal Point in each subprogramme to strengthen and centralise UNECE communications and facilitate broader coverage of UNECE activities. These individuals should have a formal communications role incorporated into their workplans, allocating a certain proportion of time (e.g. 5-10%) to this function. They should be provided with regularly updated communications training (see Recommendation 3 below). Regularly scheduled communications meetings of these Focal Points, together with Information Unit staff and under IU direction, will allow effective communications planning and delivery across the organisation. If appointed, Formal Focal Points would supersede the need for a voluntary and informal Communications Taskforce.

Recommendation 3: ***Institute broad and regular communications training***

Introduce regular communications training within UNECE. While this will be of particular benefit to staff in the Information Unit, together with Communications Focal Points if and when selected, it should also be made available to the wider UNECE secretariat to maximise effect. UNECE staff need to familiarise themselves with the organisation's communications strategy and identify how they can contribute to realising its objectives. Communications skills of senior management, including media training and presentation training, should receive particular attention since these individuals are the most widely seen public face of the organisation. Since staff both within and without the Information Unit need to maintain and improve their communications skills and knowledge on an ongoing basis, it is recommended that communications training is provided regularly to maximise results.

Recommended communications training would include, but not be limited to, the following:

- Familiarising staff with the UNECE Communications Strategy and explaining why everyone is a communicator
- Identifying suitable stories to communicate UNECE activity to an external audience
- Telling these stories in clear, concise and attractive language with appropriate imagery
- Messaging
- Writing press statements, briefings and speeches
- Using digital and social media in the workplace
- Improving presentation skills
- Communications planning
- Engaging with the media
- Planning and holding promotional events
- Media training for press interviews

Recommendation 4: ***Initiate limited stakeholder analysis to identify and prioritise key UNECE audiences***

Review, define and agree UNECE's key stakeholders through a limited stakeholder analysis. This will help remove existing confusion within the organisation over stakeholder identity. A clearer understanding of who the key stakeholders are – and their relative importance to UNECE - will also allow the organisation to ensure its communications objectives are more precisely targeted towards the various audiences. This analysis should include both stakeholders at the institutional as well as technical levels.

Recommendation 5: ***Review communications strategy, disseminate it across the organisation and implement it***

Review existing UNECE communications strategy. Depending on the findings of the stakeholder analysis, it may be necessary to revise and adapt this key document, tailoring new approaches to different audiences. Develop a core narrative for UNECE within the communications strategy. Devise a series of Key Messages that should be incorporated into communications products in the round and repeated consistently. When finalised, ensure it is disseminated right across UNECE so that everyone "owns" it.

Recommendation 6: ***Standardise the UNECE brand***

Define UNECE branding for the organisation as a whole, with input from across the organisation, and ensure subprogrammes communicate in line with this. Once agreed, use straplines (such as "We make your world better") consistently. Standardise formatting on UNECE business cards, email signatures, presentation templates and all corporate branding as part of the objective to communicate clearly and consistently with one voice.

Recommendation 7: ***Review political communications***

Define and update protocol for communications with member states at all levels. Be more strategic about inviting representatives at all levels of Member States to UNECE events and

conferences in order to improve perceptions within this critical audience. Ensure that staff who communicate with senior external stakeholders respect diplomatic protocols.

Recommendation 8: ***Devise realistic annual programme of events and resource appropriately***

Design and plan an annual programme of UNECE events, agreed at the most senior level across the organisation, to generate positive profile for the organisation. Prioritise a small number of high-profile events that will attract wide interest and coverage and allocate appropriate resources to support them. Be focused about what communications objectives are being pursued and realistic about what is achievable. Through creative thinking and communications planning maximise the opportunities these events present to engage media and key external stakeholders.

Recommendation 9: ***Strengthen partnerships with existing "force multipliers" to boost UNECE communications***

Build partnerships with "force multipliers" within the UN to maximise direct and indirect communications opportunities for UNECE. UNIS, UNRIC, DPI and the Change Perception Unit in Geneva can all assist UNECE communications without cost by amplifying its messages and increasing its profile. They can assist with running events, launching profile-raising projects, sharing ideas, promoting UNECE campaigns and extending the organisation's network of key media contacts.

Recommendation 10: ***Improve UNECE media briefings***

Streamline briefings and tailor material more closely to journalists' interests and needs. Align briefing content with "bigger picture" international news and repeatedly demonstrate the clear link between UNECE work and improving everyday lives to maximise chances of media coverage. Include plausible and interesting ad hoc expert speakers as part of UNECE briefings in the Palais. Be as creative, unpredictable and newsworthy as possible to transform existing perceptions that UNECE is "dry" and "technical" and not interesting to the Palais correspondents. Define which UNECE staff are cleared to talk to the media and ensure they are properly and regularly trained. Create template for project officers in divisions to input information ahead of releasing publications and reports or hosting events – highlighting three key news points and three key messages – to assist the Information Unit get better media take-up.

Recommendation 11: ***Strengthen media engagement more broadly and target high-profile mainstream and specialist media in particular more actively***

Step up media engagement and build trusted relationships with key correspondents, including but not limited to Palais-based media, who can promote UNECE activity to a general audience. Broaden network of – and then target - specialist media with an interest in specific issues and sectors, from transport, energy, environment and housing to gender, trade, forests and statistics. This is in line with the view that UNECE is "the hidden jewel" within the UN family.

The following illustrative list is intended to show strong existing storylines within each programme.

- **Environment:** Aarhus Convention; custodian of impartial data; carbon capture and storage. Placing UNECE at the forefront of this important new field.
- **Transport:** Road safety issues –crash tests standards on new vehicles; child safety seats etc. Focus on how new developments are making new vehicles safer. Tie in with a promotional event, such as exhibiting new cars inside the Palais grounds etc.
- **Statistics:** Recommendations on climate change-related statistics. Align with existing international climate change stories in the media.
- **Sustainable Energy:** How to measure the world's energy resources at a time of falling energy prices.
- **Forests:** From food to fashion and pharmacy
- **Housing:** How to house the world's rapidly growing population; challenges of urbanisation
- **Gender:** Promoting gender equality across multiple forums

Given this broad range of attractive storylines, there is no question that UNECE should be featured more regularly in mainstream media, improving its very limited visibility outside its traditional community of technical stakeholders.

Recommendation 12: ***Maintain primacy of UNECE website and continue with robust digital engagement.***

The new UNECE website is front and centre of the organisation's communications and should remain so. Maintain the tempo and creativity of digital and social media engagement, which will grow in importance over time. Continue experimenting with new format, multimedia versions of reports. Digital and social media communications more widely are considered amongst the strongest aspects of UNECE's communications and represent an area where the organisation appears to be ahead of its external stakeholders. Communicate to staff the importance of exploiting digital communications to maximise the visibility of the organisation to a broader range of stakeholders and continue to bring staff and external stakeholders alike into the world of modern communications.

Recommendation 13: ***Improve the quality of written products and streamline publications***

Writing and communications skills need improving to ensure that written products, both on the website and in any other format – from press statements to speeches, publications and reports - are clear, engaging and accessible for a general audience in all three working languages. As far as is possible remove technical language and jargon and put a more human face on UNECE's core work – as the new website has already done successfully. This should be an important part of the broader communications training outlined in Recommendation 3 above. Enhance editorial capacity within UNECE to sustain higher quality of written communications. Continue to reduce the quantity and raise the quality of paper publications, in line with UN policy and taking into account comments from key external stakeholders.

7. Annexes

I. Terms of Reference
II. Analytical Framework of the Review (as agreed in the Inception Report)
III. List of Documents Reviewed
IV. Comparison between results of surveys conducted of Permanent Missions in Geneva by UNECE in 2012 and 2014
V. Results of survey of key external stakeholders
VI. Results of survey of UNECE staff
VII. List of Interviewees
VIII. ESCAP Press Release Form
IX. Select Data from UNECE Information Unit 2008-2014
X. ECLAC Public Information Unit Fact Sheet

ANNEX I

Terms of Reference for the Review of the Role of Information and Communication in Promoting the Visibility of the Work of UNECE (2008 – 2014)

I. Purpose

The evaluation will assess the extent to which UNECE's communication strategies and practices have contributed to the visibility of the organisation's work to its key stakeholders including member States of the region, and the broader global UN membership. The results of the evaluation will include key opportunities for increasing the organisation's visibility, and be used to inform the design of UNECE's future communications and outreach efforts in responding to the needs of member States.

II. Scope

The evaluation will assess the information and communication practices conducted throughout the organization, including the work of the Office of the Executive Secretary, UNECE's eight subprogrammes, thematic areas, and ad hoc activities during the period. The review will include the public UNECE websites, traditional and routine methods of information sharing with delegations in Geneva, and communications with other key stakeholders throughout the region. The review will focus primarily on UNECE's external communications during the period 2008-2014.

III. Background

The need for better communication was recognized during the Reform of the UNECE (2005). An external evaluation of UNECE[1] highlighted the need to enhance the effectiveness of communication of UNECE's work, recognising the challenge of communicating highly technical work outputs to political decision-makers. This review noted the importance of highlighting the visibility, and political profile of the work of the organization, and recommended that UNECE invest additional resources in public relations. The report further identified the need for creating a stronger corporate image to restore the organisation's credibility with government and other international organisations and impact favourably on fundraising efforts.

EXCOM has since regularly encouraged enhanced communication of UNECE's efforts. In 2011, member States included reviewing ways of improving communication and public outreach[2] at both the subprogramme and institutional levels, in the modalities of the review of the Reform process. A survey of the perceptions and needs of secretariat staff was also conducted by the OES. An internal Communications Taskforce was established with representatives of all subprogrammes. The focus of the Taskforce was to develop a UNECE Communications Strategy, which was adopted by Directors in October 2012. The purpose of the strategy was to "emphasise the practical benefits of UNECE work for the quality of everyday life, demonstrate the contribution of UNECE to the global United Nations agenda, enable UNECE staff to speak with one voice and foster a stronger sense of corporate identity."[3]

The outcome of the review of the UNECE Reform of 2005 (April 2013) noted the Communications Strategy "which aims at making communication materials more adapted to targeted audience and a better use of the Internet, suggest a more client-oriented approach and proposes ways to electronically enhance the visibility of UNECE products and services beyond the UNECE region. Member States expect that the Strategy will help to further improve UNECE's image, attract more attention to its achievements and allow the secretariat to enhance its communications, public relations, and contacts with the media."[4]

[1] The State of the UNECE, 30 June 2005.
[2] Commission decision A(65) Outcome of the review of the 2005 reform of ECE, 10(g).
[3] UNECE Communication Strategy, 19 October 2012, para 2.
[4] Commission decision A(65) Outcome of the review of the 2005 reform of ECE, para 28.

The Taskforce identified a number of areas to be strengthened. In addition to the Communications Strategy, a series of activities have been implemented since 2011, including:

- Production of "expert opinions" in specialist areas posted on the UNECE website;
- A survey of permanent missions in Geneva on the communication methods utilised by UNECE;
- Standardization of templates for PowerPoint presentations, posters and publications;
- Production of a video on the work of UNECE, which is continuously streamed outside the OES; and
- Launching a end-of-year networking event to enable informal communications between EXCOM delegates and staff of the secretariat.

In 2014, the UN Office in Geneva launched the International Geneva Perception Change Project. Together with the United Nations system in Geneva and partner organizations, the project aims to change the perception of International Geneva by communicating more effectively on how entities such as UNECE makes a contribution, every day, everywhere.

In line with continued efforts to strengthen the effectiveness of UNECE's outreach, the organisation is seeking an objective assessment of the relative contributions, value added, and efficiency of the various communication activities. The results of the evaluation will be used to enhance the impact of resources used to promote UNECE's work, identify new strategic opportunities and practices for reaching key stakeholders, and engage member States and UNECE staff in defining and strengthening the organisation's corporate identity.

IV. Issues

The evaluation will focus on the relevance, efficiency, and effectiveness of UNECE's information and communications efforts in delivering a consistent and compelling representation of the organisation's work.

A. *Current practices*

An assessment of the existing strategies and practices throughout the organization will provide information to identify potential new opportunities, technologies and improvements. The evaluation will assess:

- All information, communications and outreach activities implemented by the Office of the Executive Secretary, subprogrammes, and the Communications Taskforce;
- Practices, procedures, and approaches in the use of technology and human resources; and
- The perception of key stakeholders on the corporate identity of UNECE.

B. *Gap analysis*

A gap analysis will identify the current efforts of UNECE and the needs of key stakeholders for external information and communications from the secretariat. The evaluation will:

- Identify the key stakeholders of UNECE information and communications efforts; and
- Assess the priority needs of these stakeholders, and how they use the information they receive from and on UNECE's work.

C. *Identify Priority Areas*

Based on the gap analysis, the review will identify:

- Strategic opportunities for maximising the delivery of UNECE's information, communications and outreach efforts; and
- To implement this approach, what can be done with current resources (financial and staff) and what additional resources (financial and staff) are required.

V. Methodology

The evaluation will build on existing reviews and relevant information gathered previously to minimize duplication in the data-gathering phase.

A. A ***desk review*** will be conducted of:

- Previous evaluations and relevant reviews (external evaluation of UNECE in 2005, the UNECE Reform of 2005, and the review of the UNECE Reform in 2013, survey of permanent missions conducted by the Communications Taskforce in 2011, internal survey of UNECE staff in 2011, and other relevant reports);
- IT platforms and services used for communications and outreach (including the UNECE Website, UNECE accounts on social media platforms, extranet systems, etc.);
- Products and templates (publications, newsletters, advocacy and awareness raising materials, letterheads, business cards, email signatures, presentation products including PowerPoint etc.).

B. ***New data*** will be gathered from both internal, and external stakeholders:

- A follow up **survey of permanent missions in Geneva** will assess the continued relevance of the findings from the 2011 survey;
- A **selective survey of key stakeholders at the national level** will identify how technical users of UNECE information receive and apply UNECE products to their work; and
- A **survey of all UNECE staff** will gather information on what tools they currently use, as well as their opinions and ideas on improving both internal and external information sharing and communications.

C. **Interviews** with selected internal and external stakeholders will be conducted by telephone/Skype to explore trends arising from the data collected from the desk review and surveys. These interviews will, resources permitting, include both individual and group discussions, based on a methodology to be defined by the evaluator.

VI. Resources

An expert evaluation consultant will conduct the evaluation under the management of the Programme Management Unit. One P5 staff will manage the exercise, working in collaboration with relevant staff from the OES, subprogrammes, and interested member States. The client team will comprise the Executive Secretary, the Deputy Executive Secretary, and the Chief of the Information Unit.

VII. Intended Use/Next Steps

The results of the evaluation will be used to enhance the impact of resources used to promote UNECE's work, identify new practices of reaching key stakeholders, and engage member States and UNECE staff in defining and strengthening corporate identity for the organisation.

VIII. Schedule of the Review

Week beginning	Action	
12 November 2014	Start of contract	Home-based
14 November 2014	PMU briefs evaluator and agree on timetable for the	Home-based
16-28 November 2014	Evaluator prepares electronic surveys for external stakeholders and UNECE Staff	Home-based

1-12 December 2014	Evaluator conducts desk review of existing websites, documents submitted by the subprogrammes, and information from the OES	Home-based
8 December 2014	Evaluator submits a brief inception report for the review	Home-based
7-11 December 2014	First visit to Geneva for briefings with PMU and interviews of key stakeholders	Geneva
12 Dec 2014 - 31 Jan 2015	Evaluator completes data collection and analysis, with follow up interviews by Skype/ telephone as	Home-based
1-13 February 2015	Evaluator drafts report	Home-based
14 February 2015	Evaluator submits draft report to PMU	Home-based
TBC	Evaluator returns to Geneva to present the report	Geneva
23 February 2015	Evaluator finalizes the report	Home-based
By 28 February 2015	Evaluator submits final report to PMU	Home-based

ANNEX II

Analytical Framework of the Review

1. How visible is UNECE's work to key stakeholders? *(**effectiveness and relevance** of UNECE's communications approaches)*		
Sub-questions	**Data sources and data collection methods**	**Analysis methods**
1.1 How is UNECE's visibility assessed?	Survey of external stakeholders Survey of UNECE staff Interviews with Secretariat management Group discussions Interview with UNOG Change Perception Project	Quantitative analysis Content analysis of notes of group discussion and interviews
1.2 How visible has the leadership of UNECE been during the period 2008-2014?	Survey of external stakeholders Survey of UNECE staff Interviews with journalists Interviews with Secretariat management	Quantitative analysis Content analysis of group discussion and interviews
1.3 How informed are key stakeholders of the purpose and objectives of UNECE?	Survey of external stakeholders Survey of UNECE staff Interviews with journalists Interviews with Secretariat management	Quantitative analysis Content analysis of notes of group discussion and interviews
1.4 What technical areas is UNECE most known for?	Survey of external stakeholders Survey of UNECE staff Interviews with journalists	Quantitative analysis Content analysis of notes of interviews
1.5 What products is UNECE most known for?	Survey of external stakeholders Survey of UNECE staff	Quantitative analysis
1.6 Which of the 6 official UN languages is important to UNECE stakeholders?	Survey of external stakeholders	Quantitative analysis
1.7 What is the quality of UNECE products produced in the 3 official languages of UNECE?	Survey of external stakeholders Interviews with journalists	Quantitative analysis Content analysis of notes of interviews

2. What messages are being received by external key stakeholders of UNECE? (***effectiveness*** of UNECE's communications)		
Sub-questions	**Data sources and data collection methods**	**Analysis methods**
2.1a What are the communications approaches used by UNECE 2.1b How effective are they?	Survey of external stakeholders Survey of UNECE staff Desk review of UNECE's various products	Quantitative analysis Content analysis of desk review
2.2 How useful is UNECE's social media presence in communicating accurate messages from UNECE?	Survey of external stakeholders Desk review of UNECE's social media accounts Interviews with journalists	Quantitative and comparative analysis Content analysis of desk review Content analysis of notes

		of interviews
2.3 To what extent (effectiveness, efficiency and relevance) does UNECE's website communicate UNECE's activities?	Survey of external stakeholders Desk review of UNECE's website	Quantitative and comparative analysis Content analysis of desk review

3. What are the communications needs of external key stakeholders of UNECE? (***gap analysis and relevance*** of UNECE's communications)		
Sub-questions	**Data sources and data collection methods**	**Analysis methods**
3.1 What role do promotional events play in promoting the visibility of UNECE's work?	Survey of external stakeholders Survey of UNECE staff	Quantitative analysis
3.2 What are the communications/information needs of stakeholders?	Survey of external stakeholders	Quantitative analysis
3.3 What are the preferred methods of receiving communications from UNECE?	Survey of external stakeholders	Comparative analysis

4. How can UNECE's communications be improved?		
Sub-questions	**Data sources and data collection methods**	**Analysis methods**
4.1 How effective are UNECE communications?	Survey of external stakeholders Survey of UNECE staff Group discussions Interviews with journalists	Quantitative and comparative analysis. Content analysis of desk review
4.2 Which areas of UNECE communications have worked well, and been most effective?	Survey of external stakeholders Survey of UNECE staff Group discussions Interviews with journalists	Comparative analysis. Content analysis of desk review
4.3 Which have been least effective?	Survey of external stakeholders Survey of UNECE staff Group discussion Interviews with journalists	Comparative analysis. Content analysis of desk review
4.4 What does an improved UNECE communications structure and programme look like in practice?	Survey of external stakeholders Survey of UNECE staff Group discussions	Comparative analysis

ANNEX III

List of Documents Reviewed

Mandate and structure of UNECE

- Outcome of the review of the UNECE Reform of 2005 (2013)
- Organogram of UNECE (July 2014)
- Organisational Chart of the Office of the Executive Secretary (OES) (October 2014)

Communications Policies & Strategies

- UNECE Communications Strategy (October 2012)
- Terms of Reference of the UNECE Communications Taskforce (April 2012)
- Communications Strategy endorsed by the Parties to the Aarhus Convention and its PRTR Protocol & Outcomes of the survey among Governments and NGOs on the Communication Strategy
- Forestry and Timber - Communication Analysis and Strategy (2004, 2010)
- Population - Annual Communication Plans (2013 and 2014)
- Population Communication strategy for the 2012 Ministerial Conference on Ageing
- Environment Social media strategy
- Promotion strategy for the Water Convention
- Housing & Land Management - Outreach, Communications and Knowledge Management
- Housing & Land Management – Communications Strategy (2012)

Previous Relevant Evaluations/Surveys

- External evaluation: The State of the UNECE (2005)
- UNECE staff survey of the services of the Information Unit (23 April 2012)
- Questionnaire on the Communication of UNECE's work with Permanent Missions of UNECE Member States in Geneva (April 2012)

Products

- Sample of email signatures of UNECE staff
- Sample of business cards of UNECE staff
- Sample of hard copy publications provided by UNECE Directors during bilateral interviews
- Sample of press releases 2009 – 2014
- Sample of brochures from subprogrammes
- Sample of newsletters from subprogrammes
- Sample of UNECE Weekly
- Sample of Media Clippings
- Official UNECE Letterheads
- Templates for PowerPoint Presentations
- Templates for covers of official publications

Statistics on Communications products from the Information Unit

- UNECE presence on social media (Stats as at July 2014)
- List of monthly reports 2013
- List of monthly reports 2012
- List of monthly reports 2011
- Data on information produced by Information Unit for CFB (August 2014)
- Select Information Unit data on press releases, clippings, top media sources, top sectors and stories featured in media 2008-2014

Products from the UNECE Communications Taskforce

- Expert Opinions
- Minutes of Taskforce meetings
- Promotional video
- ToR of the Communications Taskforce

Events

- 2013 European Forests Week - Forests for Fashion
- Santa Claus video for Rovaniemi meeting 2013 with FAO (http://bit.ly/1aux2de)
- International Day of Older Persons 1 October 2014 Event with a dance group of older ladies
- Photo exhibition on the participation of older persons http://www.unece.org/fileadmin/DAM/pau/age/Capacity_building/Road_Maps/Georgia/Georgia_UNECE_Invitation_2014_11_20.pdf)

UNECE Groups with Communications Responsibilities

- Team of Specialists – Forest Communicators Network to advise on communication activities (http://www.unece.org/fileadmin/DAM/timber/efsos/general/FCN_Berlin2014_Report_FINAL.pdf)
- Committee on the Communication of Official Statistics

Websites

UNECE Website (www.unece.org)

- Structure of old Website (prior 2008)
- UNECE Website prior to roll out of revamp on 12 December 2014
- Revamped UNECE Website from 12 December 2014
- Google Analytics of Access to website by country (1 March 2011 – 4 December 2014)
- Google Analytics of Access to website by language user (1 March 2011 – 4 December 2014)
- Google Analytics of Access Top 100 Page Hits (1 March 2011 – 4 December 2014)

Others

- Trade Facilitation Implementation Guide http://tfig.unece.org/details.html
- UNECE Statistical Database http://w3.unece.org/pxweb/Dialog/about_database.asp?lang=1

Wikis

- Statistics Division (managing 80 wikis available to the public) http://www1.unece.org/stat/platform/spacedirectory/view.action
- Committee and Working Party on Land Administration
- Wiki on Active Ageing Index http://www1.unece.org/stat/platform/display/AAI/Active+Ageing+Index+Home

Active UNECE Social Media Accounts

- Twitter
  - UNECE https://twitter.com/un_ece
  - Christian Friis Bach https://twitter.com/christianfbach
  - UNECE Statistics https://twitter.com/unecestat
  - UNECEHLM https://twitter.com/unecehlm

- Facebook
  - UNECE https://www.facebook.com/UNECEpage
  - UNECE Stat https://www.facebook.com/unecestat
  - Working Party on Land Administration https://www.facebook.com/UNECEWPLA?fref=ts
  - UNECE Housing & Land Management https://www.facebook.com/pages/UNECE-HLM)

- Google+
  - UNECE https://plus.google.com/117129777136728683559/posts

- Instagram
  - UNECE http://instagram.com/ece_un

- LinkedIn
  - Modernising Official Statistics
    http://es.linkedin.com/groups/Business-Architecture-in-Statistics-4173055
  - Forest Communicators' Network
    https://www.linkedin.com/groups/UNECE-Forest-Communicators-Network-4925610

- Scribd
  - UNECEStat https://www.scribd.com/UNECEstat

- SlideShare
  - UNECEStat http://www.slideshare.net/UNECEstat

- YouTube
  - UNECE https://www.youtube.com/user/UNECE
  - UNECE Transport https://www.youtube.com/user/unecetrans
  - UNECE Statistics https://www.youtube.com/user/stevenvale1

Comparison between results of surveys conducted of Permanent Missions in Geneva by UNECE in 2012 and 2014

Introduction

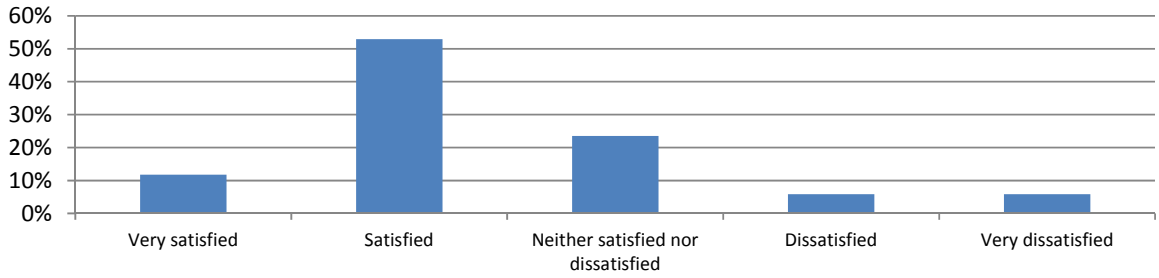
A survey of Permanent Mission of UNECE member States in Geneva was conducted by the UNECE Communications Taskforce in July 2012. A total of 17 responses was received.

The present review (2014) is broader in scope, the categories and number of stakeholders, as well as the questions posed to stakeholders (6 versus 24). The electronic survey obtained a response from a total of 30 respondents which self-selected their category as representatives of PM in Geneva.

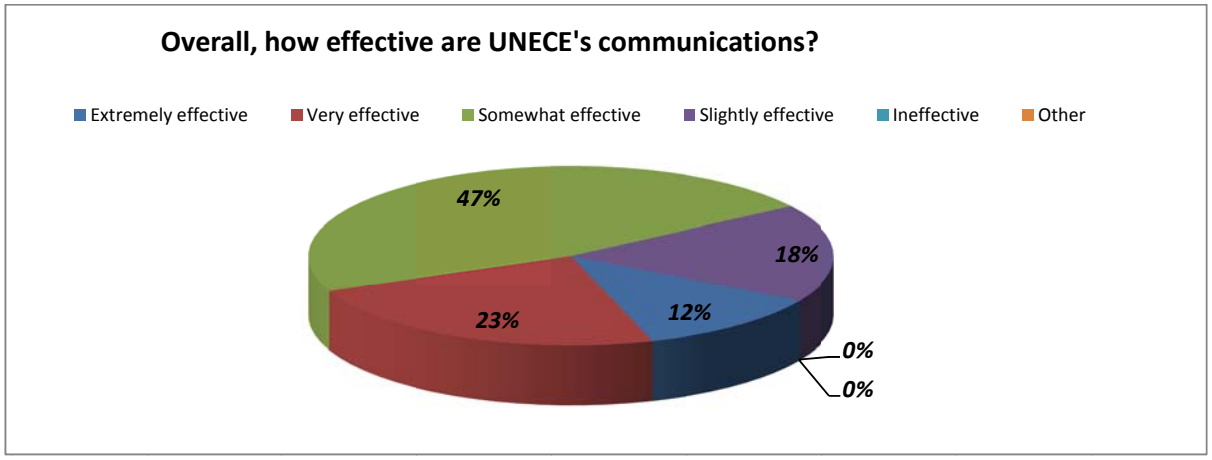
- English 23 (of which 18 were UNECE member States, and 12 accredited to EXCOM);
- Russian 4 (of which 4 were UNECE member States, and 1 accredited to EXCOM);and
- French 3 (of which 1 was a UNECE member State, and none accredited to EXCOM.)

For the purpose of this document, the responses of the *23 representatives of UNECE member States* were analysed. While there are no directly correlating questions, the results of a number of questions from the 2014 survey are presented to those of 2012.

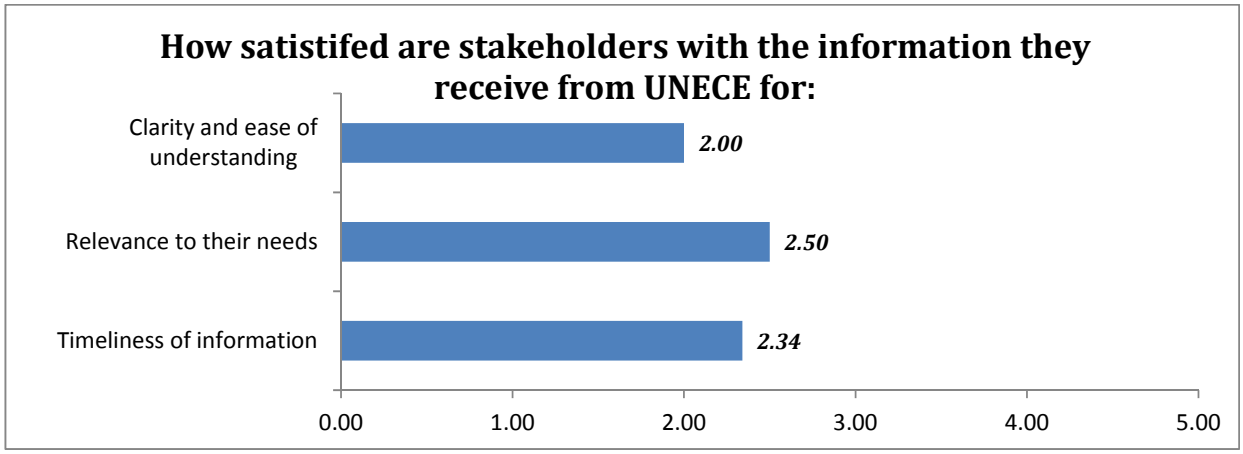
1. How satisfied are you with the way UNECE communicates information about what it does?



Source: 2012 Survey



Source: 2014 Survey



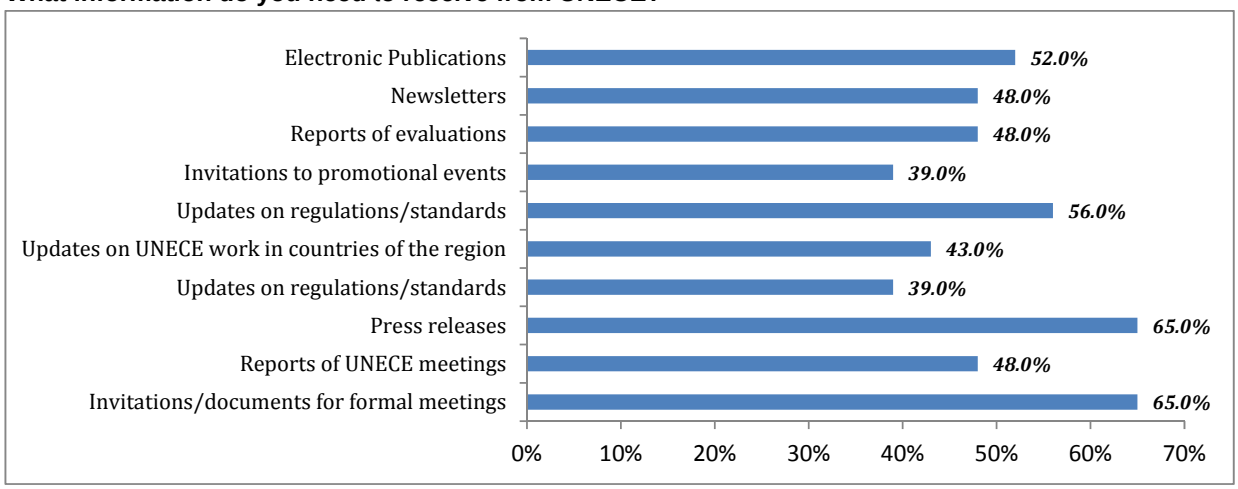
Source: 2014 Survey

2. What, in your opinion, is the best and most efficient way for UNECE to communicate about what it does?

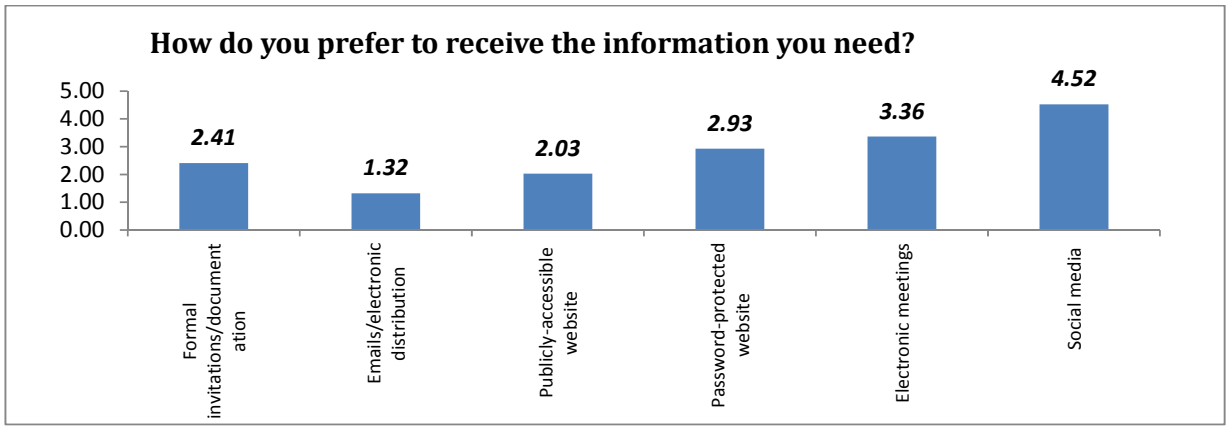
- *Secretariat correspondence with member States*
- *Through Internet, newsletters etc., but using more catchy titles, that could appeal more to the sensitivity of all public, not only diplomats and line ministries*
- *Messages to the email I have registered with the ECE have been very effective at communication. This is more effective that sending an email to the general email address on the ties system. It is difficult for my mission to use the general ties email address since it gets flooded with so many emails. Also, very few if any people in my Section use our individual ties email. We use our official home country email address*
- *E-mail to Mission, regularly updated web side with as many documents as possible, easily accessible*
- *Executive summaries sent by email*
- *UNECE Weekly to be circulated to everybody that could be interested*
- *Briefings, newsletters, website*
- *Internet, Via website and via the main UN website*
- *Secretariat may brief the Permanent Missions regularly by informal meetings and/or by electronic means*
- *The way it currently does it - but it's not the method of delivery that needs to change - it's the content and messaging*
- *Oral briefings and summary documents. In general, it is useful to have access to simple, synthetic and transparent tool of information*
- *It depends on the target audience. In terms of meetings and monitoring the work, notably for missions, email is the key: intelligible titles, simple but precise text content, clear titled attachments, careful referencing to internet links on the website*
- *Towards Members: by email to the Geneva missions and via the reserved part of the EXCOM website (information on use of resources, output evaluation/ assessments). Towards the general public: via a clear and well organised web site containing an attractive and easy to read list of 10 most important UNECE achievements that change the daily life of citizens. Towards the UN family: by factual and to the point reports that avoid, where possible, bureaucratic UN language*
- *Annual Report*

Source: 2012 Survey

What information do you need to receive from UNECE?

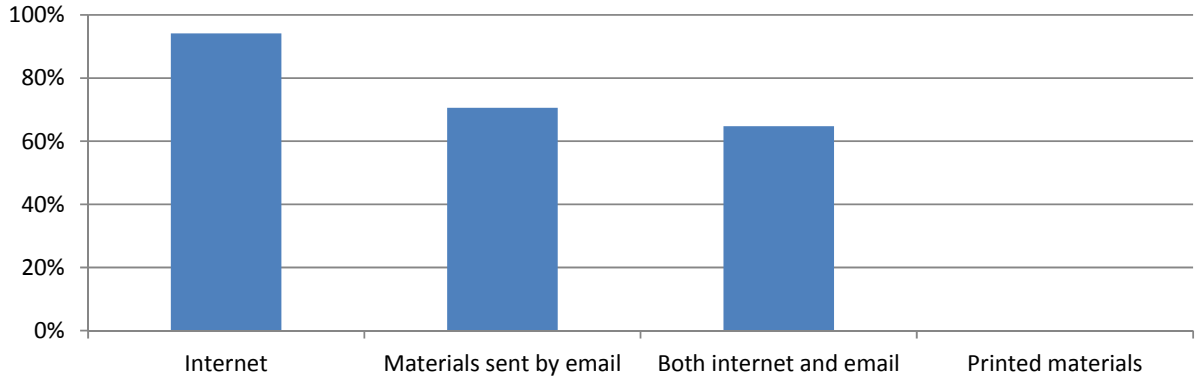


Source: 2014 Survey

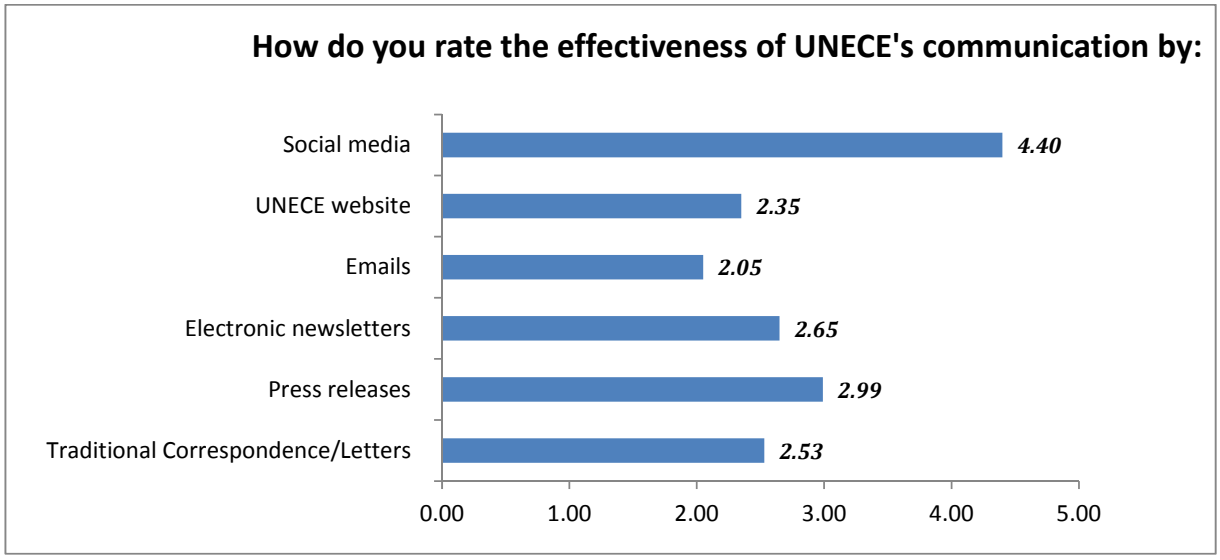


Source: 2014 Survey

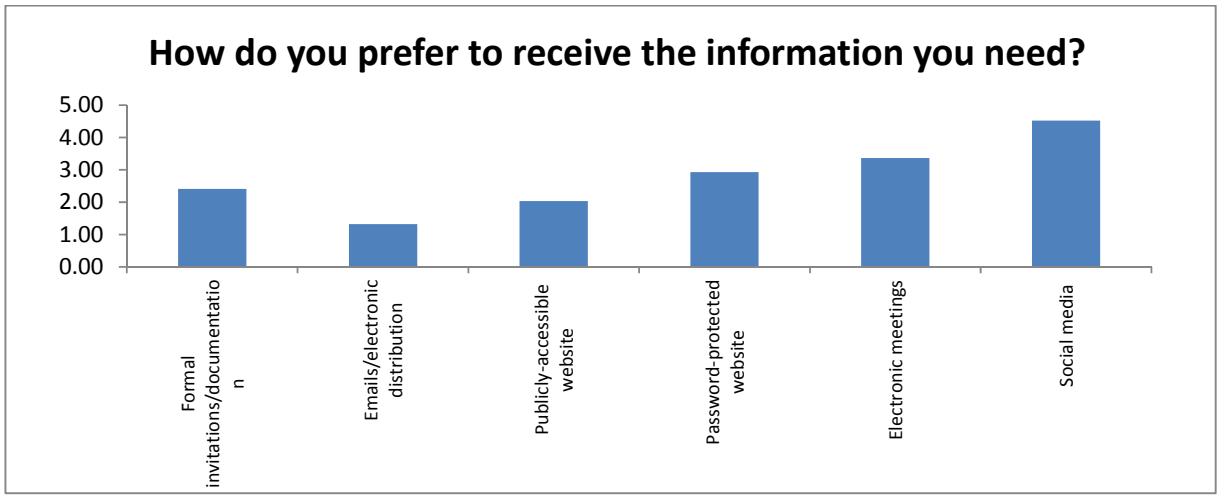
3. What, in your opinion, is the best and most efficient way for UNECE to communicate about what it does?



Source: 2012 Survey

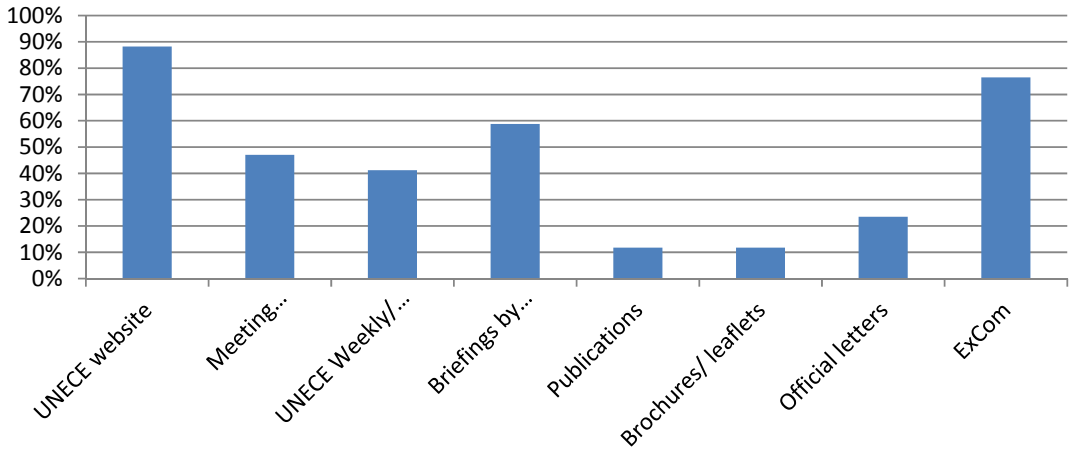


Source: 2014 Survey



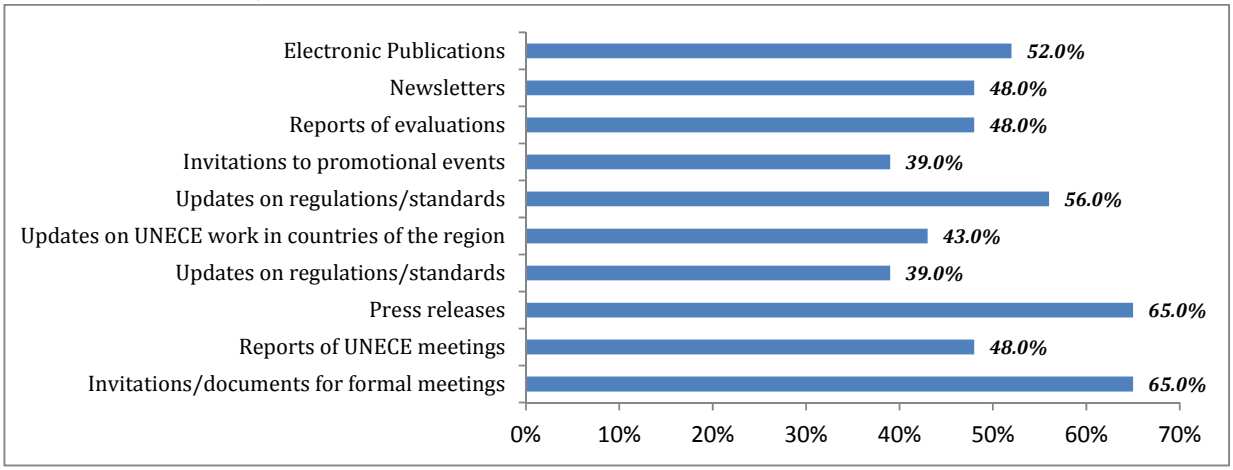
Source: 2014 Survey

4. **Which UNECE communication tool(s) do you find most efficient for being regularly updated on the activities of UNECE? (you may select more than one)**

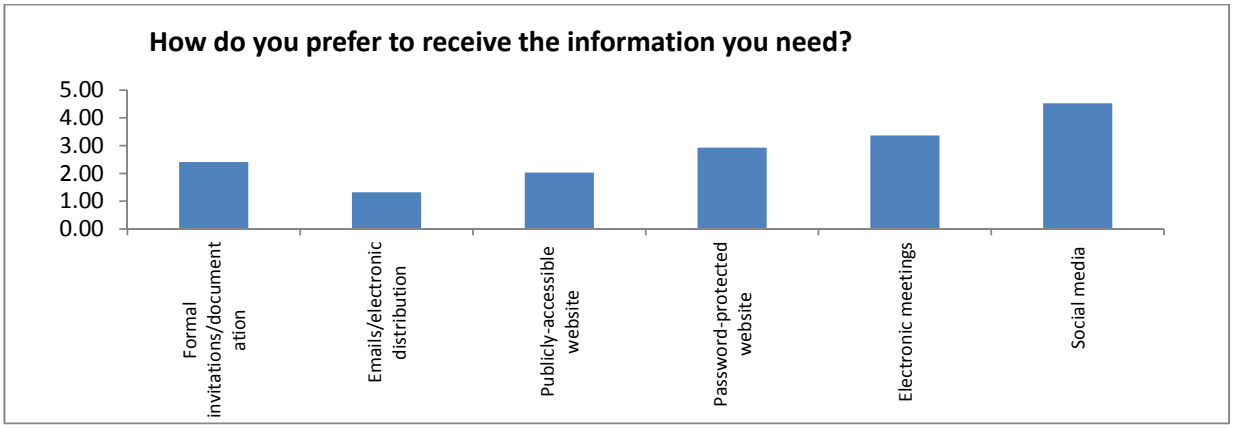


Source: 2012 Survey

What information do you need to receive from UNECE?



Source: 2014 Survey



Source: 2014 Survey

5. What improvements in UNECE's communication would you like to see?

- *Regular notification to the missions of all ECE activities, including all expert and working groups. Publishing press releases on results of key events and meetings*
- *Articles that appeal more easily to the day to day life and the day to day user*
- *The direct messages directly to my email account have proven very effective. Please continue to use this method*
- *More information on regular work and results*
- *Less paper, more concise information*
- *Very satisfied so far as we get for the work within ExCom we all relevant information even the one we don't explicitly ask for*
- *The actual information contained in UNECE documents could be better highlighted, e.g. in a front page summary*
- *Regarding sub-programmes (committees and working groups, etc.), up dated information may be provided on a regular basis*
- *The messaging - focusing not only on activity and output - but by results and what is expected to change as a result of ECE's activity*
- *To facilitate the work of Permanent Missions, a website reserved to them could be set-up, where letters, documents (also from the member states) and meetings related to all the sub-programmes may be published according with the calendar*
- *Accuracy of email titles, descriptions in email bodies, attachment titles. Website in French. Formulating more strategic initiatives, conferences and events (avoid "world potato day")*
- *More to be done electronically but focused on key areas*
- *Further improvement of web site (by making it more attractive and user friendly)*

- *Be transparent on all issues in particular finance, human resources and results. Secretariat should be a honest broker that takes account the views of all members and does not try to represent the state of play in terms that are not in accordance with the reality in the meetings (for instance the sustainable energy YouTube messages are not reflecting issues likely to generate consensus amongst members)*
- *More user-friendly website (e.g. overview of UNECE structure); use of everyday English (other language); avoid UN speak and abbreviations*
- *To reduce times taken for translation of materials on the web-site*

Source: 2012 Survey

What are the top three improvements you would like to see in the way that UNECE communicates with you?

- *More information to the website*
- *User-friendly website*
- *Plain language that appeals to larger audience, less UN language*
- *More user-friendly website*
- *More communication with water experts*
- *Regular distribution of reports from the meetings and conferences by e-mail*
- *More use of official level national contact points.*
- *More info on financial and evaluation reports*
- *Timeliness*
- *Focussed-oriented content*
- *Strategic discussions on programme*
- *Electronic publications only*
- *Show more concrete examples of products that are being used by the citizens of ECE region*
- *Broader reach out to the public*
- *Reach the all level government to individual*
- *Fewer letters addressed to Ministers*
- *More targeted information*
- *Direct via online webinars and meetings*
- *Financial overview*
- *Better branding of ECE trademark among end users*
- *timely translation of UNECE documents in all official languages*
- *More propaganda*
- *Making clearer whether Mission is the main addressee on a communication or copied for information.*
- *Improvement of the webpage*
- *Innovation oriented*
- *Role of UNECE within the UN system*
- *Communication with delegations in Geneva is OK, But the problem is end users of ECE products who are not aware they are benefiting from an ECE product*
- *Products in French language are rare*
- *More newsletters*
- *Executive summaries*

Source: 2014 Survey

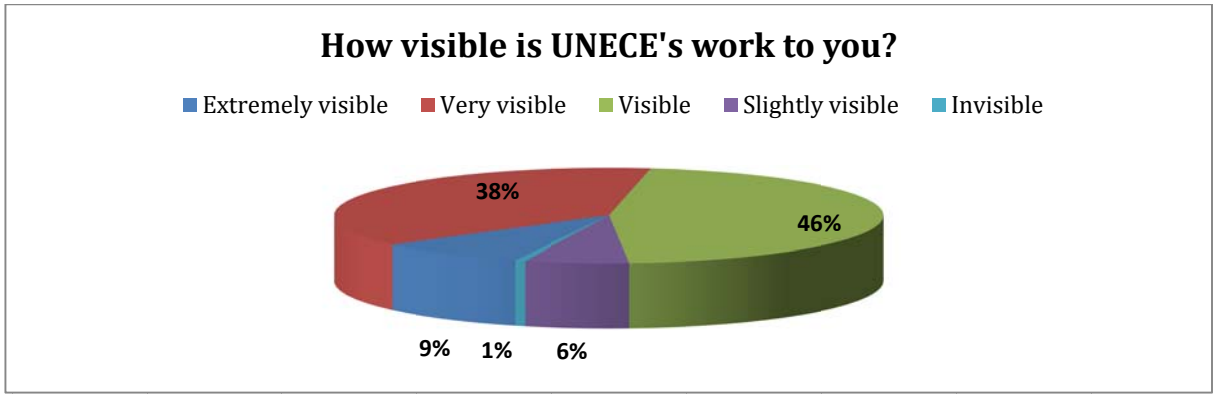
6. What services/tools could the secretariat use to help you better inform your capital about the activities of UNECE?

- *Provide missions advance information about the conduct of all meetings of the UNECE. Often, much of this goes directly to the mailing involved in the work of the experts and coordinate the activities of state bodies of the Commission remain in ignorance of what ECE is important work*
- *Internet, Newsletter*
- *Overview of different activities would be useful especially for small countries/missions bearing in mind the large number of meetings*
- *Continuing current practice*

- *Providing information/documents in electronic format*
- *Official letters, communications -Briefing by the Secretariat*
- *Shorter, bullet form style communications focusing on the key issue to be addressed (e.g., what is the exam question), what activity is or will be undertaken, what has been or what will be the result, who is participating, what is expected of or requested from Member States, participants etc.*
- *For very important event, official letters to high level personalities - through the missions - are relevant"*
- *Website in French, very rigorous in terms of internal structure and sitemap*
- *Relate UNECE activities to Countries priorities focusing work streams and mandate on where UNECE adds value to countries and the UN*
- *Electronic communication is the best and the most efficient way for exchange of information - email, internet*
- *Possible outreach to general population: 3-4 times a year short description of special working area of UNECE and their impact on individuals, e.g.20 years of Water Convention: what does Water convention do for you? (short structure, what is UNECE's involvement and added value to Convention) This description could be forwarded to capitals and e.g. used as appetiser on Ministry's website, with a link to UNECE's Website*

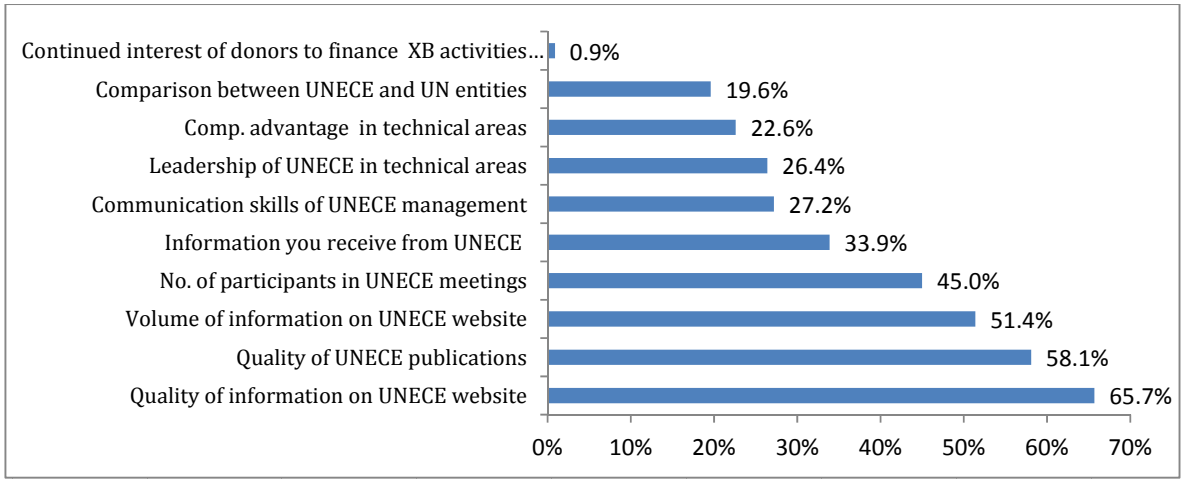
Source: 2012 Survey

Results of Survey of External Stakeholders (December 2014)



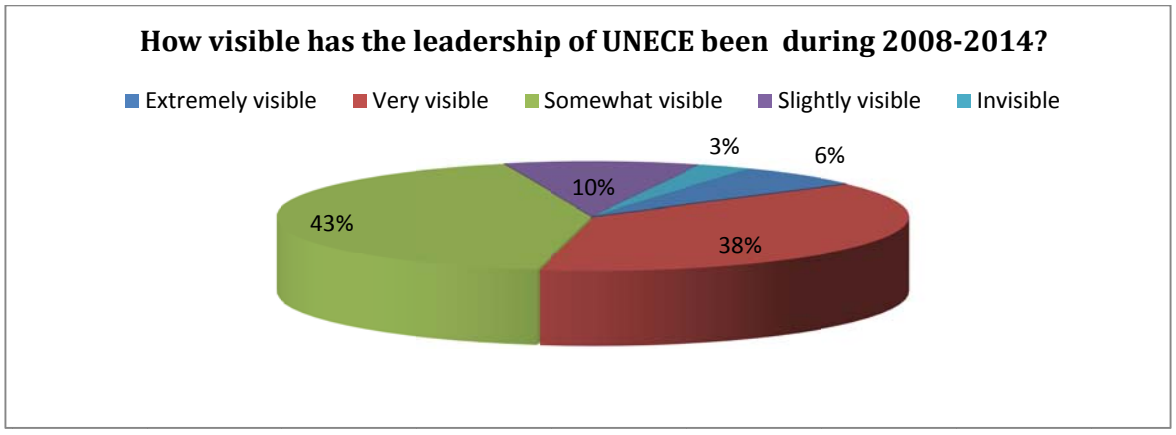
From a total of 459 responses

What is your perception of UNECE's visibility (in the last question) based on?

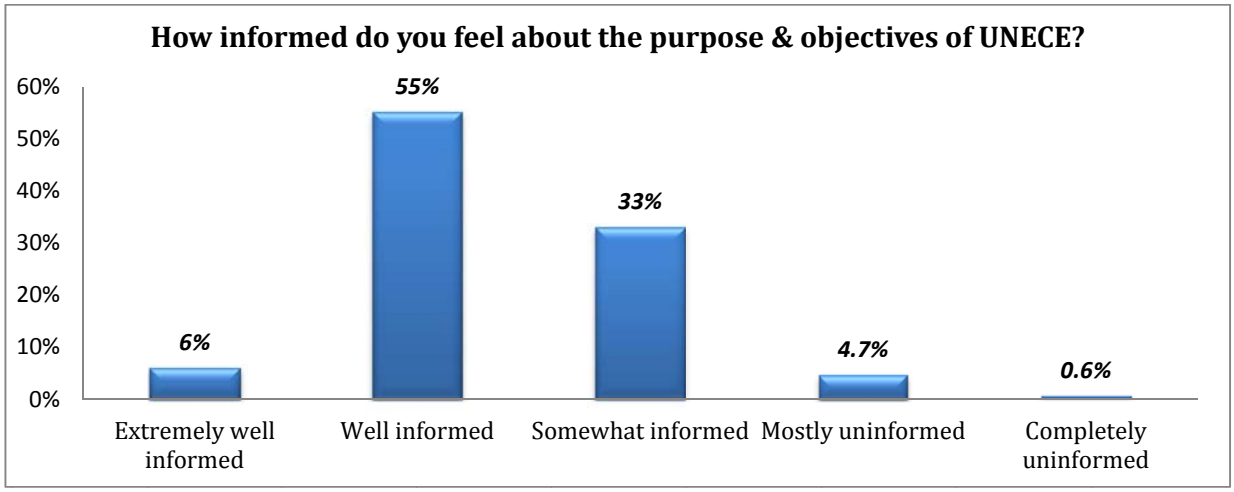


From a total of 459 responses

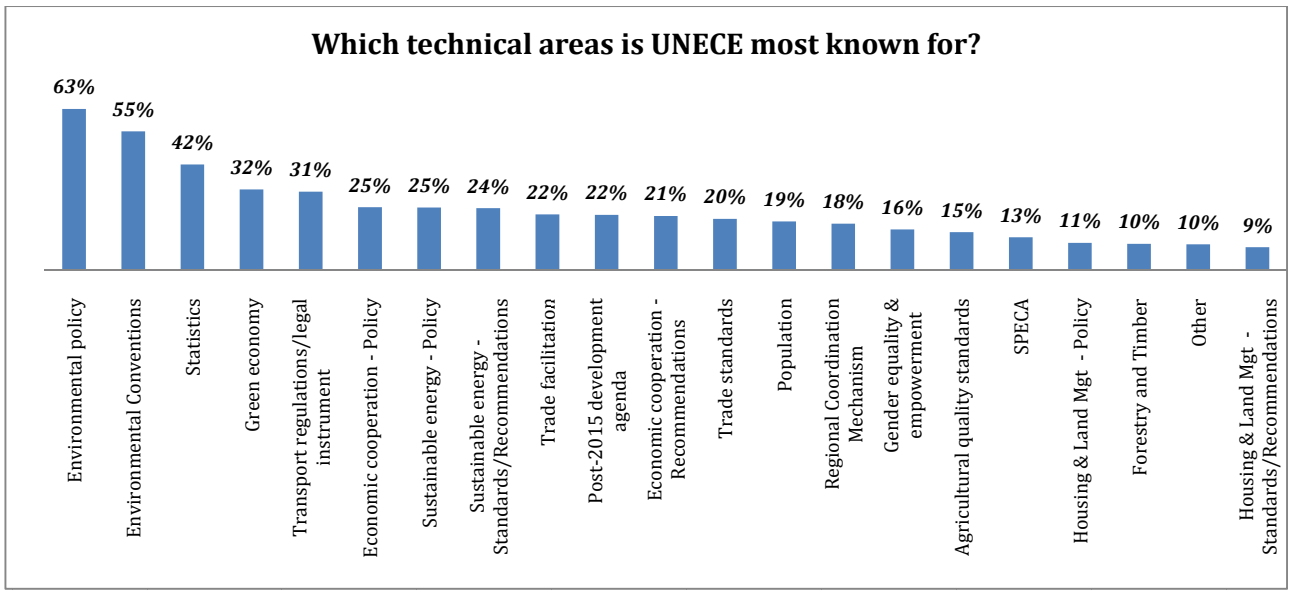
~ Note that the responses to this question correlate to the earlier question. As the responses to the earlier question were primarily positive, responses here mean that respondents see these items positively.



From a total of 461 responses

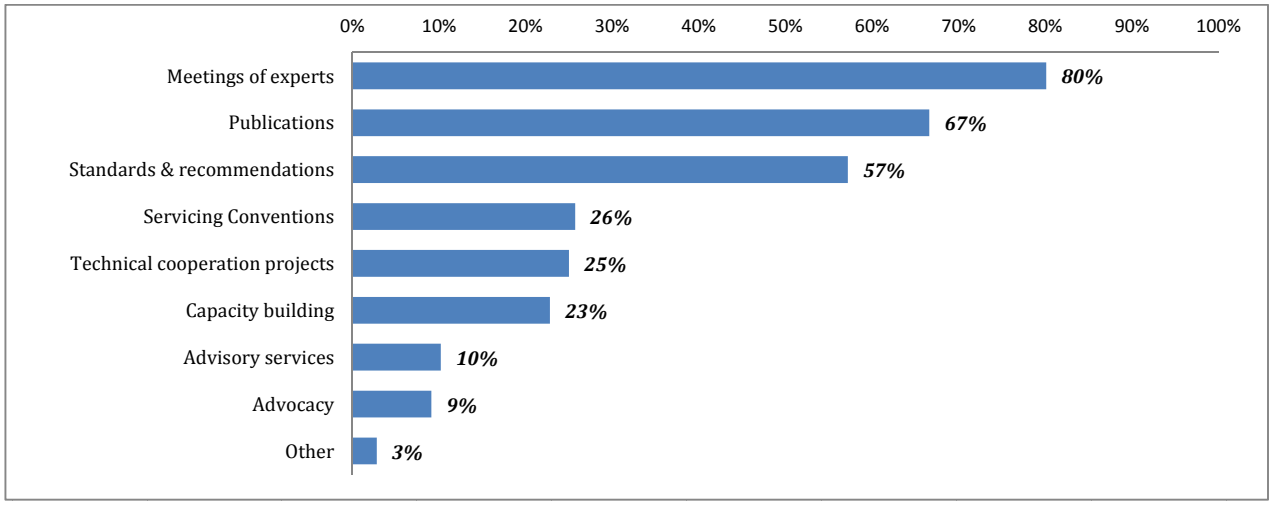


From a total of 459 responses



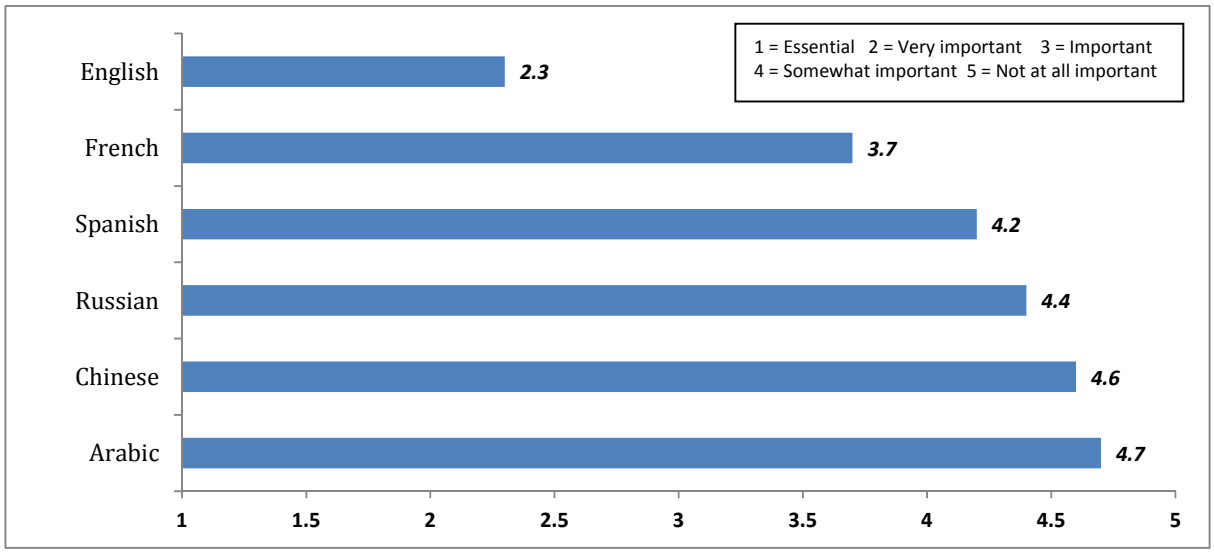
From a total of 459 responses (Note: Respondents were asked to mark their top 5 only)

In your opinion, which products is UNECE best known for?



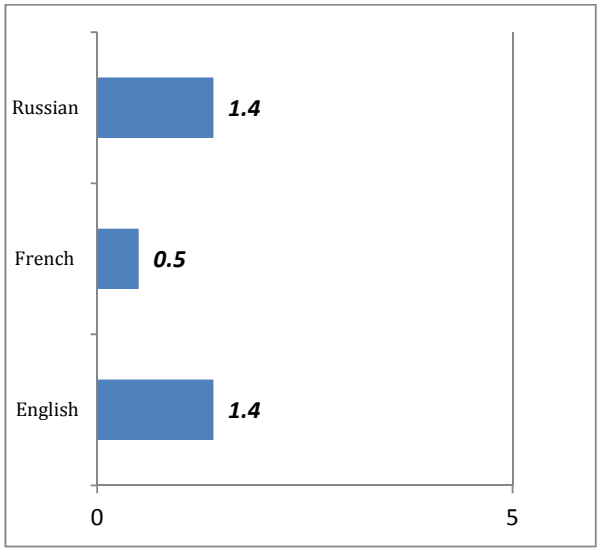
From a total of 459 responses

Which of the official UN languages are important to you in receiving information on UNECE's work?

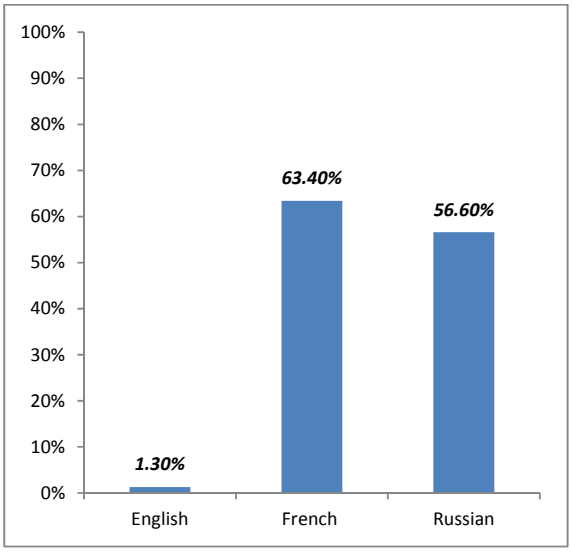


From a total of 459 responses

Please rate the quality of UNECE Products in English, French & Russian

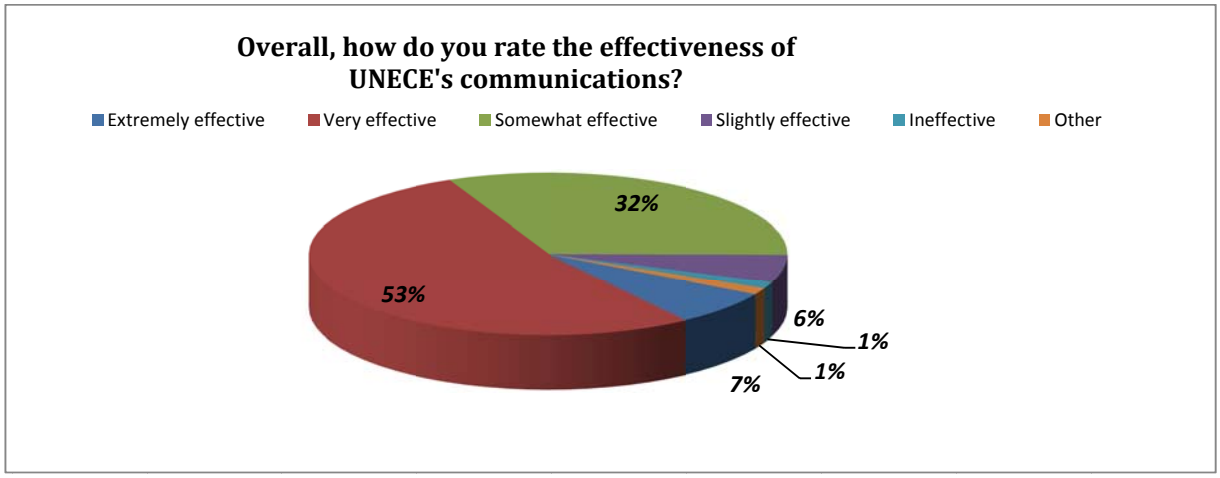


 # Percentage of respondents who had not used UNECE product in said language



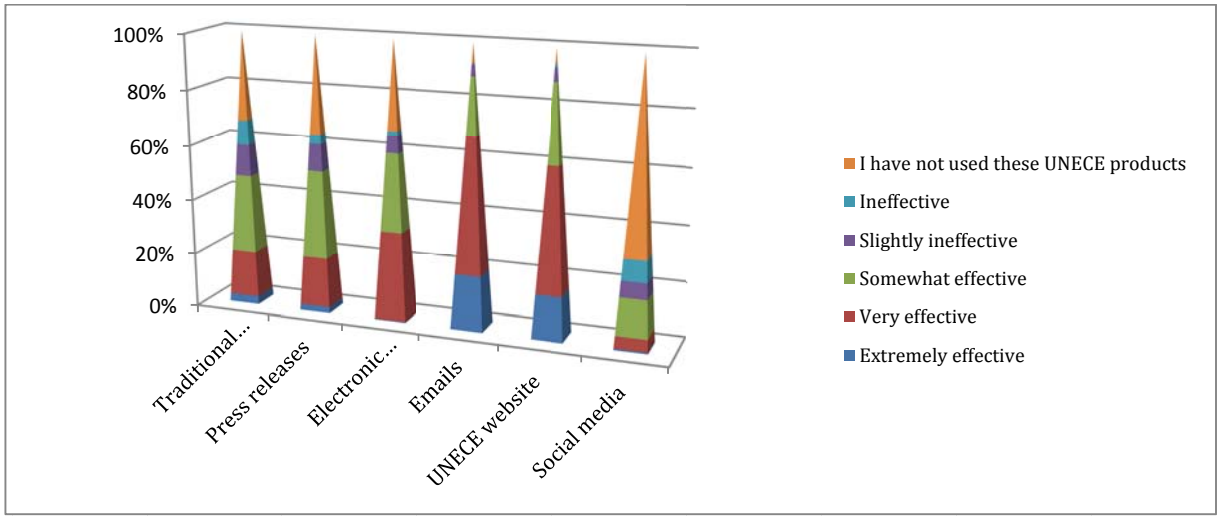
From a total of 459 responses

1 = Essential 2 = Very good 3 = Satisfactory
4 = Slightly satisfactory 5 = Unsatisfactory

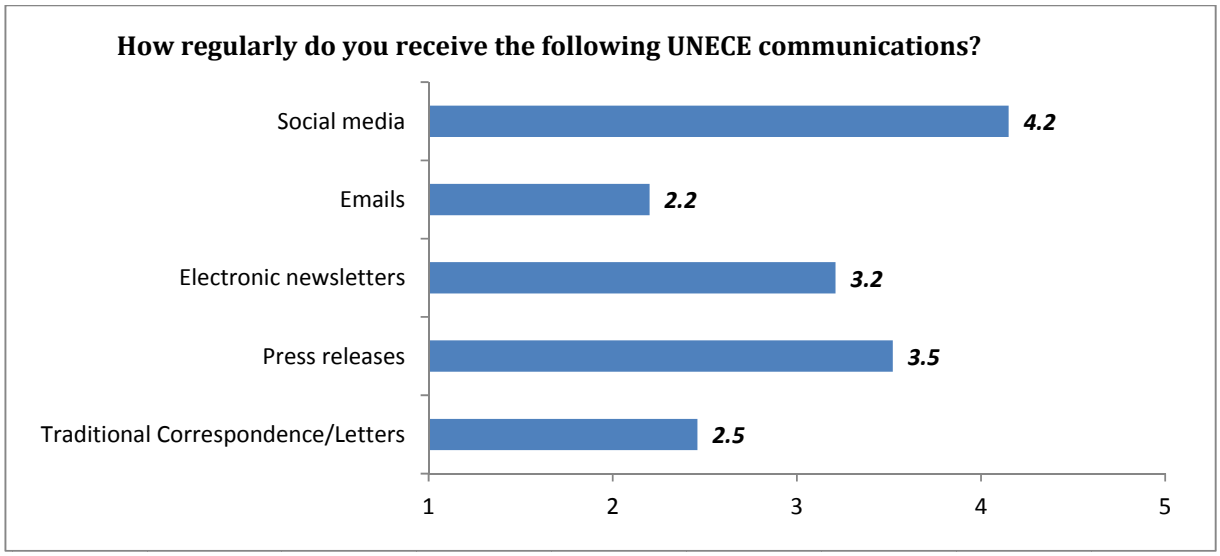


From a total of 459 responses

How do you rate the effectiveness of the following methods of communication by UNECE?

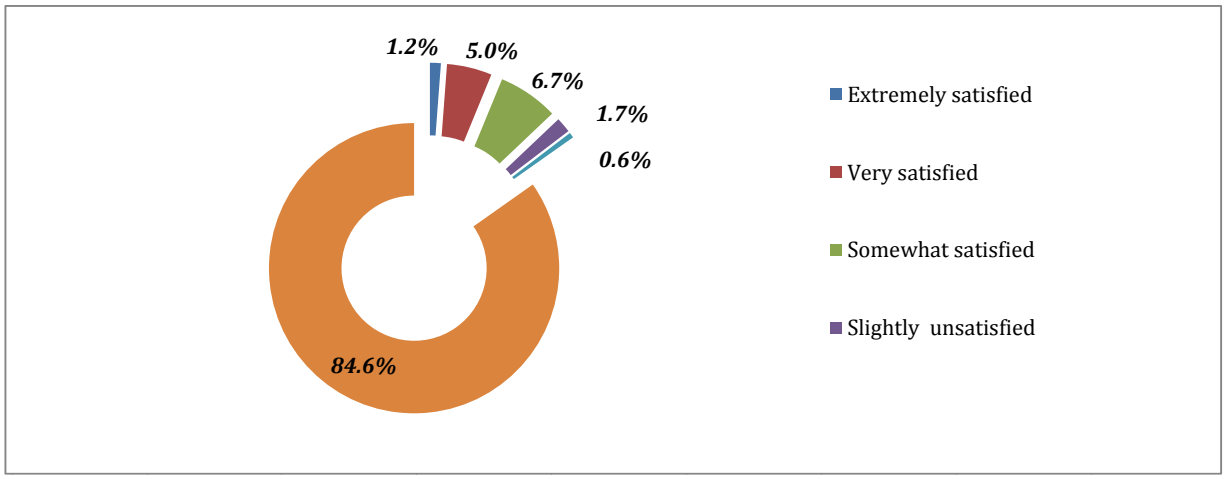


From a total of 452 responses



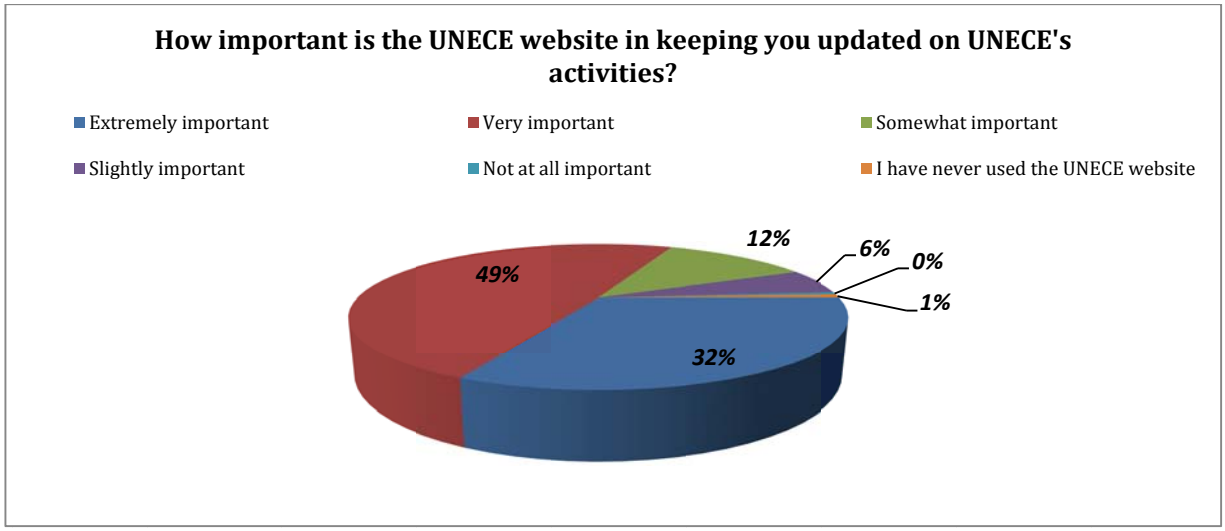
From a total of 452 responses Key: 1 = Frequently 2 = Regularly 3= Occasionally 4 = Infrequently 5 = Never

Please rate your satisfaction with UNECE's presence on social media platforms (Facebook, Twitter, Google+, Instagram)



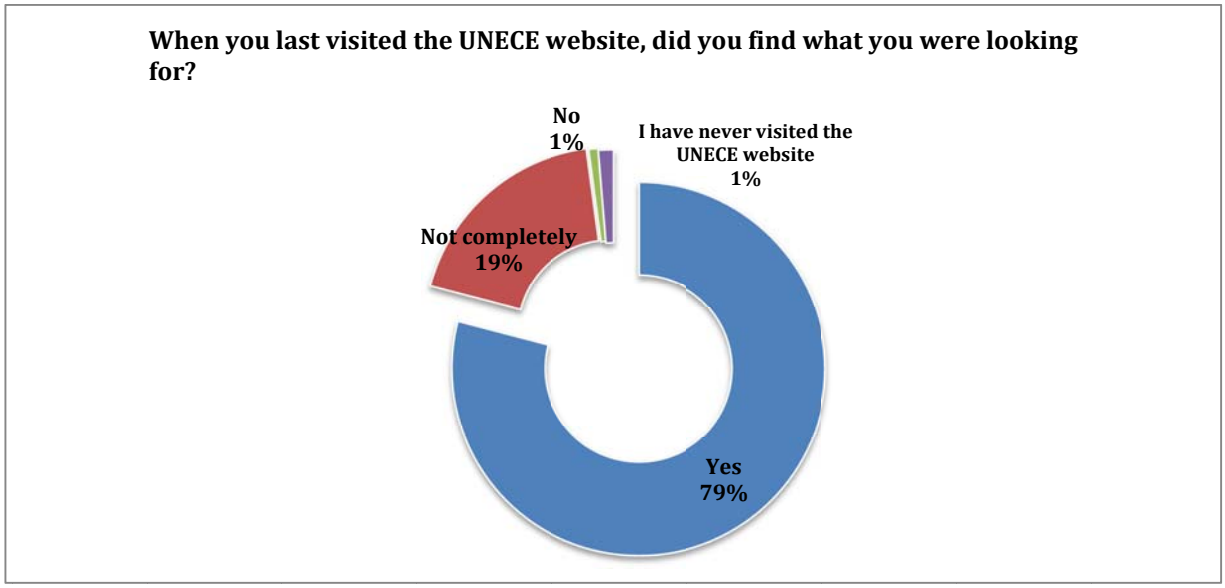
From a total of 452 responses

How important is the UNECE website in keeping you updated on UNECE's activities?



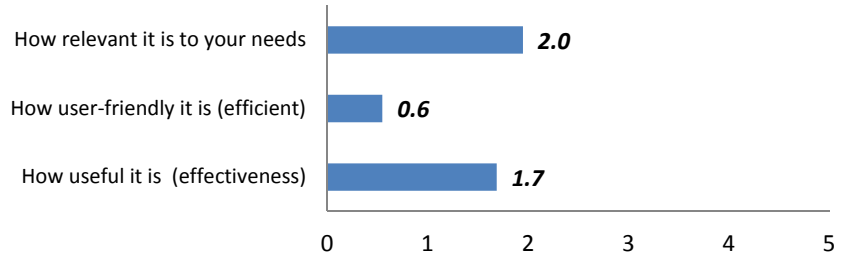
From a total of 452 responses

When you last visited the UNECE website, did you find what you were looking for?



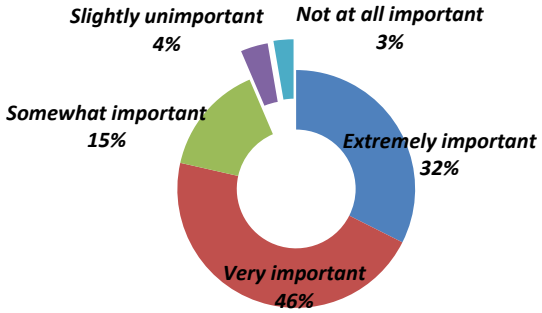
From a total of 452 responses

Please rate the UNECE website on the following criteria:



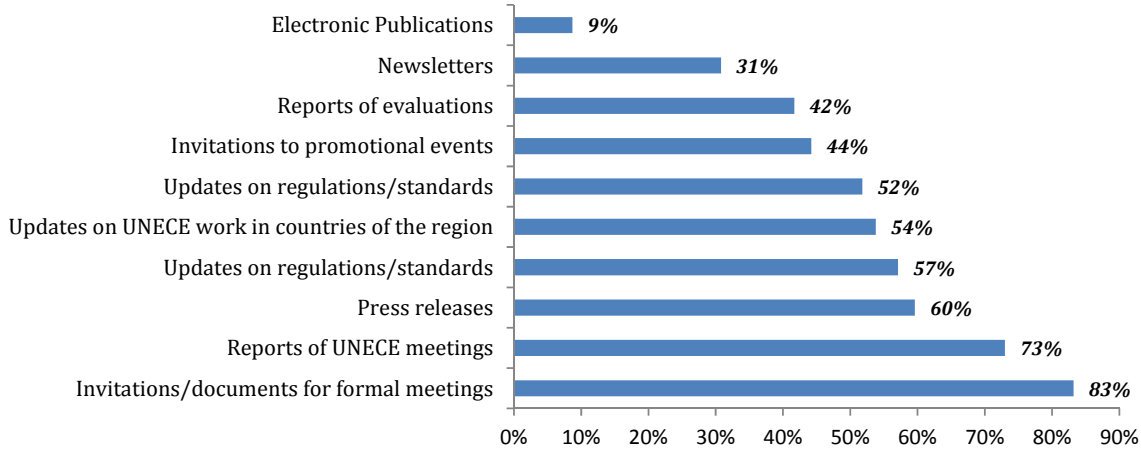
From a total of 452 responses *Key: 1 = Extremely 2 = Very 3 = Somehow 4 = Slightly 5 = Not at all*

In your opinion, is it important for UNECE to hold promotional events?

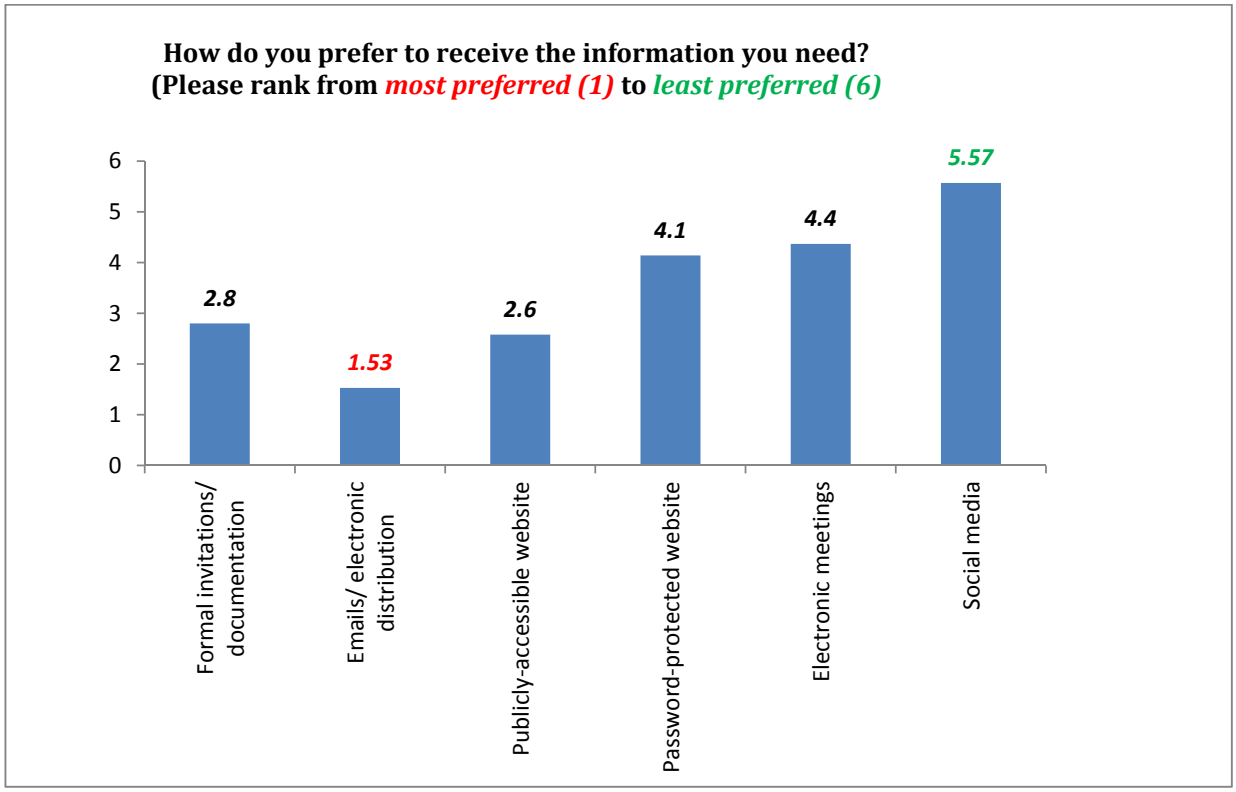


From a total of 448 responses

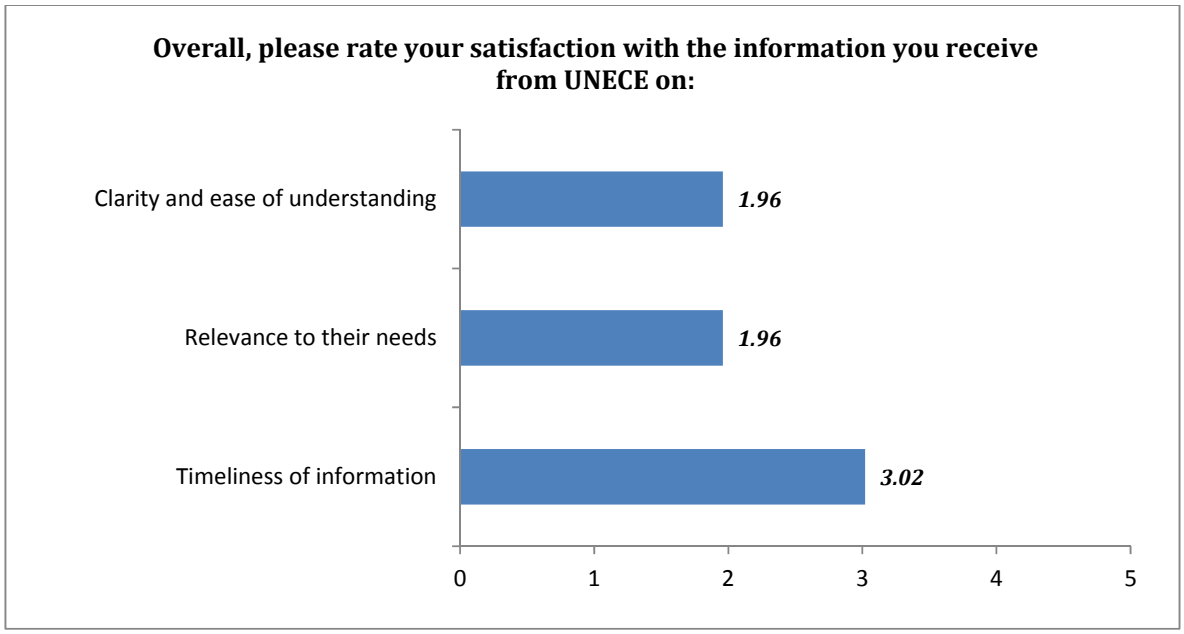
What information do you need to receive from UNECE?



From a total of 448 responses

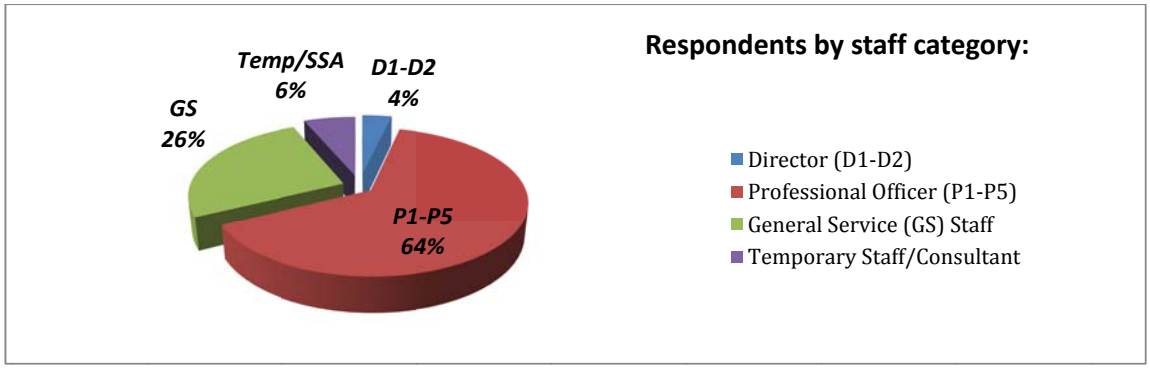


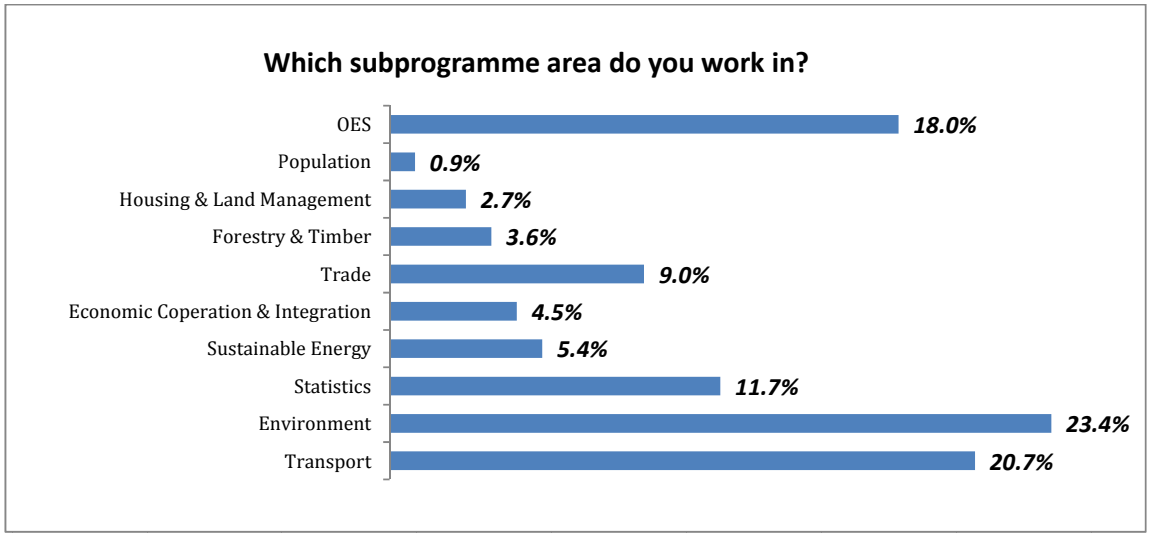
From a total of 448 responses

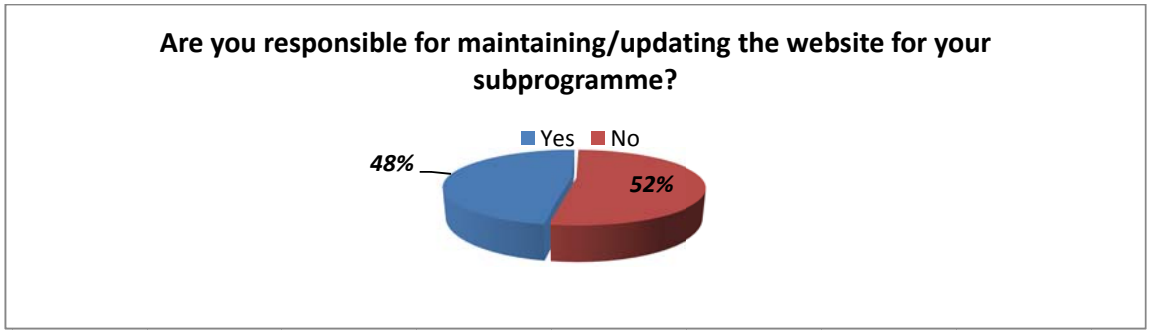


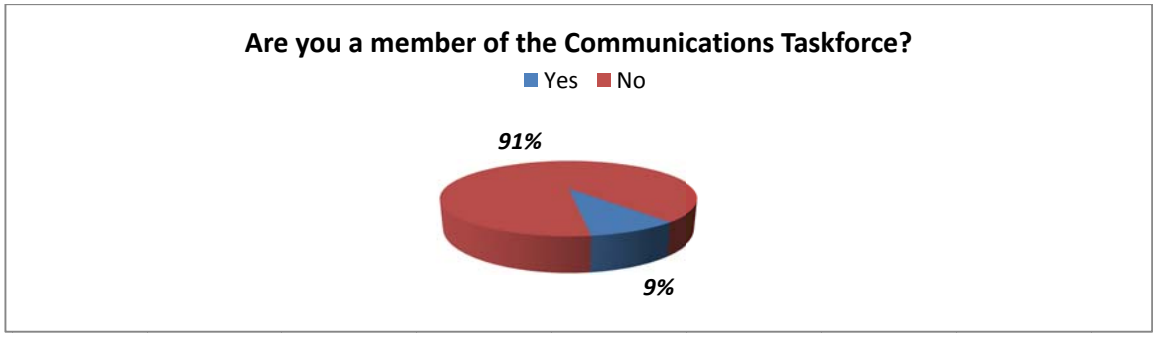
From a total of 448 responses Key: 1 = Extremely 2 = Very 3 = Somewhat 4 = Slightly Dissatisfied 5 = Dissatisfied

Results of Survey of UNECE Staff (December 2014)

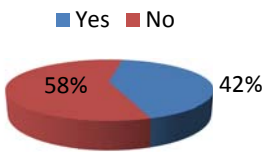




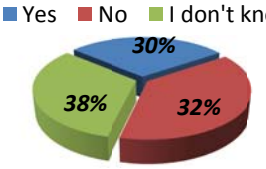




Have you read the UNECE Communications Strategy (2012)?

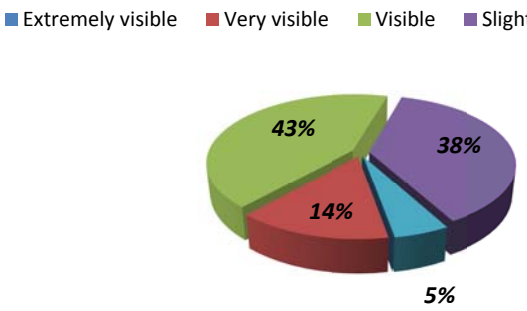


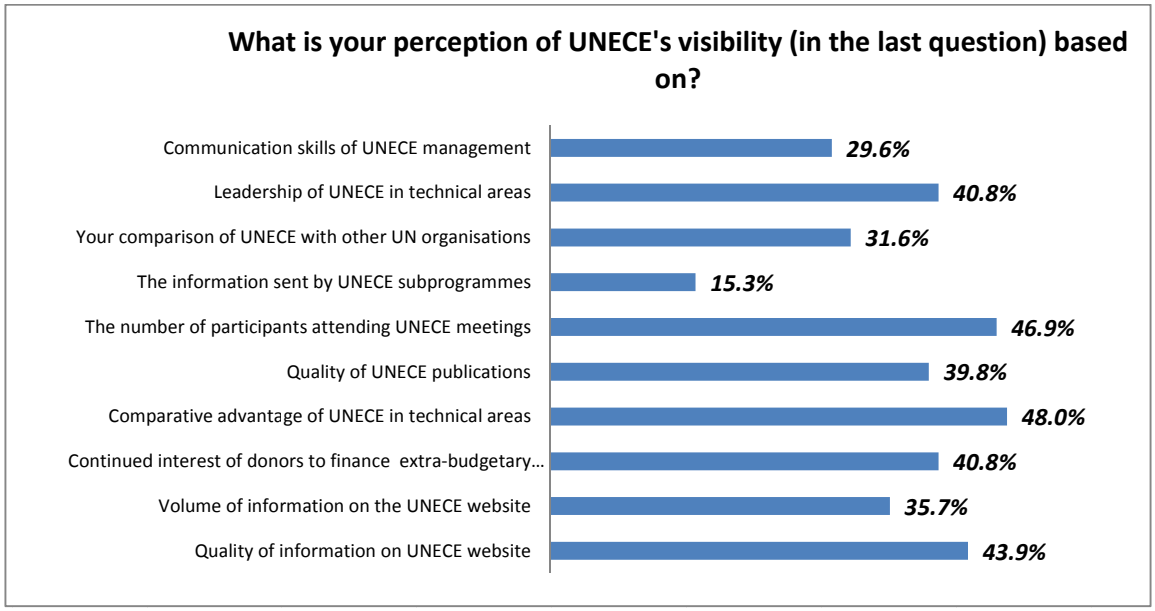
Do you have a division/section level strategy for communicating your work to your key stakeholders?

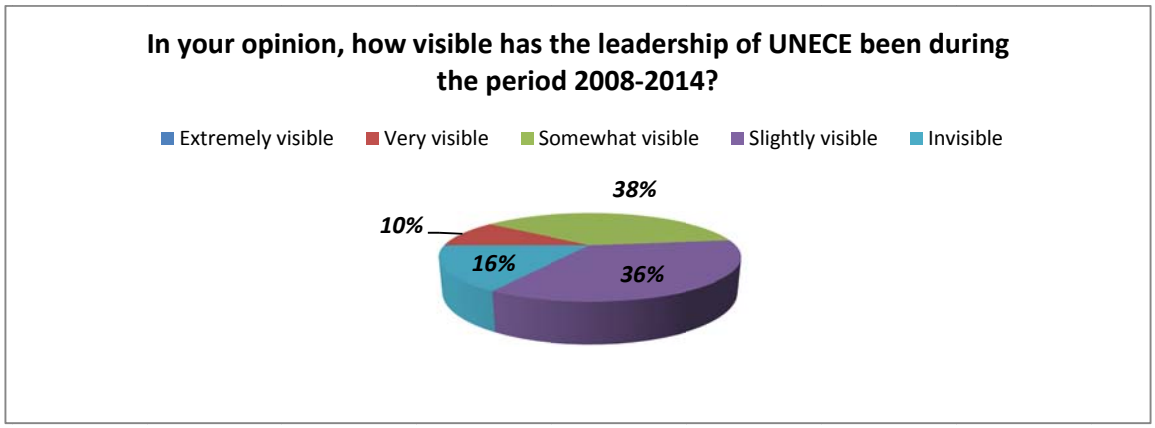


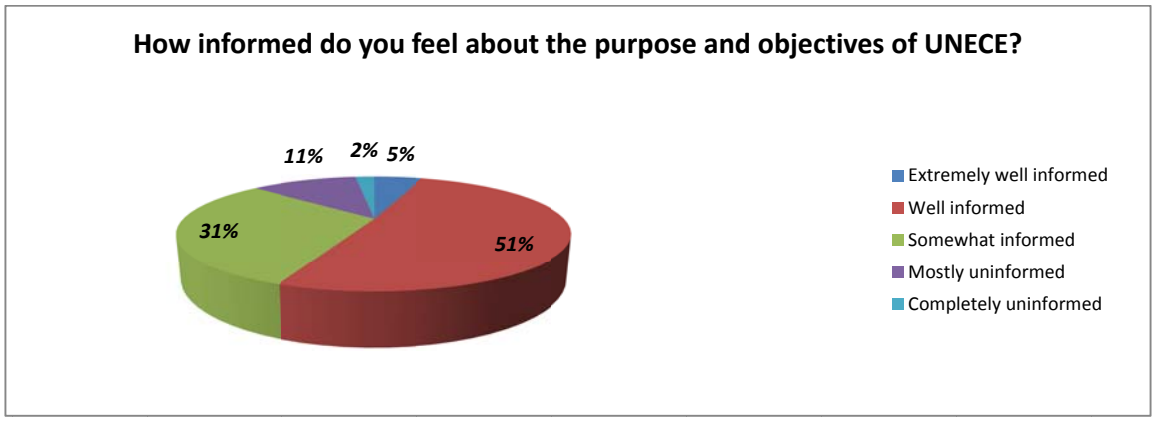
Who is responsible for communications with external stakeholders in your subprogramme area?

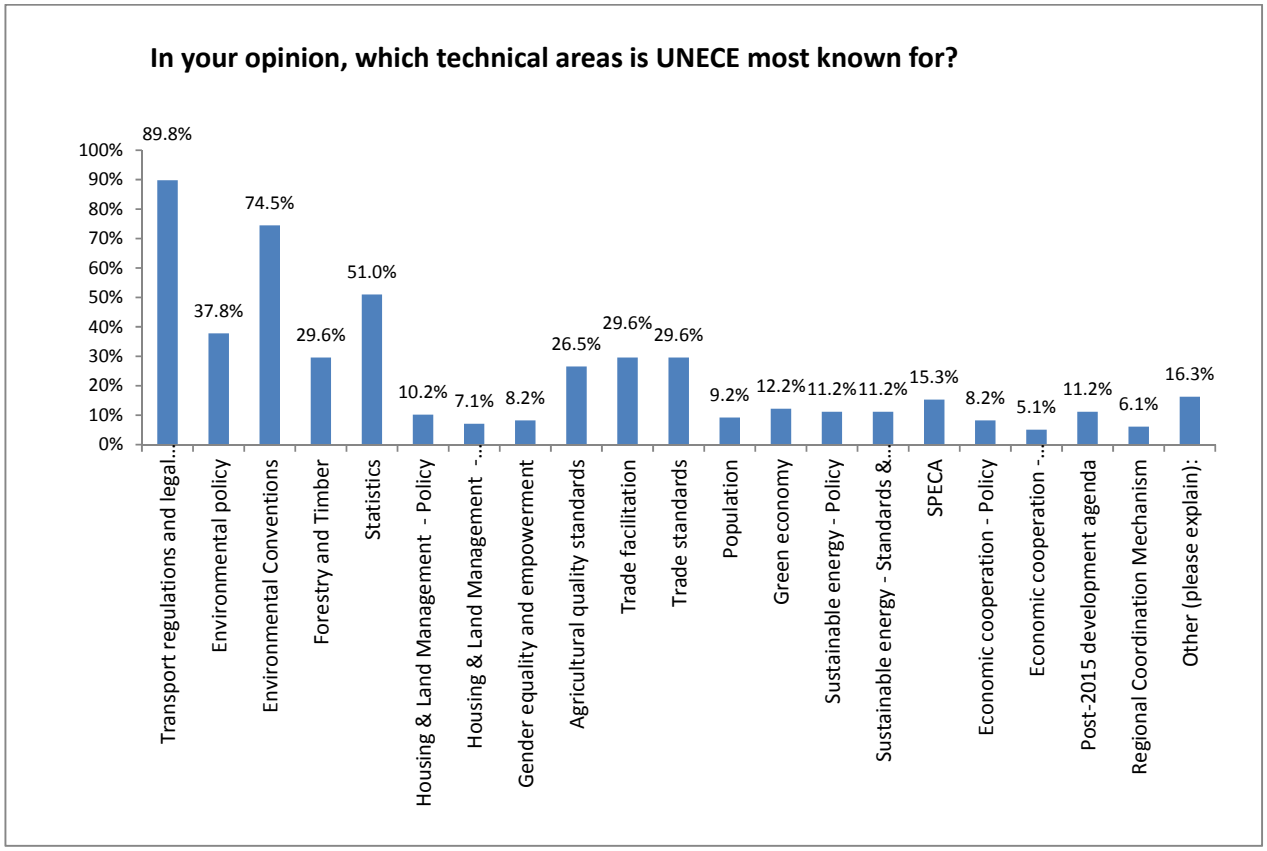
How visible do you believe UNECE's work is to external stakeholders?



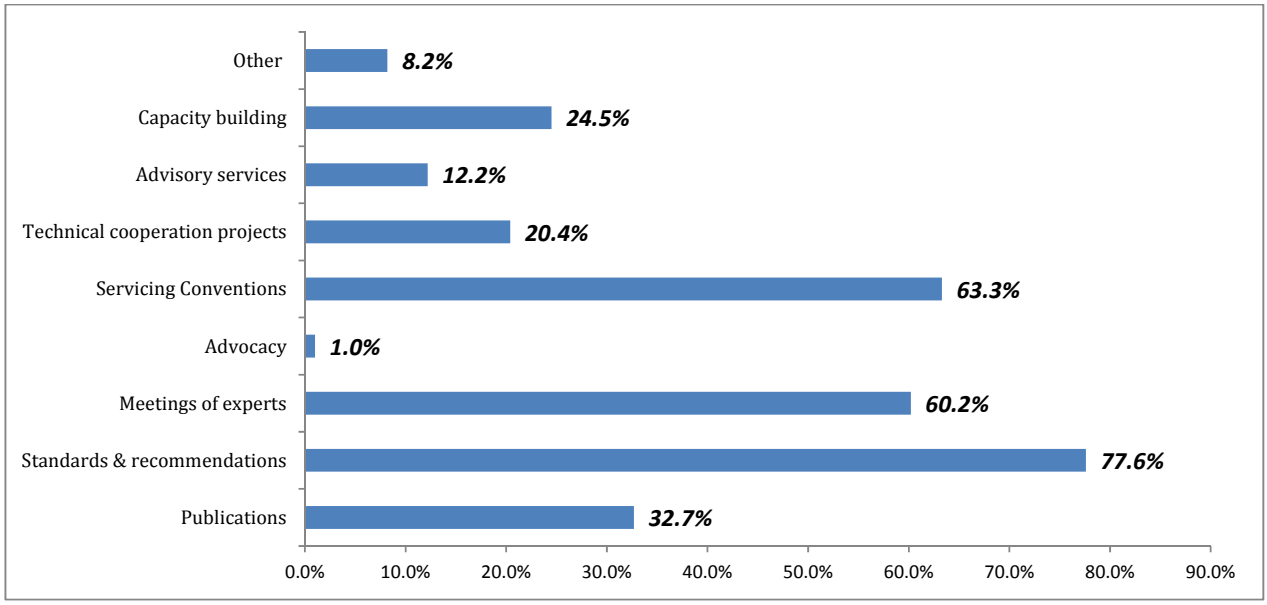

What is your perception of UNECE's visibility (in the last question) based on?
Communication skills of UNECE management
29.6%
Leadership of UNECE in technical areas
40.8%
Your comparison of UNECE with other UN organisations
31.6%
The information sent by UNECE subprogrammes
15.3%
The number of participants attending UNECE meetings
46.9%
Quality of UNECE publications
39.8%
Comparative advantage of UNECE in technical areas
48.0%
Continued interest of donors to finance extra-budgetary...
40.8%
Volume of information on the UNECE website
35.7%
Quality of information on UNECE website
43.9%

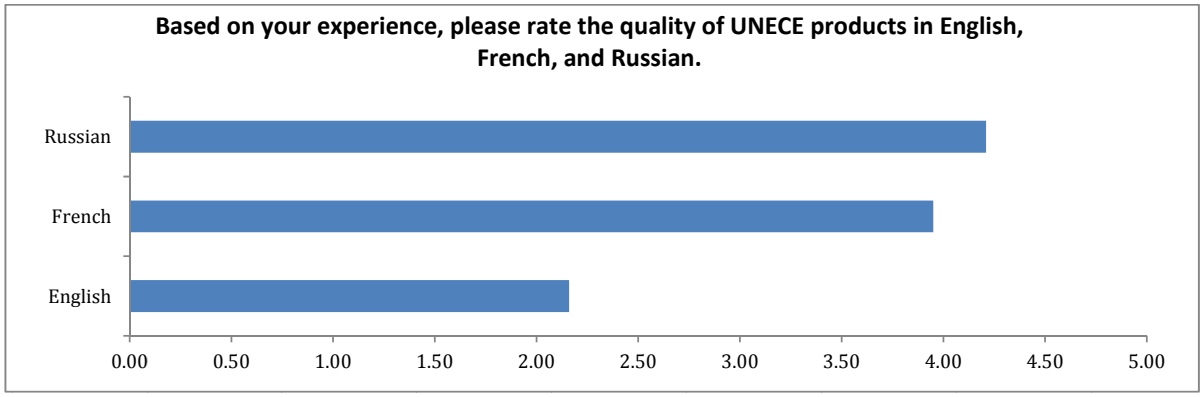

In your opinion, how visible has the leadership of UNECE been during the period 2008-2014?
Extremely visible
Very visible
Somewhat visible
Slightly visible
Invisible
38%
10%
16%
36%


How informed do you feel about the purpose and objectives of UNECE?
11%
2%
5%
31%
51%
Extremely well informed
Well informed
Somewhat informed
Mostly uninformed
Completely uninformed

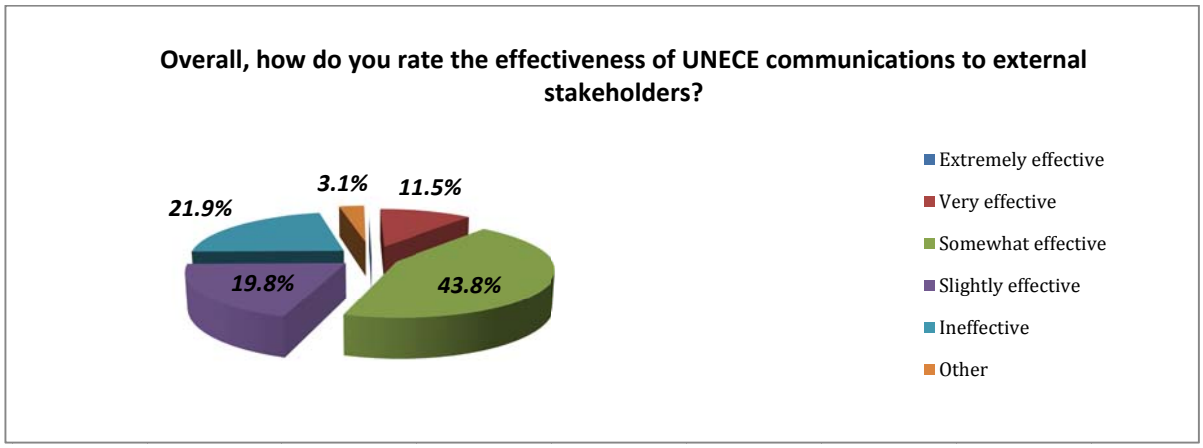


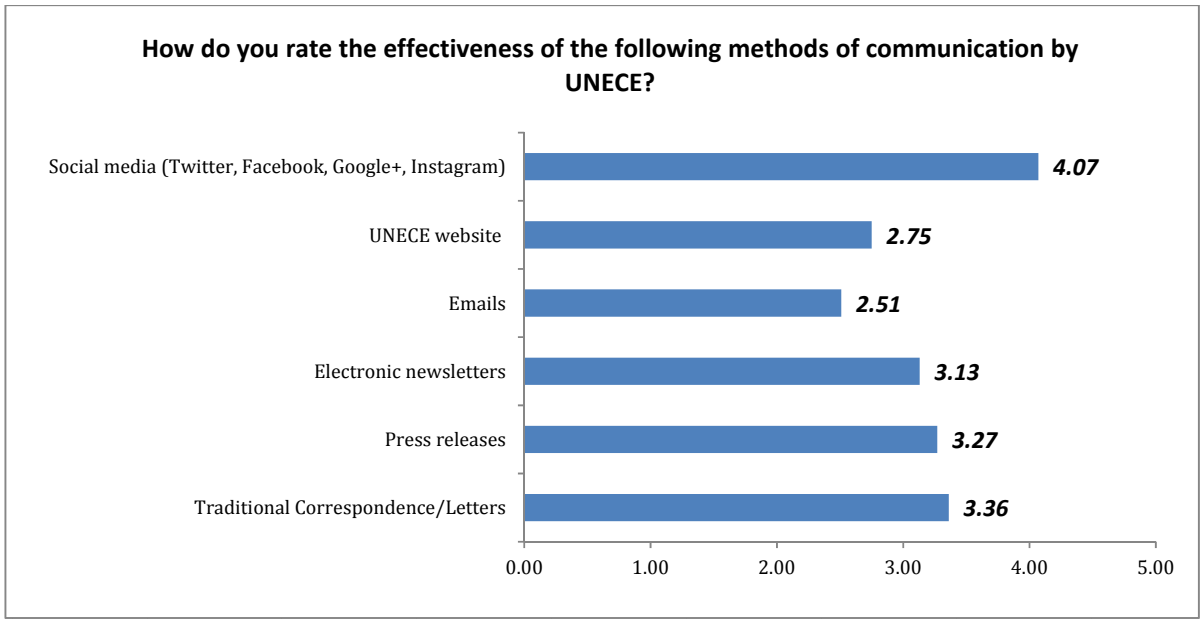
In your opinion, what products is UNECE most known for?



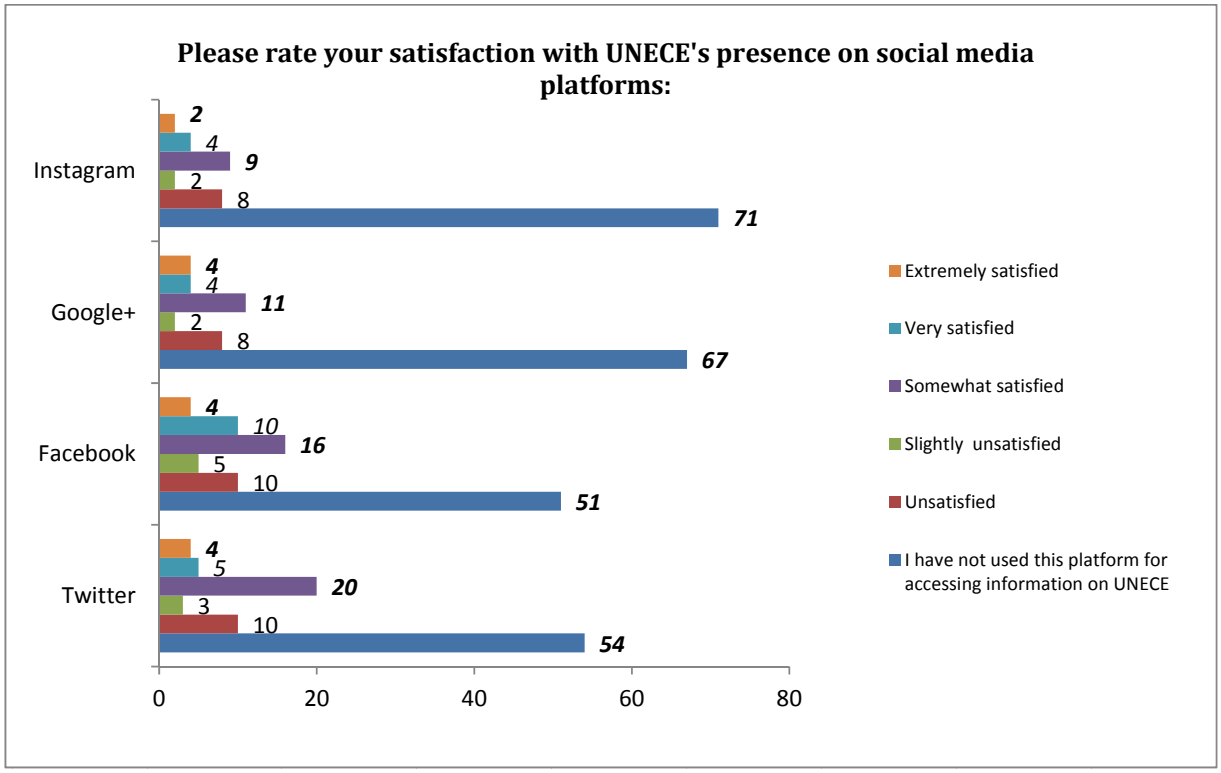


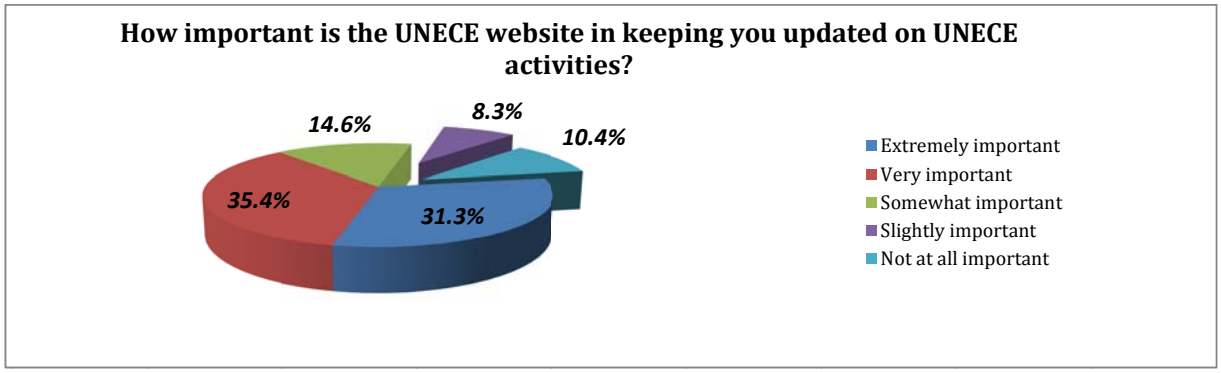
Key: 1 = Excellent 2 = Very Good 3 = Satisfactory 4 = Slightly Unsatisfactory 5 = Unsatisfactory

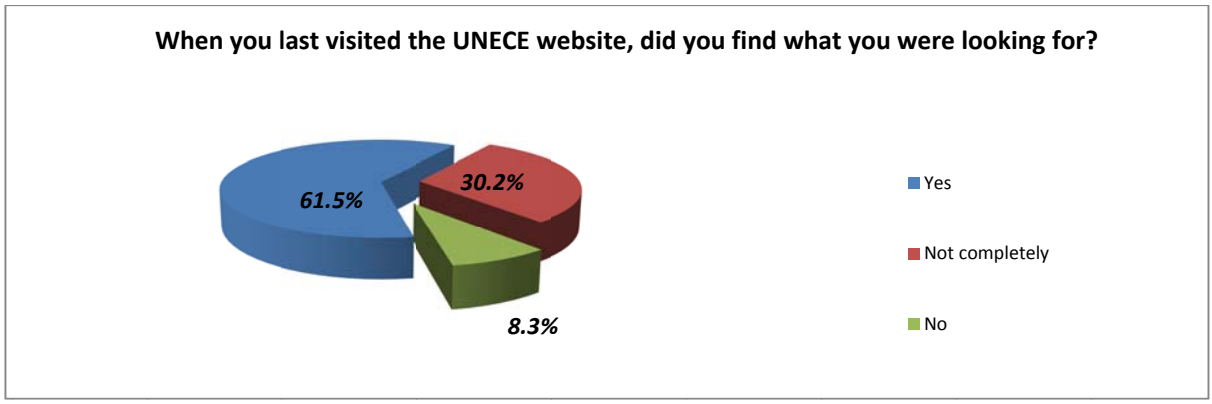


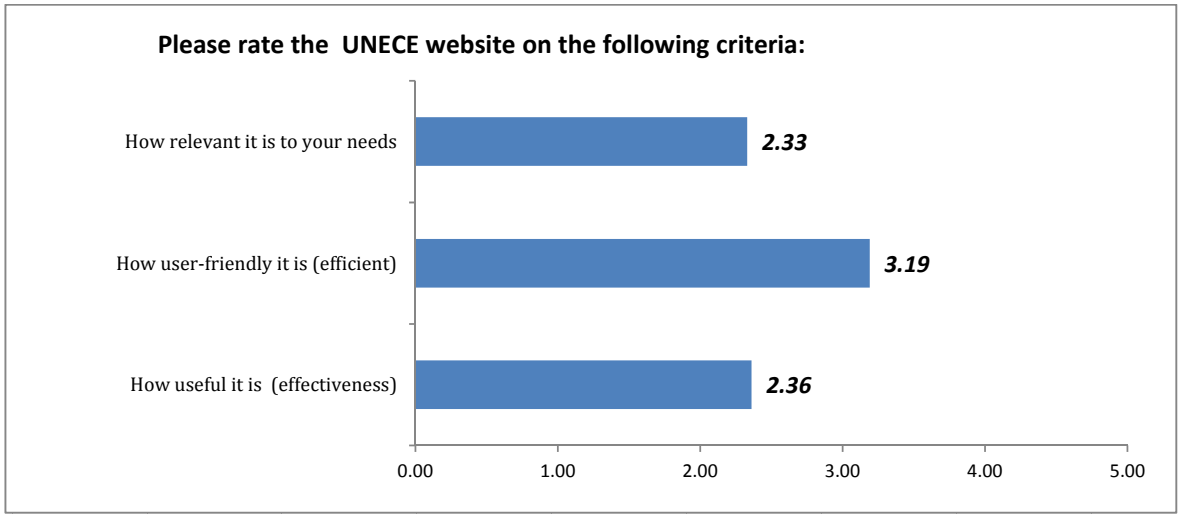


Key: 1 = Extremely effective 2 = Very effective 3 = Somewhat effective 4 = Slightly ineffective 5 = Ineffective

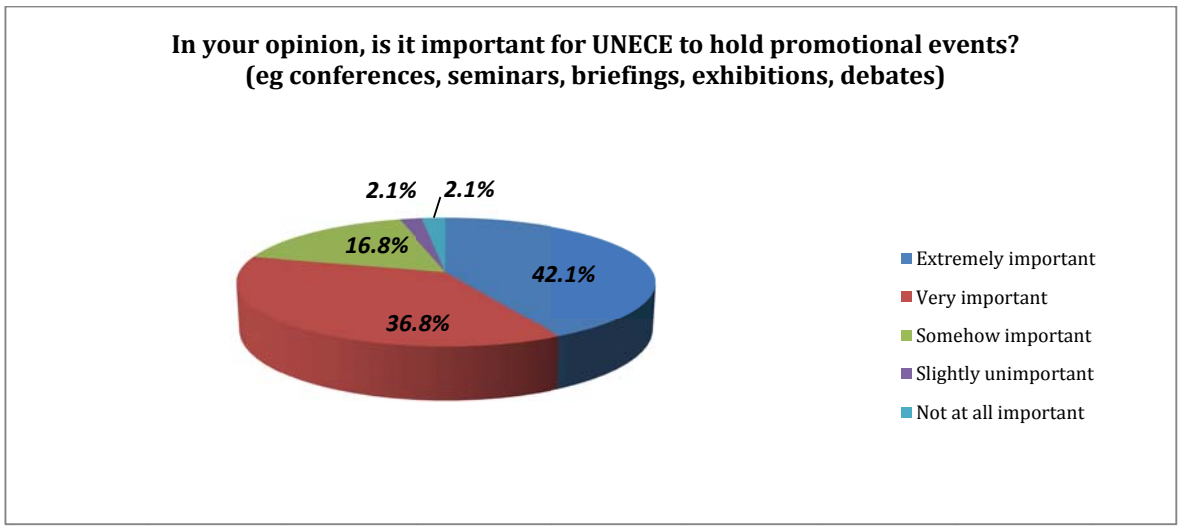

Please rate your satisfaction with UNECE's presence on social media platforms:
Instagram
Google+
Facebook
Twitter
2
4
9
2
8
71
4
4
11
2
8
67
4
10
16
5
10
51
4
5
20
3
10
54
0
20
40
60
80
Extremely satisfied
Very satisfied
Somewhat satisfied
Slightly unsatisfied
Unsatisfied
I have not used this platform for accessing information on UNECE


How important is the UNECE website in keeping you updated on UNECE activities?
14.6%
8.3%
10.4%
35.4%
31.3%
Extremely important
Very important
Somewhat important
Slightly important
Not at all important


When you last visited the UNECE website, did you find what you were looking for?
61.5%
30.2%
8.3%
Yes
Not completely
No



Key: 1 = Extremely 2 = Very 3 = Somewhat 4 = Slightly 5 = Not at all



List of Interviewees

Member States

Roderick van Schreven	Chair of EXCOM, and Ambassador of the Netherlands Mission to the UN in Geneva
Servatius Van Thiel	EU Delegation
Felix Wertlii	Representative of the Swiss Mission to the UN in Geneva

News Agencies (accredited to the UN in Geneva)

Geneva Association of UN Correspondents
AFP
Le Temps
AP
BBC

UN

Carolina Rodriguez	Head, International Geneva Perception Change Project
Corinne Momal-Vanian	Director, UN Information Service (UNIS) Geneva
Vadim Isakov	Digital Information Officer, Department of Conference Management (UNOG)

Regional Commissions

Amr Nour	Director, Regional Commissions New York Office
Francyne Harrigan	Chief, Strategic Communications & Advocacy Section, ESCAP
Nabil Abu/Dargham	Public Information Officer, ESCWA
Mercy Wambui	ECA
Maria Amparro-Lassa	ECLAC

UNECE Secretariat

Christian Friis Bach	Executive Secretary
Andrey Vasilyev	Deputy Executive Secretary
Parisudhi Kalampasut	Chef de Cabinet & Secretary of the Commission
Eva Molnar	Director, Transport Division
Marco Keiner	Director, Environment Division
Virginia Cram-Martos	Director, Economic Integration & Trade Division
Zamira Eshmambetova	Director, Programme Management Unit
Monika Linn	Director, DPCCU
Scott Foster	Director, Sustainable Energy Division
Lidia Bratanova	Director, Statistics Division
Paola Deda	Director a.i. Forestry & Land Management Division
Jean Rodriguez	Chief Public Information Officer
Serge Melis	UNECE Website Project Manager

Group Sessions

UNECE Website Working Group	Chaired by the Executive Secretary
UNECE Communications Taskforce	Chaired by the Deputy Executive Secretary
Press Briefing for journalists	Managed by UNIS

ESCAP PRESS RELEASE REQUEST FORM

Note:

Press releases are distributed to international and regional press outlets from wire, broadcast and print, as well as a detailed list of local and international journalists based in Bangkok who cover the region. The release is placed on our website and distributed via email to the appropriate media, as well as to UNICs offices in our region for translation and local dissemination and to DPI in New York for reuse and re-issuance on their news website. Also, staff, heads of UN agencies and ACPR members.

The primary objective of our media profile is to raise awareness of ESCAP's work and show key stakeholders that ESCAP is the premier institution for sustainable, equitable and inclusive development in Asia and the Pacific.

Instructions:

When you have completed these notes, '**SAVE AS**' to your hard drive before sending to SCAS

What is the topic of the media release?	
Contact name	
Telephone:	**Extension:** **Mobile:**
Email address	
Website address (event page etc.)	
Will there be an event related to this topic? If so please add these details: 1. What: 2. Who: 3. Where: 4. When: **5.** Why:	
What are the most important points we need to know about the event/project/programme (no more than THREE points)? Please include any relevant dates or milestones of the project. 1. 2. 3.	
What are the benefits to ESCAP and/or people in the Asia-Pacific region (no more than THREE points)? 1. 2. **3.**	
Is this event/project/programme new to ESCAP? If so, what is new or innovative?	
What are the expected outcomes of the meeting/conference/forum etc. (Where applicable) 1. 2. 3.	
Are there any unique/interesting stories about this project? This could provide just the angle we need to make the story interesting to the media.	

Is there anything sensitive, controversial or contentious associated with this program/project?
Is the matter urgent or time critical?
Photo opportunity **Do you have a photo we can include in the press release?**
Partnership **Does it involve a partnership with another organisation? Yes No** **If yes - do they need to sign off on the press release? If so please provide contact details**
Target audience **If there is a target audience other than the regional media you wish to distribute the release to? i.e. additional stakeholders? Please state.**
Quotes **Please provide one or two quotes from the ESCAP spokesperson (and partners where applicable)**
Background information **Please provide no more than 3 paragraphs of background information**

Select Data from UNECE Information Unit 2008-2014

Chart 1 - Media Clippings for the Year 2014 [1]

Topic	News
General UNECE	**253**
ES	**420**
ECID. Total	**142**
Innovation	16
PPP	120
Miscelaneous	6
Energy	**226**
UNFC	**142**
Environment. Total	**1954**
Aarhus	866
Espoo	277
Water	158
Air	505
EPR	42
Industrial accidents	48
ESD	2
Miscelaneous	56
SPECA	**88**
HLM	**60**
Population	**42**
Gender	**60**
Statistics	**91**
THE PEP	**301**
Forests	**177**
Trade. Total	**349**
CEFACT	131
Agriculture	77
Miscelaneous	141
Transport. Total	**3293**
TIR	726
GHS	679
Dangerous goods	47
Road safety	74
WP29	1341
Miscelaneous	426
Total	7598

Chart 2 - Top 30 sources per Number of Stories Published

Source name	total
TKS.RU - всё о таможне	76
БезФормата.Ru	75
Yahoo Finance	58
News21.by	46
Туркменистан	34
Kazinform	30
Transport Weekly	30
i-News.kz	28
Trend (azerbaijan?)	27
Technology News	23
Oekonews.at	22
KZ Press-Club	21
Ecopress	20
Europa Press.es	20
Reuters	18
Meta.kz	19
Turkmenistan.ru	19
Новости Беларуси	19
Top News	18
Радио ООН (RU)	18
La Informacion.com	17
ECOticias.com	16
Forests Policy & Practice	16
CA-News.org	15
Dallas Morning News - Mediawebsite.net	15
Investing & Stock Research - Businesswe	15
JydskeVestkysten	15
Portnews	15
РИА МОТОР	15

[1] Charts in Annex X were provided by the Information Unit, and were not edited by the evaluator.

Chart 3 - Other selected sources

Source name	Total	Country
Menara (news agency)	13	Morocco
Austria Press Agency-OTS	12	Austria
Dagbladet Holstebro Struer	12	Denmark
Dagbladetringskjern.dk	12	Denmark
Folketidende.dk	12	Denmark
Jyllands-posten.dk	12	Denmark
РИА Новости	11	Russia
Российская газета	11	Russia
20 Minutes Online (FR)	10	Switzerland
Bangkok Post	10	Thailand
Lithuanian News Agency - ELTA	9	Lithuania
Forbes	8	USA
MSN	8	Various countries
Agencia EFE	6	Spain
Financial Times	5	UK
Radio des Nations Unies (FR)	6	
Xinhua News (Eng.)	6	China
Les Echos	6	France
Salzburger Nachrichten	6	Austria
Der Standard.at	6	Austria
ANSA.it	5	Italy
BBC - Programmes	4	UK
The Irish Times	4	Ireland
ABC	3	Spain
El Mundo	3	Spain
Euronews	3	
Forbes Украина	3	Russia
La Stampa	3	Italy
Radio de las Naciones Unidas (ES)	3	
The Times	3	UK
The Telegraph	3	UK
Le Figaro	2	France
Libération	2	France
The Wall Street Journal	2	USA
L'Orient-Le Jour	2	Morocco
Frankfurter Allgemeine Zeitung	2	Germany

Chart 4 - Breakdown by language

Language	%
Albanian	0.13
Arabic	1.06
Armenian	0.15
Azerbaijani	0.05
Belarusian	0.07
Bengali	0.01
Bulgarian	0.01
Chinese (simpl.)	4.09
Croatian	0.16
Czech	0.09
Danish	4.45
Dutch	1.11
English	38.39
Finnish	0.16
French	3.83
Georgian	0.08
German	10.18
Hungarian	0.19
Icelandic	0.01
Indonesian	0.01
Italian	2.93
Japanese	1.39
Korean	1.40
Latvian	0.01
Lithuanian	0.18
Macedonian	0.01
Malay	0.17
Modern Greek	0.58
Modern Hebrew	0.03
Norwegian	0.05
Persian	0.09
Polish	0.30
Portuguese	0.38
Romanian	0.36
Russian	19.63
Serbian	0.22
Slovak	0.09
Slovenian	0.05
Spanish	5.99
Swahili	0.03
Swedish	0.41
Thai	0.38
Turkish	0.98
Ukrainian	0.07
Vietnamese	0.03

Chart 5 – Press Releases

	2008	2009	2010	2011	2012	2013	2014
General UNECE	4	6	4	11	9	12	10
ECID	5	6	9	8	7	8	6
Energy (Total)	7	5	7	1	6	6	9
UNFC	1				4	3	3
Environment (Total)	11	15	31	51	49	49	32
aarhus	2	2	6	5	5	2	3
air		1	6	1	3	1	2
espoo	4		3	6		1	5
indus	1		1	2	4	3	3
water	4	9	10	27	29	31	17
EPR		1		2	4	2	2
EfE		1	2	4			0
Misc Env		1	3	4	4	9	0
Gender		1			1		2
HLM	9	14	10	3	10	6	13
Population	2	2	2	2	3	1	1
THE PEP		3	3	1	1	0	2
Statistics	1	2	2	2	1	3	1
Forestry & Timber	9	9	15	12	10	13	13
Trade	6	11	2	10	4	8	7
Transport (Total)	7	16	16	16	5	10	12
wp29	2	2	2	1	2	3	2
dangerous goods	1	1	1	1	1		0
road safety		5	4	6		1	3
TIR		2	1	1		2	2
Misc Trans	4	6	8	7	2	4	5
SPECA			1		2	1	2
Total	61	90	102	117	108	117	110

Chart 6 - UNECE Weekly

	2008	2009	2010	2011	2012	2013	2014
General UNECE	**15**	**20**	**20**	**14**	**15**	**15**	**9**
Executive Secretary	5	9	9	7	10	8	6
ECID (total)	**10**	**9**	**11**	**14**	**13**	**6**	**10**
innovation	6	3	6	5	3	3	3
PPP	4		1	7	7	3	5
Misc.		6	4	2	3		2
Energy (total)	**13**	**10**	**16**	**9**	**12**	**12**	**19**
UNFC				4	5	1	9
Environment (Total)	**25**	**20**	**43**	**52**	**53**	**47**	**55**
aarhus	5	4	10	8	7	4	6
air	2	1	8	3	6	5	3
espoo			3				5
EAP Green							3
indus	1	1	3	2	4	2	1
water	8	6	14	17	24	26	16
EPR	2	1		2	2	1	2
Rio +20				2	4		
ESD				2	3	1	1
Misc ENV	7	7	5	16	3	10	
HLM	**6**	**5**	**7**	**1**	**7**	**10**	**11**
Population	**3**	**4**	**3**	**4**	**15**	**9**	**9**
THE PEP		**3**	**3**	**1**	**1**	**1**	**4**
Statistics	**46**	**43**	**35**	**25**	**20**	**22**	**25**
Forests	**8**	**6**	**12**	**11**	**7**	**5**	**9**
Trade	**2**	**5**	**7**	**15**	**12**	**12**	**11**
Agriculture	**8**	**9**	**3**	**4**	**2**		
SPECA	**1**	**2**	**3**	**2**	**3**	**5**	**3**
Gender	**1**	**6**	**4**	**3**	**2**		**4**
Transport (Total)	**25**	**26**	**22**	**24**	**15**	**19**	**16**
wp29	1	5	5	4	2	2	3
dangerous goods	2	2	1	3	1		
road safety	1	6	4	8	1	3	3
TIR						1	2
Misc Tran	21	13	12	9	11	13	8
Total	**163**	**168**	**189**	**179**	**177**	**163**	**185**

ANNEX X

ECLAC'S PUBLIC INFORMATION UNIT FACT SHEET[1]
October 29, 2014

Joining ECLAC's conversation (through new social media)
Audience: the young, civil society groups, civil servants, students, academics.

--At August 2014, ECLAC reached more than 130.00 followers in its Twitter Spanish account. It is a very important voice share: ECLAC has more followers in Twitter in Spanish than UNDP and UNICEF at the regional level. On comparison, the UN global account in Twitter in Spanish has 268,000 followers, only doubling ECLAC's.
-- 138.000 fans has ECLAC in its Facebook Spanish account and 2.228 in the English one. We registered more than 15,000 interactions in Facebook in Spanish during ECLAC session in Lima.
--183.715 views of videos in ECLAC's Spanish account and 7.892 views in the English account. During the recent release of a social media campaign on gender gaps, 5,000 thousand users downloaded a video in the first two days after its release, setting a record.
-- 609.383 visits to ECLAC's Spanish account in Flickr and 107.300 in the English one.

Clippings: measuring impact trough traditional media
Audience: decision makers

--10,000 clippings including mentions to ECLAC in newspapers, TV and radio are registered every year. A selection of around 20 clippings is shared with ECLAC staff members every day through the e-mail Cepalinforma.
--ECLAC's Op-eds, signed by the ES, are printed by the most relevant newspapers in the region, in at least 15 countries at a time. Appearing in the Op-ed page of The Miami Herald, El Universal of México or of Brazil, Le Monde of France or The People's Daily of China is key to reach decision makers, not only regionally but globally.
--Around 250 interviews are conducted every year by relevant media outlets with ECLAC spokespersons: key messages from all Divisions are disseminated.

ECLAC publications: Outreach through traditional and new social media

--90% of ECLAC's press releases and other informative materials produced by the Unit are based on ECLAC's publications (the rest is based on other activities or speeches).
--The Unit disseminates publications of all ECLAC Divisions through the media, searching for the necessary balance in terms of issues and countries.
--Articles on ECLAC's publications are printed almost every day. Recent examples: articles in The Wall Street Journal (on the Economic Survey), The Economist (on minimal wage) and El Mercurio of Chile (on port ranking).

Go visual: an image says more than a thousand words

--ECLAC's videos produced in house have been watched by more than 130,000 users. The top of the art videos, which include animation, CNN will soon transmit the latest ECLAC videos on gender gaps in the renowned show of Andrés Oppenheimer.
--ECLAC is sharing via webstreaming the most relevant launches and meetings. Example: more than 3,800 users watched the debates of ECLAC Session in Lima via webstreaming.
--More than half a million users have downloaded ECLAC's high-resolution photos via Flickr.

[1] Information in Annex XI was provided by ECLAC, and was not edited by the evaluator.

Quality control: strict protocols

--All ECLAC informative materials shared with the public have been previously revised by experts and by the Deputy Executive Secretary and the Executive Secretary, through a strict protocol.
--Following this protocol, the Public Information Unit updates the home page, and the main sections of ECLAC website, to assure at the same time efficiency in terms of being competitive in the information market and maintaining excellence.
--Record in quality control: in the last five years only twice has the Unit had to clarify information in a press release, due to inaccuracy detected in the production process within the Unit.

The Mandate and Mission

The Public Information Unit is part of ECLAC's Executive Secretary Office and provides services to all the Divisions of the organization, as well as to Subregional Headquarters and national offices.
The Unit's mission consists of designing and implementing a public information strategy that supports the Commission's goals through a variety of communication activities and products, in both traditional media and new social media.

The Unit delivers newsworthy materials that are competitive in the information market and are printed, broadcast and tweeted every day.

In this way, the Unit promotes the recognition of ECLAC's brand and its positioning as the most relevant think tank in matters related to development with equality in Latin American and Caribbean countries.

Through the website of ECLAC and the Press Center, the Unit offers news, statements, newsletters, speeches, presentations, biographies, videos and photographs of ECLAC's work, as well as special coverage of the organization's annual reports, meetings of its subsidiary bodies, the Commission's sessions, and other events in the United Nations System.

Through the institutional accounts on Twitter, Facebook, YouTube, Flickr and Google+, the Unit also offers information in real time about the Commission's activities, in Spanish and English, and allows for interaction with users globally, increasing the organization's visibility.

The Unit's activities and products are aimed at different target audiences, in line with a strategy of segmentation at a local, regional and global level. Most of them are produced in Spanish, English and Portuguese.

The Unit also provides strategic information on the media to the Office of the Executive Secretary, and makes public communication recommendations regarding risk analysis, damage control, and crisis management.

--------ENDS ------