

# Evaluation of the Department of Public Information

14 March 2018

Assignment No: IED-18-003



## INSPECTION AND EVALUATION DIVISION

---

### FUNCTION

*“The Office shall evaluate the efficiency and effectiveness of the implementation of the programmes and legislative mandates of the Organisation. It shall conduct programme evaluations with the purpose of establishing analytical and critical evaluations of the implementation of programmes and legislative mandates, examining whether changes therein require review of the methods of delivery, the continued relevance of administrative procedures and whether the activities correspond to the mandates as they may be reflected in the approved budgets and the medium-term plan of the Organisation;” (General Assembly [Resolution 48/218 B](#)).*

### Project team members include:

SRILATA RAO, CHIEF OF SECTION  
MONA FETOUH, TEAM LEADER  
MILENA MUHADINOVIC, TEAM MEMBER

### CONTACT INFORMATION

OIOS/IED Contact Information:  
Tel: +1 212-963-8148; fax: +1 212-963-1211; email: [ied@un.org](mailto:ied@un.org)

**SRILATA RAO, CHIEF OF SECTION**  
Tel: +1 212-963-3550, Fax: +1 212-963-1211  
e-mail: [rao3@un.org](mailto:rao3@un.org)

**(EDDIE) YEE WOO GUO, DIRECTOR**  
Tel: +1 917-367-3674, Fax: +1 212-963-1211  
e-mail: [guoy@un.org](mailto:guoy@un.org)

## *Summary*

As the public face of the United Nations, the Department of Public Information (DPI) communicated the ideals and work of the Organization to diverse global audiences. It did so through a broad and varied range of activities, including determining messaging on key issues, coordinating campaigns and events, producing multimedia and multilingual news on various platforms, and running the United Nations' flagship social media accounts and web presence.

The Office of Internal Oversight Services (OIOS) examined the relevance, efficiency and effectiveness of key DPI outputs given the changing media and communications environment, in order to communicate and build support for the work and ideals of the United Nations. The evaluation employed mixed methods, including interviews and surveys with DPI staff and key stakeholders, visits to DPI field offices, document and data review, social media analytics, and direct observation.

One of the key challenges DPI faced was the rapidly changing communications environment. DPI made notable strides in responding to these changes, by increasing its web and social media presence and influence and making internal structural changes to bolster its multimedia and social media capacities. However, these changes were not always guided by a systematic or coherent strategy.

DPI largely fulfilled its extensive mandates. However, it lacked the strategic direction to prioritize its activities, due in part to frequent leadership changes, and faced structural constraints that led to inefficiencies, silos and overlaps. DPI work varied in effectiveness and in its ability to tailor messages on a broad range of issues to varied audiences, in different languages.

DPI operated 59 field offices which allowed it to have a global presence at the local level and helped amplify messages through partnerships and campaigns. However, their influence and reach was uneven and affected by capacity constraints and varied leadership approaches and arrangements.

Partnerships at both the headquarters and field levels proved critical in increasing the reach of DPI messages and products, particularly considering increasingly constrained resources. DPI was resourceful in developing these partnerships, but constrained by a fragmented approach and restrictive bureaucratic procedures. The department provided effective support to United Nations system partners, but its lack of a coordination mandate meant it could not overcome the varied approaches and priorities of these entities.

OIOS makes four important recommendations:

- Invest in high-level, sustained and forward-looking strategic thinking and prioritization;
- Reduce structural inefficiencies at headquarters and field levels;
- Create more modern and engaging content to reach greater audience numbers; and
- Strengthen partnerships through a holistic, integrated approach.

## Contents

	<i>Paragraph</i>	<i>Page</i>
I. Introduction and Objective .....	1 - 4	5
II. Background.....	5 - 11	5 – 7
III. Methodology.....	12 - 15	8 – 9
IV. Evaluation Results.....	16 - 66	9 – 25
V. Conclusion .....	67 – 68	26
VI. Recommendations.....	69 - 73	26 – 27
Annex 1: Formal comments provided by DPI.....		28

## I. Introduction and objective

1. The Inspection and Evaluation Division of the Office of Internal Oversight Services (OIOS-IED) identified the Department of Public Information (DPI) for evaluation based on a risk assessment undertaken by OIOS to identify Secretariat programme evaluation priorities. The Committee for Programme and Coordination selected the programme evaluation of DPI for consideration at its 59<sup>th</sup> session in June 2019.<sup>1</sup> The General Assembly endorsed the selection in its resolution A/RES/72/9.

2. The general frame of reference for OIOS are General Assembly resolutions 48/218B, 54/244, and 59/272, as well as ST/SGB/273, which authorize OIOS to initiate, carry out and report on any action that it considers necessary to fulfill its responsibilities. The general frame of reference for OIOS-IED is provided in the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME).<sup>2</sup>

3. The overall evaluation objective was to determine, as systematically and objectively as possible, the relevance, efficiency and effectiveness of key DPI outputs given the changing media and communications environment, in order to communicate and build support for the work and ideals of the United Nations. The evaluation topic emerged from a programme-level risk assessment described in the evaluation inception paper.<sup>3</sup> The evaluation was conducted in conformity with norms and standards for evaluation in the United Nations System.<sup>4</sup>

4. DPI management comments were sought on the draft report and taken into account in the preparation of the final report. The formal DPI response is included in the annex.

## II. Background

### *DPI History and Mandate*

5. DPI was established in 1946 as one of the eight original departments of the United Nations under General Assembly resolution 31 (I). It is “dedicated to communicating to the world the ideals and work of the United Nations; to interacting and partnering with diverse audiences; and to building support for the purposes and principles enshrined in the Charter of the United Nations.”<sup>5</sup> General Assembly resolution A/RES/67/292 mandates DPI to operate in the six official United Nations languages.

6. Among its key activities are working with United Nations system entities on determining and coordinating messaging and strategic communications on priority issues, both at United Nations headquarters and at the country-level through the global network of United Nations Information Centres; producing multimedia and multilingual news and feature content for United Nations public-facing websites and for external media; monitoring news

---

<sup>1</sup> Report of the Committee for Programme and Coordination, Fifty-seventh session, A/72/16, June 2017.

<sup>2</sup> ST/SGB/2016/6, p. 16, Regulation 7.1.

<sup>3</sup> IED-17-006, OIOS-IED Inception Paper: Evaluation of the Department of Public Information (DPI), 5 June 2017.

<sup>4</sup> *Norms and Standards for Evaluation*, United Nations Evaluation Group (UNEG) 2016.

<sup>5</sup> A/70/6 (Sect.28).

coverage relevant to the Organization's work; developing and updating the United Nations website (UN.org); developing and implementing campaigns, outreach programmes, and events; and producing publications.

### ***DPI Structure and Governance***

7. DPI is headed by an Under-Secretary-General for Global Communications, and has three divisions, each headed by a Director. These are:

- The Strategic Communications Division (SCD): The largest sub-programme by budget, this division develops and implements strategies for communicating United Nations messages on priority and crisis issues; manages the DPI network of field offices; and acts as Secretariat for the United Nations Communications Group (UNCG).
- The News and Media Division (NMD): The second largest sub-programme by budget, NMD creates and disseminates multimedia products on the work of the United Nations through its multilingual news teams, video, webcasts, social media accounts, photos, and web services, including UN.org. It provides coverage of intergovernmental meetings, manages the audio-visual library, provides support services for journalists and monitors media coverage of United Nations issues and meetings.
- The Outreach Division: This division engages with academia, civil society, the entertainment industry, educators, students and other constituencies. It produces several key outreach publications and manages the Dag Hammarskjold Library, the UN Intranet (iSeek) and Visitor Services. This Division also hosts the Secretariat of the Committee on Information and the Office of the Secretary-General's Envoy on Youth.

8. DPI headquarters are in New York, and it works globally through its network of 59 operational information centres<sup>6</sup> worldwide which are supported by SCD. These are comprised of the United Nations Regional Information Centre (UNRIC) located in Brussels, two United Nations Information Services (UNIS) located in Geneva and Vienna; 52 United Nations Information Centres (UNICs) across Africa (15), the Americas (10), the Arab States (8), Asia and the Pacific (11), and Europe and the Commonwealth of Independent States (4); and eight United Nations Offices based in Armenia, Azerbaijan, Belarus, Eritrea, Georgia, Kazakhstan, Ukraine and Uzbekistan. The Geneva UNIS, the largest DPI field presence, has significant audio and video production components, and meetings coverage functions.

9. The primary governing body for DPI is the Committee on Information (COI), a subsidiary body of the General Assembly, currently comprised of 115 Member States. The COI meets annually and examines the public information activities of the United Nations, and oversees the work of DPI.

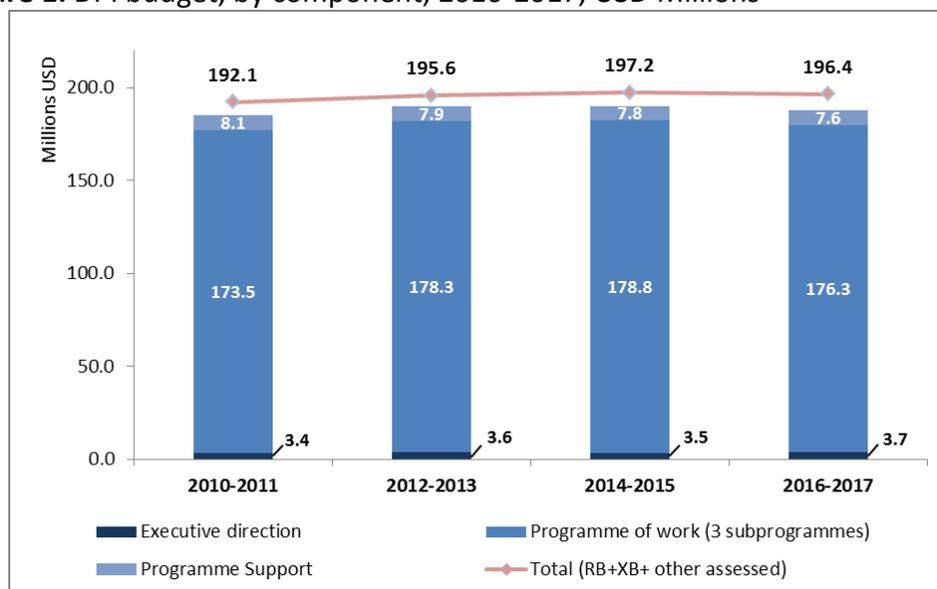
---

<sup>6</sup> There are 63 in total, but four (Bucharest, Luanda, Maseru and Tripoli) are non-operational as of 2017.

## DPI Resources

10. The DPI 2014-2015 regular budget appropriation was \$190,079,900. In 2016-17 the budget appropriation decreased slightly to US\$ \$187,570,100.<sup>7</sup> Figure 1 displays the DPI budget by component since 2010.

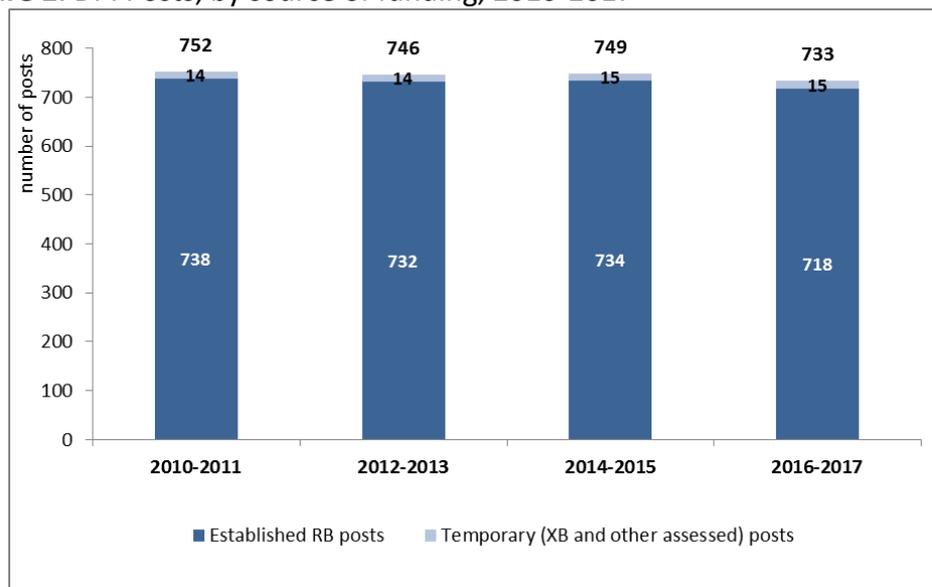
**Figure 1: DPI budget, by component, 2010-2017, USD Millions**



Source: A/72/6 (Sect. 28), A/70/6 (Sect. 28), A/68/6 (Sect. 28)\* and A/66/6 (Sect. 28)

11. In 2014-2015, DPI had 734 regular budget posts, and 718 posts for the 2016-2017 biennium. Figure 2 displays DPI posts by source of funding since 2010-2011. The number of posts in 2016-2017 decreased by 19 (2.5 per cent) since 2010-2011. Almost all posts (98 per cent) were funded by regular budget resources.

**Figure 2: DPI Posts, by source of funding, 2010-2017**



Source: A/72/6 (Sect. 28), A/70/6 (Sect. 28), A/68/6 (Sect. 28)\* and A/66/6 (Sect. 28)

<sup>7</sup> A/72/6 Sect. 28.

### III. Methodology

12. This evaluation examined DPI work in the context of its adaptation to the changing media and communications environment, and covered all three substantive divisions. However, due to a focus on key communications outputs, the evaluation examined the work of the News and Media Division more closely.

13. The evaluation employed a combination of the following qualitative and quantitative data collection methods and focused primarily on the period of 2012-2017 (based on available data). All evaluation results were based on a triangulation of multiple data sources.

- **Semi-structured interviews** with 125 DPI staff and stakeholders, at both headquarters and field locations;<sup>8</sup>
- **Web-based total population surveys** of DPI staff and Member State representatives from the Committee on Information, and a **sample** of headquarters partners;<sup>9</sup>
- **Document and literature review** of public opinion information, DPI communications guidance, previous reviews of DPI, and research on the current communications context;
- **Field missions** to selected DPI field offices, to interview staff and stakeholders and gain an understanding of challenges faced by these offices. Offices visited were the United Nations Information Services in Vienna and Geneva, the United Nations Regional Information Centre (UNRIC) in Brussels, the UNRIC liaison office in Bonn, and United Nations Information Centres in Mexico City, Ankara, Beirut and Dakar.
- **Secondary data analysis** of staff and resource data, and of audience numbers of key communications outputs;
- **Case studies** of the Sustainable Development Goals (SDG) campaign, and communications related to the Haiti cholera crisis;
- **Direct observation** of regular internal meetings as well as those of the UN Communications Group and the Committee on Information; and DPI events and key activities in headquarters and field locations, including activities during the 72<sup>nd</sup> General Assembly high-level week; and
- **Social media analysis** of reach and engagement of DPI-run social media accounts, as well as content analytics on public opinion on the United Nations, the SDG campaign and cholera crisis communications, using the Crimson Hexagon tool.

14. A key limitation of the evaluation was the difficulty in measuring the impact of public information activities. As noted in Result A (paragraph 20), public opinion of the United Nations is heavily dependent on external and political factors, and this was not easily attributable to the work of DPI. Another limitation was the low response rate of the COI

---

<sup>8</sup> The interviewee breakdown is as follows: 70 staff (17 headquarters and 53 field) and 55 partners (6 headquarters and 49 field). 14 interviews covered more than one respondent.

<sup>9</sup> The staff survey was sent to all active DPI staff (734 people) as of September 2017. 323 responded, at a response rate of 44 per cent. The partner survey was focused on headquarters or global partners, including United Nations, media and civil society partners and was sent to 536 people. 128 responded, at a response rate of 24 per cent, and respondents were evenly split between United Nations and external partners. The COI survey was sent to all members as of 2017 (116). Six responded, at a response rate of five per cent.

survey, which was therefore not used as a sole source for any result or sub-result. Finally, the evaluation was unable to assess the extent to which DPI tailored its messages by gender due to difficulty in disaggregating audiences.

15. OIOS consulted DPI during the conduct of the evaluation and expresses its gratitude for its excellent cooperation and assistance. OIOS also thanks Global Pulse for providing the Crimson Hexagon tool for Twitter analytics.

#### **IV. Evaluation results**

##### **A: DPI made notable strides in responding to the rapidly changing communications environment, although this was not always guided by a coherent, systematic strategy<sup>10</sup>**

*DPI and the United Nations serve a global audience, and increasing numbers of people, especially youth and those in higher income countries, receive their news and information from digital sources and/or multimedia platforms*

16. News and information channels and consumption patterns have changed dramatically since DPI was founded in 1946. Assessing the department's adaptations to these changes required an analysis of the impact of such changes on the broad demographic and geographic groups that form the United Nations' global audience.

17. The most significant shift in the global communications landscape has been the rise of online and digital sources, and the growth in internet usage and smartphone ownership. This has been heavily concentrated in high and middle-income countries, though the rapid pace of growth in smartphone usage is bridging the digital divide rapidly, particular amongst youth. Between 2014 and 2017 alone, smartphone ownership doubled to 4 billion.<sup>11</sup> While such ownership continues to lag in sub-Saharan Africa and South Asia (25 and 30 per cent respectively) due to high poverty levels, the fact that these regions have significant youth populations (50 per cent or more) indicates that such trends may accelerate in the future.<sup>12</sup>

18. Increasing percentages of people, particularly those under the age of 45, receive news from online sources, including social media (Figure 3).<sup>13</sup> Although this trend was more apparent in higher income countries, DPI field staff responses corroborated this trend, indicating that the most common ways for people in their countries to receive news and information were television (35.3 per cent), followed by internet (32.5 per cent) and radio (15.3 per cent).<sup>14</sup> Major traditional media outlets have responded to such trends by increasing their online and multimedia presence, blurring the lines between traditional and new media. Use of social media as a source of news led to a new challenge emerging in 2016 and 2017

---

<sup>10</sup> "Strategy" as used in this report refers to an approach that is department-wide, forward-looking, based on evidence and trends, and includes adequate prioritization.

<sup>11</sup> Accelerating affordable smartphone ownership in emerging markets, GSMA, 2017.

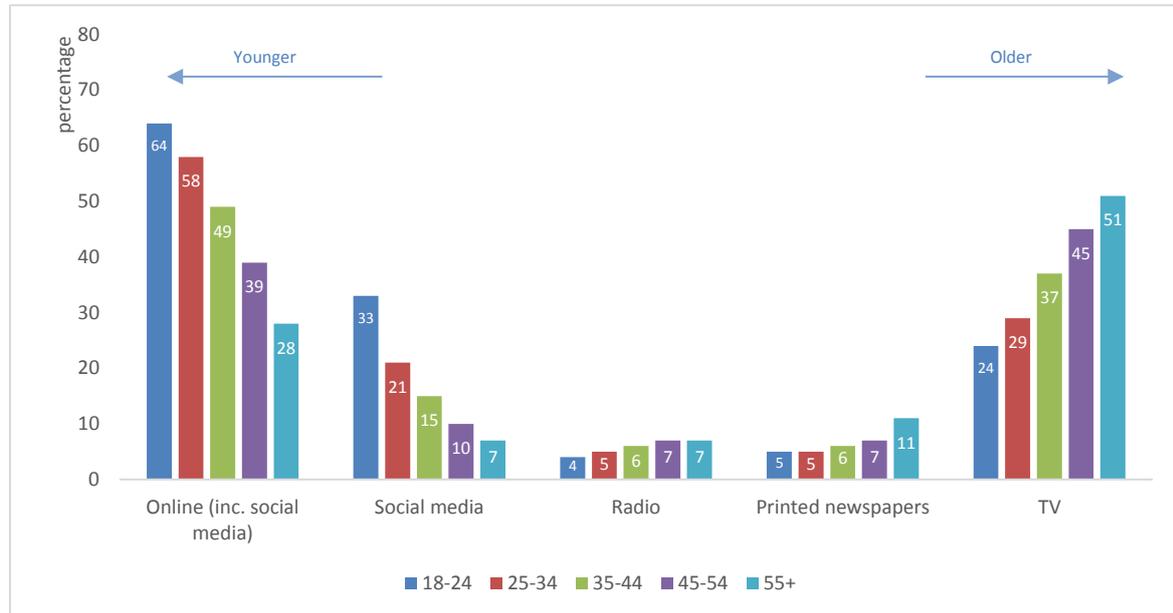
<sup>12</sup> This was further supported by a 2018 Pew poll (<http://www.pewglobal.org/2018/01/11/publics-globally-want-unbiased-news-coverage-but-are-divided-on-whether-their-news-media-deliver>).

<sup>13</sup> Reuters Institute Digital News Report 2017.

<sup>14</sup> OIOS survey of DPI staff, October 2017.

with the rise and politicization of unverified news sources, and a subsequent polarization and loss of trust in traditional news outlets in some higher income countries such as the United States, South Korea and Hungary.<sup>15</sup>

**Figure 3:** Main news sources in 36 countries, by age, 2017



Source: Reuters Institute Digital News Report 2017

19. In this environment, DPI faced a two-fold challenge in adapting to these changes – first, the need to keep pace with new forms of communication, while maintaining print and broadcast sources to reach the widest possible global audience; and second, the difficulty, faced by the media industry as a whole, in ascertaining the reach of traditional channels. DPI was able to determine how many broadcasters downloaded its audio and video content, but not how many people viewed or heard the subsequently broadcasted content.

20. One measurement challenge was the low attribution levels of public opinion about the United Nations to DPI work. Analysis of numerous polls showed that public opinion towards the United Nations was heavily influenced by external factors such as national-level political trends. Sentiment analysis on Twitter showed similar patterns – for example, global negative perceptions of the Organization were relatively low during the Paris Climate Accord in 2016 but increased during the US presidential election in the same year.

*Within existing resources and rising demands DPI responded to this changing environment by increasing its web and social media presence and influence, and restructuring its news, multimedia and social media teams, though these changes were not always systematic or strategic*

21. DPI made notable adaptations to respond to the changing ways in which its audiences communicate and receive information, by developing, expanding and strengthening its social media presence (both at headquarters and in the field); improving its web resources,

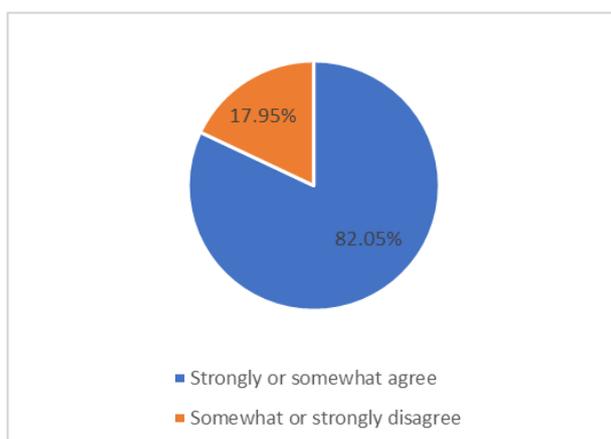
<sup>15</sup> Reuters Institute Digital News Report 2017.

particularly on UN.org; and moving towards a multimedia and mobile approach to news and content creation.

22. By early 2018, DPI maintained 92 headquarters-based social media accounts across several platforms – notably Twitter and Facebook – including the flagship United Nations accounts. This proliferation was due to the mainstreaming of social media throughout the work of the department, with separate accounts maintained by UN Photo, UN News Centres in eight languages, and UN Web TV, among others. In addition, almost all DPI field offices established social media accounts – generally on Twitter, Facebook and YouTube – often maintained with a small staff complement. Field office staff reported excellent social media support from headquarters, such as regular WebEx training sessions and sharing of key communications materials through Trello. Overall, most DPI staff (60 per cent) reported receiving training relevant to their jobs, while also commonly reporting that they would like to receive more.

23. Staff and partners positively acknowledged these changes and DPI efforts to adapt to a changing communications environment, with twice as many interviewees citing positive examples as those citing negative ones. Most respondents cited the department’s social media successes as the key exemplar of this change. Staff survey respondents agreed with this assessment (Figure 4) and 76 per cent also agreed that DPI had struck a successful balance between traditional and new media. Sixty-one per cent of field staff rated the appropriateness of the content they received from DPI headquarters positively, considering the primary ways people in their countries consume news and information.

**Figure 4:** Staff survey responses: “DPI has responded well to the changing ways in which people communicate and consume information”



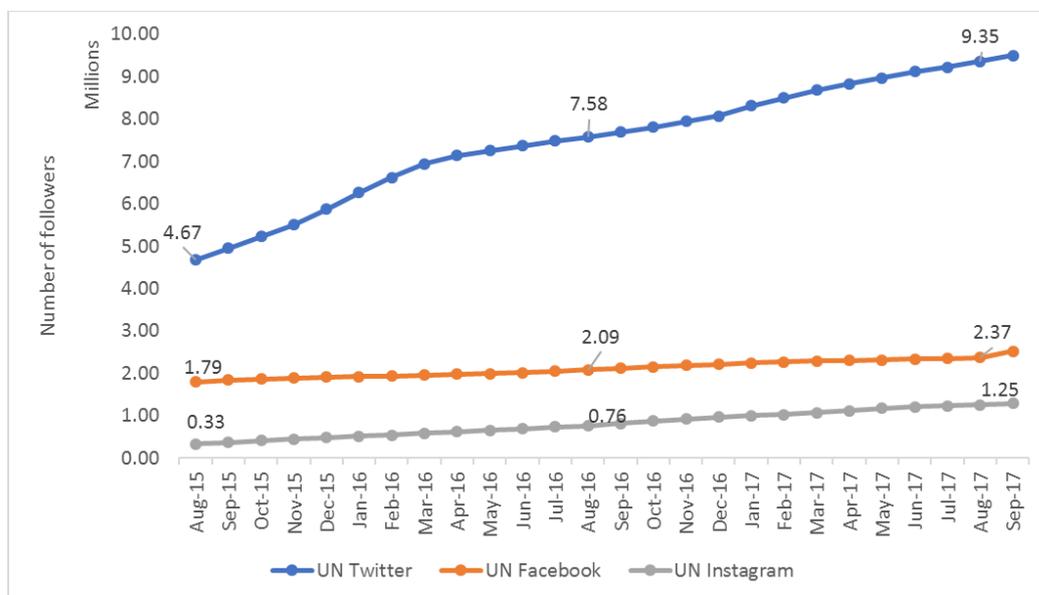
Source: OIOS survey of DPI staff, question 6

24. Sixty-four per cent of partner survey respondents felt that DPI had the right mix of communications products to reach the widest audience. Partners rated social media as the most effective DPI channel as well as one where DPI had performed best overall, followed by the online UN News Centre.

25. The growth in followers was a further indicator of the success of DPI-run social media accounts (Figure 5) – the flagship Twitter account notably had over 9.8 million followers as of

December 2017, compared to 2.7 million and nearly 7 million for the World Bank and UNICEF flagship accounts, respectively. This growth was proportionate to the overall growth of global Twitter users<sup>16</sup> during the same period, indicating that DPI had kept pace in an increasingly crowded landscape.

**Figure 5:** Growth in DPI social media<sup>17</sup> engagement, 2015-2017



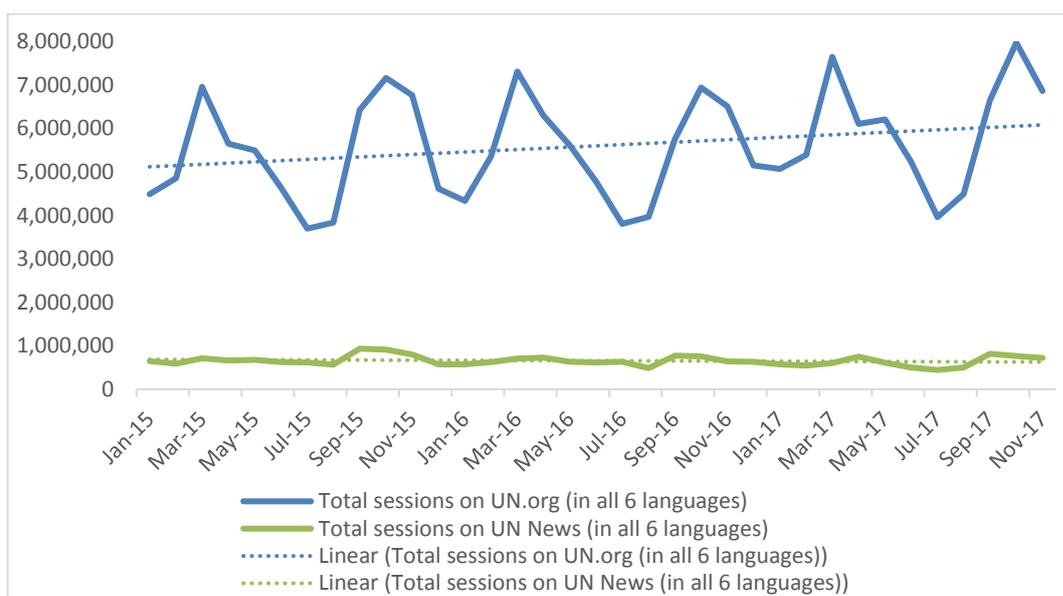
Source: Analytics provided by DPI, extracted from Simply Measured

26. The main public-facing website was UN.org, which in 2017 had an average of over 5 million sessions and 13 million page-views per month – figures which grew every year (Figure 6). Staff and partners also rated UN.org highly, particularly in its efforts to showcase system-wide information in all six official languages. Ninety-six per cent of staff surveyed said that UN.org was relevant in enabling DPI to promote global awareness and understanding of the work of the United Nations.

<sup>16</sup> Correlation coefficient of  $r = 0.98$ .

<sup>17</sup> DPI maintains accounts on various social media platforms; the three represented here have the most followers.

**Figure 6: Upward trend in UN.org and UN News visits, 2015-2017**



Source: Analysis based on statistics provided by DPI

27. Despite the rapid growth in DPI digital sources and engagement, the Department nevertheless maintained its traditional print and broadcast sources, such as radio/audio and several publications, to reach audiences in regions who still primarily accessed news from such channels. Unfortunately, there was no way to accurately measure listenership or readership of such products in all countries in which DPI operates.

28. The Department’s digital engagement emerged organically in response to growing needs, and until 2017 was not driven from a strategic, department-wide perspective. This led to the initial separation of English language accounts and other official language flagship accounts across two different divisions, resulting in a lack of cohesiveness in content and messaging. Furthermore, DPI only developed and established its departmental social media policies in 2017 despite its social media activities existing since much earlier – the flagship Twitter account was established in 2008.

29. Until 2017, the English language accounts were run by a small team in the Strategic Communications Division, whereas the other official language accounts were run by the News and Media Division. In mid-2017, a combined 21-person Social Media Unit was created in the News and Media Division, covering all official languages, as well as Kiswahili and Portuguese, which facilitated cohesive messaging across language accounts and increased audience reach. However, some staff reported that the creation of this unit was done without adequate planning or consultation.

30. Recognizing the increasingly integrated and multimedia nature of news, DPI also restructured its radio and News Centre teams into multimedia teams, formalizing the *de facto* multimedia nature of the UN News outputs. The creation of the Social Media Unit resulted in three separate sets of DPI multilingual teams - news, social media and web services - with initially few formalized or systematic coordination mechanisms between them, or with field offices which operated in one or more of these languages. This led to perceptions by some of

duplication, silos and an imbalance between content creators and distributors, described further in Result B (paragraph 44).

31. Field-based staff also described the ad hoc nature of social media account establishment, as well as lack of coordination with headquarters-based accounts in a shared language. The location of flagship social media teams in New York presented challenges in responding to the 24-hour cycle of news and social media.

32. While the number of accounts shows the mainstreaming of a digital media approach throughout the Department, the proliferation of accounts was identified as a risk for fragmented messaging and branding, and dilution of messages. Acknowledging this, the Department began a rationalization exercise of existing accounts. Notwithstanding these issues, as its social media engagement grew, DPI displayed foresight at the working level through regular analyses of top posts, adapting content to maximize engagement, providing guidance and materials to UNICs and other United Nations social media focal points, and working with other departments to create compelling and coordinated content for key campaigns and messages.

**B: DPI largely fulfilled its mandates but faced significant constraints in doing so, including a lack of sustained strategic direction as a result of frequent leadership changes, structural inefficiencies, and the requirement to communicate a broad range of messages, sometimes requiring tailoring to diverse audiences**

*DPI executed a broad range of work to fulfil its extensive mandates, though there is evidence of inadequate prioritization of its activities*

33. DPI covered a spectrum of global issues, spanning from Security Council deliberations to humanitarian crises to climate change, resulting in vast amounts of information communicated across a variety of predominantly digital channels in different languages and formats, such as online text-based stories with multimedia elements, videos, live web TV, social media posts and audio pieces.

34. As noted in Result A, DPI made strides in responding to the changing communication environment; however, the accumulation of mandates it has been tasked with since its creation in 1946 constrained its ability to respond strategically to the increasingly dynamic field within which it operates.

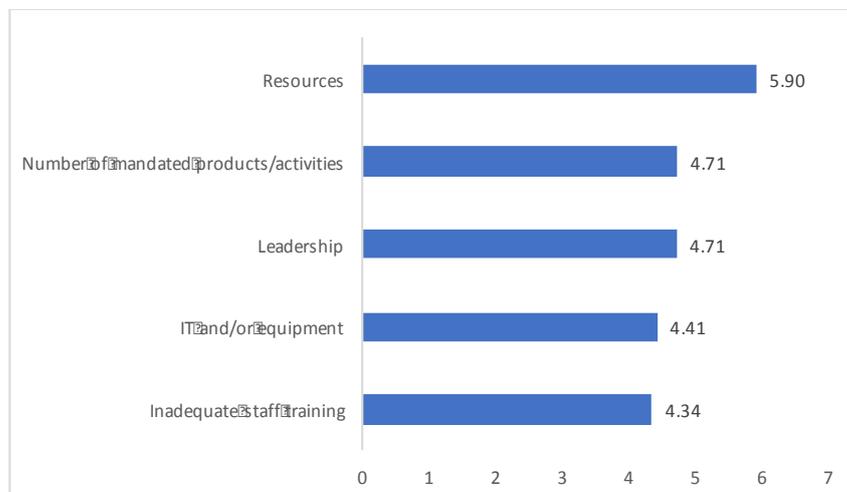
35. Second to resources, staff ranked the number of mandated products/activities as the biggest challenge the department faced (Figure 7a). Senior staff noted that while mandates drove some content creation, they also significantly limited their ability as managers to reallocate resources towards more impactful products and channels. Staff similarly noted that the Department's numerous imperatives, such as the preponderance of international days, were a hindrance to its effectiveness, and suggested that in order to promote global understanding of the work of the United Nations, DPI should focus on products with the most impact.<sup>18</sup>

---

<sup>18</sup> OIOS survey of DPI staff, question 24.

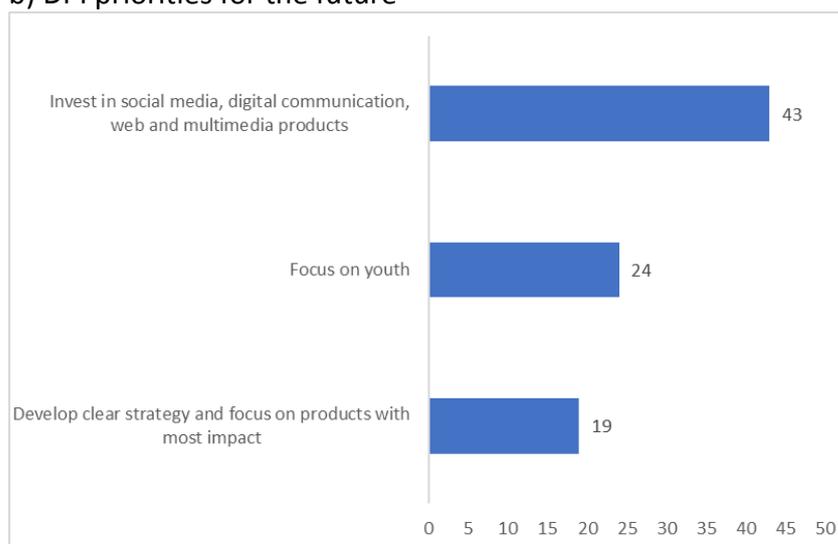
**Figure 7:** Staff views on DPI challenges and future priorities

a) The biggest challenges DPI faced in achieving its mandate



Source: OIOS survey of DPI staff, question 21, weighted averages, ranking where 7=biggest challenge and 1=smallest challenge; N=259

b) DPI priorities for the future



Source: OIOS survey of DPI staff, question 24, coded answers, numbers indicate the number of individual answers; N=94

36. Both staff and partners noted deficiencies in priority setting and strategic direction, exacerbated by frequent leadership changes and long-lasting vacancies at senior levels, as one of the key hindrances to initiate or follow through on major strategic initiatives and organizational changes. Staff ranked “leadership” as the third biggest challenge facing the department in the past few years (Figure 7a).

37. Moreover, the strategic communication role envisaged as part of Secretary-General’s Executive Office, and its link to DPI, remained undefined at the end of 2017. With the Under-Secretary-General of DPI not being a member of the Secretary-General’s Executive Committee tasked to assist him “in taking decisions on issues of strategic consequence

requiring principal-level attention across all pillars of our work,”<sup>19</sup> the ability of DPI managers to provide strategic direction anchored in deliberations at the highest level was challenged, as was their ability to provide proactive guidance to other leadership at critical early stages. This was particularly highlighted in the context of crisis communication and reputation management, notably during the Haiti cholera crisis, although lessons learned from that experience were applied to communication around the Ebola response in 2014-16 and the development of crisis communications standard operating procedures in 2017.

38. One effect of the gaps and turnover at the top levels was inadequate prioritization and department-wide strategizing. Both partner and staff survey respondents specified that one of three key priorities for the future should be developing a clear strategy and focusing on products with most impact (Figure 7b). A review of DPI annual communication guidance from 2014-2017 similarly revealed that while their quality had improved over this period, they tended to be lengthy and text-heavy descriptions of issues and activities to be communicated, and lacked practical guidance on how to communicate and prioritize these issues. Moreover, a content analysis of several key DPI communication channels indicated a lack of strategic focus and consistency across different elements, with the risk of creating an impression of a disjointed and unfocused United Nations among the general public.

*DPI faced the challenge of addressing varied audiences with diverse communications needs in different languages, and its outputs varied in reach, engagement and degree of tailoring*

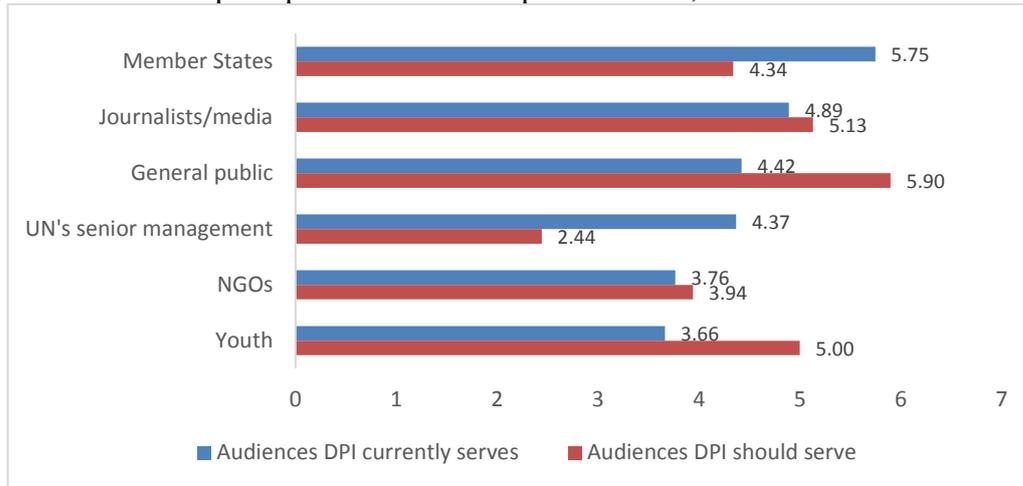
39. An inherent challenge facing the department created to “promote global awareness and understanding of the work of the United Nations”<sup>20</sup> was to serve multiple audiences with diverse information needs, in different languages. Meeting this challenge with limited resources required a coherent understanding of priority target audiences and their needs – however, staff perceived a misalignment between the prioritization of audiences currently served versus those DPI should serve (Figure 8).

---

<sup>19</sup> Memo of the Secretary-General on the establishment of the Executive Committee, dated 3 January 2017.

<sup>20</sup> GA resolution 13 (I).

**Figure 8:** DPI staff perception on audience prioritization, October 2017



Source: OIOS survey of DPI staff, questions 10 and 11, weighted averages, where 7 = highest rank and 1 = lowest rank

40. There was evidence of DPI tailoring products to cater to different audiences, particularly youth, journalists and Member States. Yet the jargon-heavy and detailed style of some communication outputs, while being appropriate for certain stakeholders, was less effective for the general public. Some mandated products had limited potential to engage general audiences, mostly due to their style being too wordy or technical, or not explicitly stating the United Nations’ role in a particular issue. A content analysis indicated that much of the visual communication consisted of images of people addressing conferences or sitting behind desks, which further exacerbated the image of a large and out-of-date bureaucracy. Both staff and partners recognized the need for more appealing and engaging content and visuals, particularly on digital and social media, as well as using language that general audiences could relate to, while showing the relevance of the Organization to the public.<sup>21</sup> DPI digital products had some successes in this area, as evidenced by the growth in engagement in those products noted in Result A (paragraphs 25 and 26).

41. On a global level, field staff rated the content coming from headquarters positively, but some (13 per cent) expressed the need for content that was more tailored to local realities and available in multiple languages (12 per cent).<sup>22</sup> This was further confirmed in field interviews, where staff expressed some frustration with materials allowing limited adaptation to local circumstances and/or languages. However, field partners cited successes of various UNICs in “translating” jargon to language that general audiences could relate to, as well as adding a local angle to stories coming from headquarters.

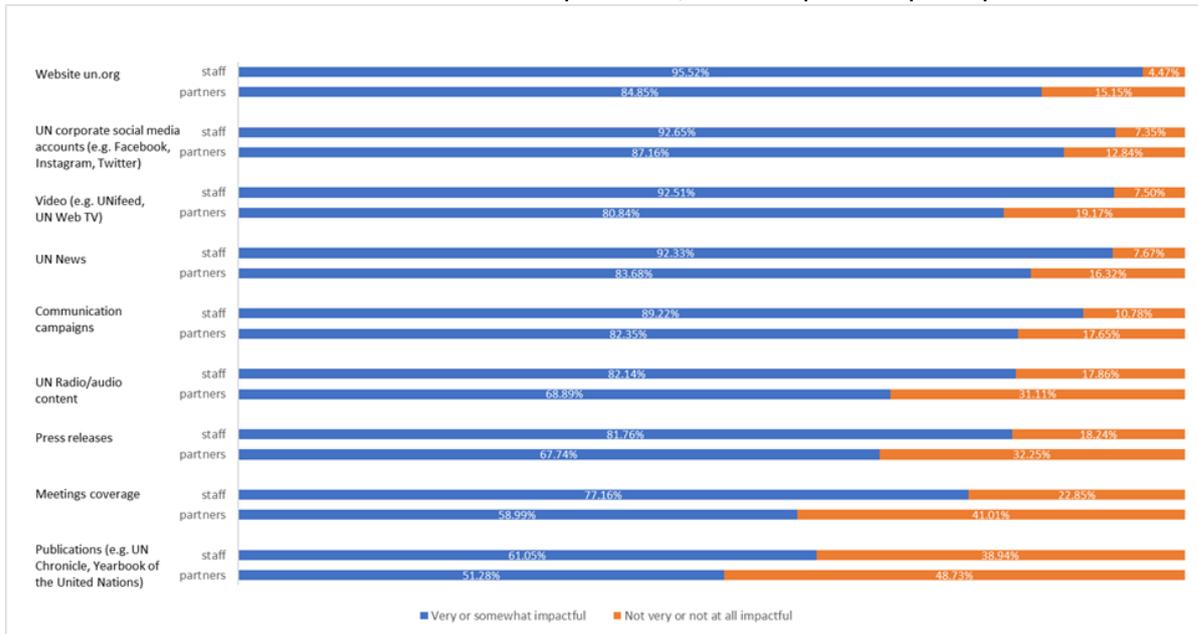
42. Regarding the effectiveness of individual DPI communication products, staff and partner opinions were almost in unison, particularly on digital content<sup>23</sup> (Figure 9). The biggest divergence in the perception of effectiveness was found on meetings coverage, press releases and radio/audio content, and both groups rated publications as the least effective amongst the options.

<sup>21</sup> OIOS survey of DPI staff, question 23, N=194; OIOS survey of DPI partners, question 10, N=70.

<sup>22</sup> OIOS survey of DPI staff, question 15.

<sup>23</sup> Correlation coefficient of 0.95 between staff and partners.

**Figure 9: Effectiveness of DPI communication products, staff vs. partner perceptions**



Source: OIOS survey of DPI staff, question 12, N=308; OIOS survey of DPI partners, question 7, N=94

43. An analysis of several key DPI products showed that some had reached significantly larger audiences with comparable resources. For example, the publications, web, and social media teams while being similarly resourced (with an annual budget between \$3-4 million) had achieved vastly different levels of reach, with 4200 publication copies<sup>24</sup> <sup>25</sup> distributed in contrast to 66 million web views in 2016, and over 25 million social media followers in 2017.<sup>26</sup> Nonetheless, some activities, despite having a relatively limited reach, were undertaken with a view to generating longer-term and deeper engagement, such as the Outreach Division’s focus on youth and UNIC outreach to schools to build support for the United Nations amongst new generations.

*DPI structure evolved somewhat to address new communications realities, but silos and inefficiencies remained, and were perceived by staff as leading to overlaps and poor coordination*

44. As noted by several staff members, the existing departmental structure was a legacy of the past and had not evolved sufficiently to effectively and efficiently communicate the work of the United Nations in a changing information environment. Keeping the strategic function on par with those responsible for content creation and dissemination as well as outreach, resulted in creating silos and less coherent departmental priorities. Staff perceived this structure as leading to overlaps and duplicative work, with many unexplored opportunities for streamlining and using a more distributed model (Figure 10). Recent structural changes, described in Result A (paragraphs 28-30), moved towards breaking the

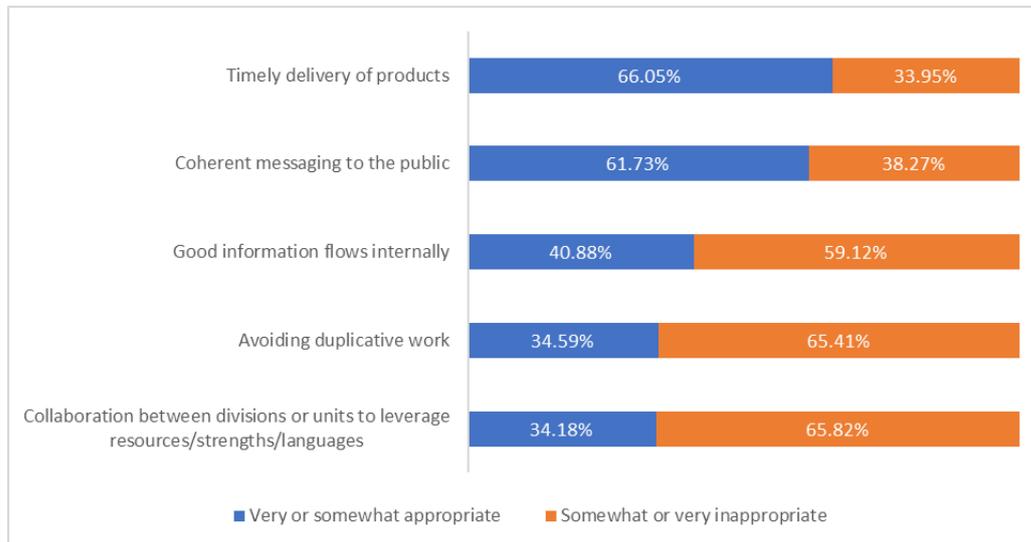
<sup>24</sup> The three publications counted here are UN Chronicle, UN Yearbook and Basic Facts about the United Nations. A fourth publication, Africa Renewal, was not included as its data was not comparable.

<sup>25</sup> This figure does not include views of publication websites.

<sup>26</sup> For the five largest accounts: Twitter (English), Weibo (Chinese), YouTube (Spanish), Facebook (English), and Instagram (English).

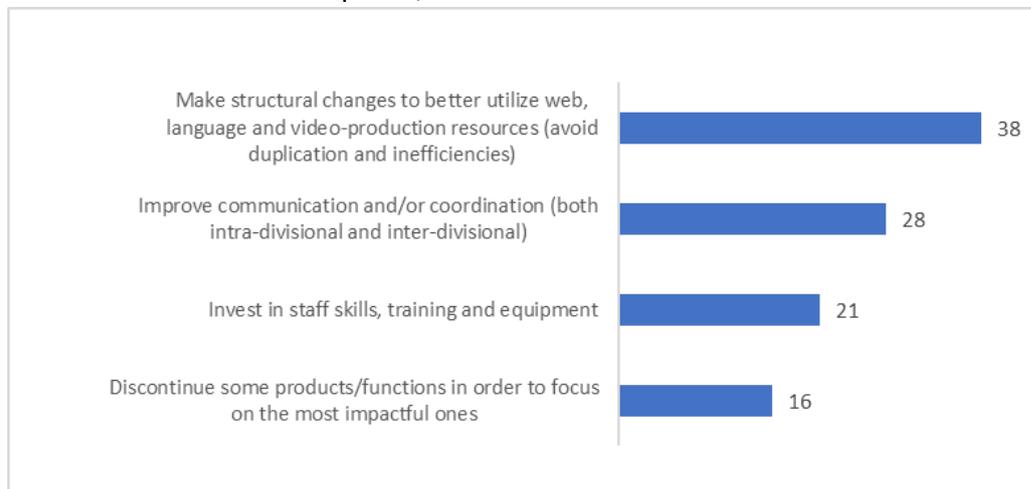
social media silos, but at the perceived expense of some content-producing units. There was a widespread perception among headquarters staff of inefficiencies, overlaps and lost opportunities in leveraging the skills and knowledge available across the Department, for example with video production. Field staff expressed similar sentiments, as discussed in Result D.<sup>27 28</sup>

**Figure 10:** Appropriateness of current DPI structure (for)



Source: OIOS survey of DPI staff, question 17; N=160

**Figure 11:** What DPI could improve, to be more effective



Source: OIOS survey of DPI staff, question 18; N=90

45. One manifestation of these structural issues was the lack of consistency in how information was presented on various web platforms, reflecting the relatively autonomous operations of different teams without sufficient overarching communication guidance or coordination. For example, there were over 60 different categories of issues displayed across

<sup>27</sup> Interviews and OIOS survey of DPI staff, question 24.

<sup>28</sup> In a recent UN Global Staff Survey 2017, DPI consistently ranked around UN average or below, on issues of staff empowerment, job satisfaction and career development.

the UN.org, without any thematic organisation. Also, many of the issues listed across the website addressed the same or similar subjects but connected to different pages with different information. Similarly, the UN News Centre (with 10 categories of issues) and UN Radio (8 categories) had similar yet different categories of information, as did UN Stories (5 categories). Moreover, the Organization's visual identity was presented in a patchwork of assorted styles across its websites, reinforcing the impression of a disjointed and unfocused entity. While some recent web sites were more engaging and innovative, others appeared out-of-date and fell short of meeting international accessibility requirements (e.g. closed captioning of all videos).

**C. Despite the increasingly global nature of communications, presence on the ground remained essential, and DPI field offices were an important asset for DPI and the United Nations system, but their influence and reach were uneven**

*The 59 DPI field offices (hereafter collectively referred to as "UNICs") allowed it to achieve a global reach at local levels and helped amplify messages through partnership engagement and campaigns. Although UNICs reported improvements in support, there remained insufficient systematic thinking on how they should be leveraged, particularly in the changing environment*

46. DPI had a global reach unique within the Secretariat, through its 59 functional field offices, which allowed for more direct, in-person engagement with global audiences. The varied activities noted on field missions and through the Centres Information Management System (CIMS) reporting system included media dissemination of news stories, events focused on key campaigns such as the SDGs or "Together,"<sup>29</sup> and deeper engagement with specific audiences such as youth. Field-based partners interviewed universally rated the work of UNICs highly and found them to be a very useful resource for information and materials regarding the United Nations. Field interviews noted innovative activities such as the 2016 and 2017 Women Transforming India campaigns and the dissemination of compelling short videos on Syrian refugees in Lebanon.

47. UNIC work is guided by support from the Information Centre Service (ICS) within SCD, by way of annual, monthly, weekly and ad hoc guidance documents; WebEx sessions; and regular one-on-one support. UNIC staff reported that this engagement with headquarters had increased and improved in recent years, and expressed appreciation for knowledge and content-sharing platforms such as Trello and WebEx. Relationships between UNICs, however, tended to be ad-hoc and based on personal relationships, facilitated by occasional workshops. While some staff gave examples of sharing translated materials, for example, others reported little to no relationship with other UNICs in their region or language group.

48. Despite the benefits of a global presence they afforded DPI, UNICs were not optimized sufficiently to leverage this presence for greater collaboration and efficiencies. Both field and headquarters staff discussed how the reporting line to SCD resulted in UNICs not being perceived or used as a department-wide resource, despite their activities reflecting the work of all three divisions. UNIC staff described interactions almost exclusively with ICS and social media staff at headquarters, and far less with other units such as language teams. UNICs were

---

<sup>29</sup> Campaign launched in 2016 to combat xenophobia and increase support for refugees and migrants.

generally used as a dissemination platform for headquarters-developed messages, rather than harnessed as content and messaging resources themselves, despite the range of innovative messaging and products created at field level, in various languages.

49. Field staff also noted frustrations with needing to wait for the work day to start in New York and receive headquarters-approved messaging before responding to breaking news, thereby missing opportunities to optimize the Department's built-in global presence to respond to the 24-hour news cycle. While UNICs contributed to media monitoring, they had few resources to systematically analyse media trends in their countries and potentially feed into headquarters-developed strategy and guidance.

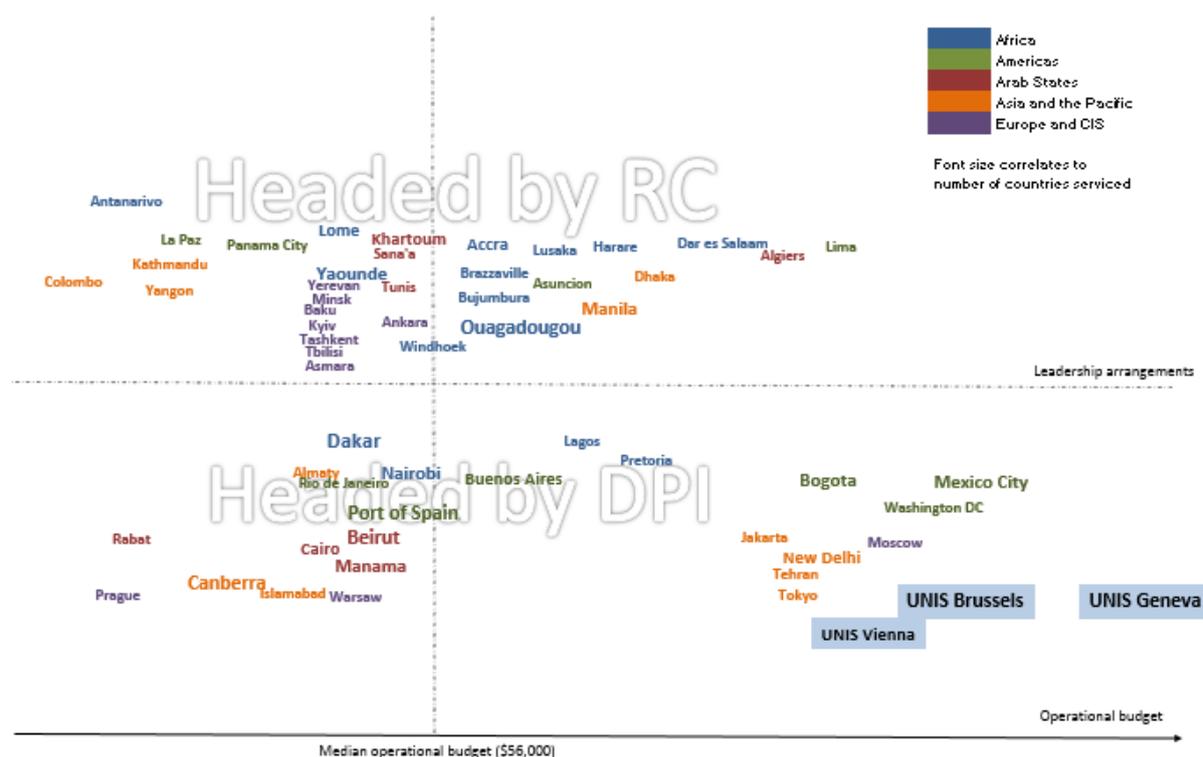
50. Managing a multitude of offices with diverse contexts was further complicated by the inconsistent use of the CIMS reporting platform. Efforts have been made to improve and increase reporting, and while an improvement over previous reporting practices, the system did not easily allow for harmonization or comparability across offices, due in part to UNICs reporting their activities and achievements inconsistently. For example, one office grouped 200 press conferences under one activity while others reported each as a separate activity. In 2017, the total number of reported activities per office ranged from one to 402.

51. The size and staff levels of UNICs were often inadequate given the country size (geographic and demographic), number of countries covered, or a country's strategic position in the prevailing geopolitical climate. For example, Turkey - a country of 80 million people and the largest refugee-hosting country - had a full time UNIC staff of two. Other field staff reported that content and messaging developed by headquarters had been skewed towards issues such as development, which held less relevance for middle- and higher-income countries.

*The effectiveness, influence and reach of UNICs were varied and affected by capacity constraints, and were often significantly influenced by the approach and level of the director/head of office*

52. UNICs operated with minimal staff and budget resources. In 2017, offices were staffed by an average of 4 people, with some offices having only one staff member. The average operational budget in 2017 was \$75,500 – a figure which drops to \$65,000 without the UNRIC and the two UNIS offices – resulting in heavy reliance on partnerships to implement activities and events.

**Figure 12: DPI field offices, by budget, location and leadership**



Source: OIOS analysis from data provided by DPI

53. Low budgets also constrained staff travel outside of capital cities, or to other countries covered by the UNIC, resulting in the work of the office being primarily confined to the country of operation and focused on its capital city. Although 19 UNICs covered more than one country, field-based staff stressed the importance of in-country presence, particularly for outreach activities and building contacts with local media. Staff based outside of their country of operation reported challenges in reaching their target audiences, compounded by lack of resources.

54. UNICs also varied in leadership arrangements, with 25 offices headed by a DPI international staff designated as “UNIC Director” (ranging from P4 to D1 post levels) while the remaining were headed by a national information officer, with the UN Resident Coordinator (RC) in the director role. The presence of an international director versus a national information officer/RC did not always correspond to country size or the number of countries covered. Furthermore, these variations had implications for the influence of the UNIC within the United Nations Country Team (UNCT), and the role and leverage of the UNIC was influenced by the director’s approach and relationships with other principals in the UNCT. This was further complicated when the RC was not the highest-ranking official in the UNCT; for example, where there was a Special Representative of the Secretary-General also located in the country.

55. Lastly, an RC’s role and level of engagement as UNIC head varied and was in some cases personality-dependent. In one example, an RC had to redefine this role afresh following the relative non-involvement of the predecessor. DPI developed a terms-of-reference for RCs in the director role, but implementation varied and some RCs reported little systematic on-boarding or regular engagement with headquarters.

56. Nevertheless, DPI began efforts in 2017 to review UNIC leadership and coordination arrangements, including the relationship with RC offices, and to propose changes within the context of United Nations development system reform. In addition, by 2017 most major vacancies were filled with a new cohort of UNIC heads, resulting in better leverage and more opportunities for reform and collaboration with the UNCT – some field-based staff already noted improvements in these regards.

**D. Partnerships proved critical in increasing reach using existing resources and DPI was resourceful in establishing successful partnerships at headquarters and field, albeit in a fragmented manner**

*External partnerships were essential in amplifying messages and campaigns, at both the headquarters and field levels*

57. DPI partnerships at headquarters and field-level fell within two broad categories: partnerships aimed at increasing the visibility of the work of the United Nations (e.g. media partners and celebrity advocates); and partnerships aimed at creating engagement and building support for the work of the United Nations (e.g. civil society and educational institutions). More recently, DPI forged more innovative partnerships with the private sector, notably the creative community and mobile operators’ association, which brought additional know-how, extensive digital networks, and financial support.

58. Staff in both headquarters and the field saw partnerships as a means to mitigate resource and bureaucratic constraints, while allowing the Department to reach diverse audiences in a more timely, creative and effective fashion. Partnerships were at the forefront of DPI efforts to amplify messages and successfully promote major campaigns such as “Together” and the SDGs. Staff and partners frequently cited the mutual benefits of external partnerships – for DPI in reaching wider audiences and for the partner benefitting from the association with the United Nations brand.

59. For example, UNIS Geneva partnered with the Perception Change Project (PCP), launched by the UN Office in Geneva in 2014 and funded by local government partners, aimed at widely publicizing the work done by the Organization and international partners amongst the general public. Similarly, UNIC Mexico partnered with a local media company to broadcast UN videos and messages hourly to the public in all airports and metro stations in three large cities in Mexico.<sup>30</sup>

60. The benefits of external partnerships were most clearly demonstrated through the SDG campaign, with a wide reach through a broad range of global stakeholders including traditional media outlets, civil society, the marketing and advertising industry, and academia. In this case, partnerships were essential in creating a visually appealing campaign and disseminating it across a range of platforms. The campaign featured fresh, creative and engaging content, which some noted as a contrast to traditional United Nations styles.

*Support structures and procedures were constraints on expanding partnerships*

---

<sup>30</sup> During the 68-week period commencing 25 April 2016, 27,132 “spots” were displayed at a commercial value of over \$2 million, in Mexico City, Guadalajara and Monterrey. Source: data provided by partner.

61. While staff recognized partnership development as one of the successes of the Department in the last 3-5 years, they nevertheless identified the need to invest more in creating and maintaining partnerships as one of eight priority areas for the future.<sup>31</sup> However, staff often cited financial and/or legal rules amongst the key obstacles to entering into more extensive partnerships. As a result, and as witnessed by the evaluation team, UNICs tended to find creative ways to partner with different entities, as prevailing bureaucratic or legal procedures prevented them from receiving financial contributions from non-traditional partners. A 2018 Joint Inspection Unit report on United Nations partnerships with the private sector also highlighted these challenges, citing cumbersome regulations, rigid procurement rules, and lack of flexibility as obstacles to engagement with private sector partners.<sup>32</sup>

62. Despite the universal recognition of the importance and necessity of partnership creation, a department-wide approach to manage the diverse partnerships in an integrated manner was missing. Partnership creation remained a rather fragmented undertaking across the department, with each division/unit engaging with partners related to its specific work and not actively seeking synergies across the Department or with UNICs.

*DPI worked effectively with United Nations system partners but coordinated messaging was a challenge due to the inherent diversity of agencies, funds and programmes, and the lack of a coordination mandate*

63. DPI supported the United Nations system's communication work in different ways, with levels of engagement varying by department, agency, fund or programme. At headquarters level, DPI supported the communication capacity of Secretariat entities and coordinated with Secretariat entities having dedicated communications functions (e.g. DPKO, DPA, DESA). Similarly, in the field, UNICs provided support to smaller entities having limited communications capacity or no presence in the country, such as UNIS Vienna supporting the UN Office for Outer Space Affairs (OOSA) and UNIC Beirut supporting the local UN Industrial Development Organization (UNIDO) office. Both headquarters and field partners were unanimously very appreciative of the support received either from the local UNIC or DPI headquarters. Two-thirds of partners surveyed rated the support received by DPI positively,<sup>33</sup> and cited examples of support on messaging, campaigns and events. Almost three-quarters of partners surveyed, who believe DPI played a significant role in guiding the messages and the public image of the United Nations, rated the effectiveness of the Department<sup>34</sup> in performing this role positively.

64. At headquarters level, the United Nations Communication Group (UNCG) was set up in 2002 as an informal mechanism, primarily serving the purpose of information-sharing and networking among public information or communication representatives of United Nations system entities, with DPI as its secretariat. Half of the headquarters UNCG members surveyed

---

<sup>31</sup> OIOS survey of DPI staff, question 24.

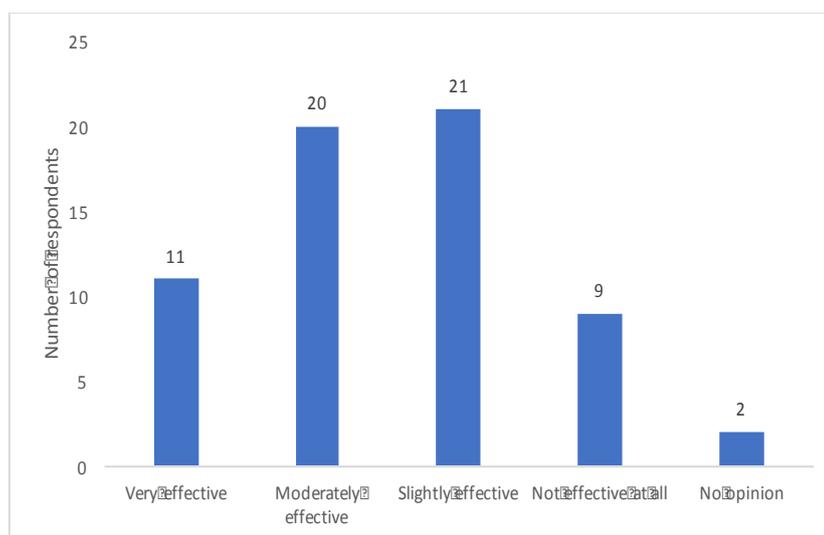
<sup>32</sup> The United Nations system – Private sector partnerships arrangements in the context of the 2030 Agenda for Sustainable Development, A.423, Joint Inspection Unit, 2018 (draft).

<sup>33</sup> OIOS survey of DPI partners, question 12.

<sup>34</sup> OIOS survey of DPI partners, question 14.

found the UNCG to be functioning effectively (Figure 13).<sup>35</sup> At country-level, UNCG importance was bolstered by the UNDG “Delivering as One” approach, as a means to “strengthen inter-agency cooperation in the field of communications and to increase the media profile of United Nations activities at the national and/or regional level.”<sup>36</sup> Field-level coordination involved deeper engagement with agencies, funds and programmes than at headquarters level, which was more Secretariat-focused.

**Figure 13:** UNCG effectiveness, as rated by headquarters UNCG members



Source: OIOS survey of DPI partners, question 22

65. In practice, UNICs often exerted a convening and coordinating role for major international days and cross-cutting campaigns (e.g. UN Peacekeepers Day, 16 Days of Activism), while working to ensure cohesive messaging, which staff reported as a challenge. The communication agendas of agencies, funds and programmes typically were driven by their own management and priorities – especially where they had strong, dedicated communications capacity in the field. Despite some calls by Member States for a more coordinated approach,<sup>37</sup> DPI lacked the authority or leverage to coordinate messaging at country level and thus was unable to ensure a cohesive public image of the United Nations. Staff and partners noted that the SDGs proved to be a good entry point for DPI to play a coordinating role, particularly as a “neutral broker” with no specific sectoral emphasis.

66. Some UNICs played an important coordinating role in the communication efforts of the UNCT. This, however, was primarily dependent on the interest and dedication of individual RCs towards communications, as well as the respective UNIC directors’ openness towards collaboration, and was not necessarily institutionalized consistently and sustainably.

<sup>35</sup> DPI itself surveys UNCG principals annually to gather their feedback on effectiveness.

<sup>36</sup> UN Communications Group at the country level: Basic Operating Model, 2006.

<sup>37</sup> A/RES/61/121 A-B, para 48

## V. Conclusion

67. DPI had a critical role to play in disseminating information about the important work of the United Nations, with the aim of ensuring the continuity of global goodwill and support for the United Nations, among its 193 Member States. Its talented, dedicated and dispersed staff worked to fulfil its vast mandates, but the Department had not adopted a sufficiently strategic and prioritized approach necessary to reach the widest possible audiences, communicate most effectively on the critical and relevant aspects of the United Nations' work, counter misinformation, and build the support necessary to enable its work to continue.

68. DPI made notable efforts to reach diverse groups with different communication needs, on issues ranging from conflict prevention to human rights to SDGs, despite considerable constraints. It also adopted new modes of communication while maintaining traditional channels. Its global physical presence had not been fully leveraged to produce more timely and localized content relevant to its vastly diverse audiences. DPI effectively utilized partners to amplify messages, especially in the context of limited resources, but lacked a sufficiently systematic and holistic approach to partnerships. The lack of a strategic, department-wide view, and a structure driven by medium rather than content added to the challenges faced by the Department of navigating a crowded communications environment, distinguishing itself as a trusted source, and influencing public opinion.

## VI. Recommendations

69. OIOS makes four important recommendations to DPI.

### ***Recommendation 1 (Results A and B)***

70. DPI should invest in high-level, sustained and forward-looking strategic thinking and prioritization. Toward this end, DPI should:

- a) Form a dedicated cross-department strategic function at OUSG level;
- b) Review and improve its annual Communication Guidance, with a clearly articulated strategy and focus on priority messages and implementation; and
- c) Advocate with EOSG for inclusion in an appropriate decision-making body, such as the Executive Committee, and for regular linkages with the EOSG strategic communications function.

Indicators of achievement: TOR for strategic function; revised communication guidance template

### ***Recommendation 2 (Results B and C)***

71. In order to fulfil its mandates under resource constraints, maximize efficiencies and reduce structural constraints, DPI should:

- a) Eliminate gaps and overlaps in the headquarters structure to ensure that staff resources are allocated to prioritized and impactful work;
- b) Enhance collaboration between teams with potential synergies (language teams, video teams);
- c) Determine the best placement for strategic functions;
- d) Realign or reassign functions which may be better distributed in field locations; and
- e) Ensure use of UNICs for department-wide functions, including integration into content development and audience analysis, and identify ways to improve UNIC interlinkages.

Indicators of achievement: Assessments of headquarters and UNIC structure and related recommendations

***Recommendation 3 (Result B)***

72. With its mandate to communicate to the general public about the work of the United Nations, DPI should create more modern and engaging content to reach greater numbers through the following:

- a) A global audience needs assessment with detailed analysis of key audience groups, their needs and the content that resonates with them; and integration of this analysis across DPI units' communications plans and products;
- b) Ensuring coherent branding and a cohesive look and feel within and across channels and products so that messaging and content is instantly recognizable; and
- c) Optimizing its social media and web presence.

Indicators of achievement: Audience analysis paper, brand analysis review

***Recommendation 4 (Result D)***

73. DPI should further strengthen its partnerships to amplify messages, and inject new ideas, networks, audiences and financial resources into DPI work by:

- a) Developing an annual department-wide partnerships strategy, with a holistic, integrated approach; and
- b) Reducing barriers for partnerships by creating a mechanism (unit or working group) to manage contractual and other forms of partnership arrangements and act as a resource for UNIC partnerships.

Indicators of achievement: Partnership strategy document; TOR for partnerships unit/working group.

## Annex I – DPI Management Response

In this Annex, OIOS presents below the full text of comments received from DPI on the report of the Office of Internal Oversight Services on the evaluation of the Department of Public Information (DPI). This practice has been instituted in line with General Assembly resolution 64/263, following the recommendation of the Independent Audit Advisory Committee.



TO: Mr. Yee Woo Guo, Director  
A: Inspection and Evaluation Division  
Office of Internal Oversight Services

DATE: 8 March 2018

THROUGH:  
S/C DE:

REFERENCE:

FROM: Alison Smale, Under-Secretary-General  
DE: Department of Public Information

SUBJECT: **Formal draft report of the Office of Internal Oversight Services on the  
OBJET: evaluation of the Department of Public Information (DPI)**

1. I write with regard to your memorandum dated 21 February 2018, transmitting the draft report on the above-mentioned evaluation. I would like to express my appreciation for the work of your colleagues, and for having taken into consideration comments and concerns previously raised by the Department of Public Information.
2. The evaluation was both useful and timely. It came at a time when we were in the process of taking stock of our communications work and mapping out the future of the Department. Together with the UN staff engagement survey and the decisions taken at a recent senior staff retreat, the evaluation findings served as a key component for the proposals we have been developing, at the request of the Secretary-General, on the transformation of the Department.
3. With the goal of creating a rapid, strategic, integrated Department of Global Communications, we will strengthen strategic planning and coordination, increase multimedia content production and multilingual social media, improve our outreach to youth and partners, more closely align the work of the UNICs and strengthen internal communications. In preparation for our reform proposal, we have started to address many of the findings contained in the evaluation.
4. We appreciate the evaluation's recognition of the many advances the Department has made in responding to the rapidly changing communications environment, as well as the severe constraints its faces at a time of declining resources and proliferating mandates.
5. As requested, please find attached the completed Appendix I, including the target date and the responsible entity for implementing the recommendations.
6. Additional comments on the text for proposed amendments are being sent separately.
7. Thank you.

cc: Ms. Mendoza, OIOS  
Mr. Kanja, OIOS  
Ms. Munoz, OIOS

**Recommendation Action Plan**

**Report of the Office of Internal Oversight Services on the Evaluation of the Department of Public Information  
(DPI)**

**IED-18-002**

**8 March 2018**

<b>IED Recommendation</b>	<b>Anticipated Actions</b>	<b>Responsible Entity(ies)</b>	<b>Target date for completion</b>
<p><i>Recommendation 1 (Results A and B)</i></p> <p>1. DPI should invest in high-level, sustained and forward-looking strategic thinking and prioritization. Toward this end, DPI should:</p> <ul style="list-style-type: none"> <li>a) Form a dedicated cross-department strategic team at OUSG level</li> <li>b) Review and improve its annual Communication Guidance, with a clearly articulated strategy and focus on priority messages and implementation</li> <li>c) Advocate with EOSG for inclusion in an appropriate decision-making body, such as the Executive Committee, and for regular linkages with the EOSG strategic communications function.</li> </ul>	<ul style="list-style-type: none"> <li>a) The Department is developing an Action Plan on the transformation of the Department, in line with the request from the SG. The action plan will include strengthened strategic planning and coordination.</li> <li>b) For 2018, the Department developed Communications Guidance, with a clear focus on priorities and key messages.</li> <li>c) The Department will continue to advocate</li> </ul>	<ul style="list-style-type: none"> <li>a) OUSG, SCD, NMD and OD</li> <li>b) OUSG</li> <li>c) OUSG</li> </ul>	<ul style="list-style-type: none"> <li>a) 31 December 2018</li> <li>b) January 2018</li> </ul>

IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>Indicators of achievement: TOR for strategic function; revised communication guidance template</p>	<p>for inclusion in appropriate decision-making body and for regular linkages with the EOSG strategic communications function.</p>		
<p><i>Recommendation 2 (Results B and C)</i></p> <p>2. In order to fulfil its mandates under resource constraints, maximize efficiencies and reduce structural constraints, DPI should:</p> <ul style="list-style-type: none"> <li>a) Eliminate gaps and overlaps in the headquarters structure to ensure that staff resources are allocated to prioritized and impactful work</li> <li>b) Enhance collaboration between teams with potential synergies (language teams, video teams)</li> <li>c) Determine the best placement for strategic functions</li> <li>d) Realign or reassign functions which may be better distributed in field locations.</li> <li>e) Ensure use of UNICs for department-wide functions, including integration into</li> </ul>	<ul style="list-style-type: none"> <li>a) As noted, in 1a) above, the Department is developing an Action Plan on the transformation of the Department.</li> <li>b) DPI is setting up coordination mechanisms between UNICs and NMD's language teams (Social Media, Web Services and UN News) around a common language; develop TORs/SOPs of coordination mechanism.</li> <li>c) Please see 2(a).</li> <li>d) and (e) Develop a</li> </ul>	<ul style="list-style-type: none"> <li>a) OUSG, SCD, NMD and OD</li> <li>b) SCD (ICS) and NMD (News and Content Branch and Digital and Promotion Branch)</li> <li>c) See 2(a)</li> <li>d) and (e) SCD</li> </ul>	<p>31 December 2018</p>

IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>content development and audience analysis, and identify ways to improve UNIC interlinkages.</p> <p>Indicators of achievement: Assessments of headquarters and UNIC structure and related recommendations</p>	<p>Strategic Action Plan on harmonization, realignment and repositioning of DPI field offices linked to overall transformation of the Department (see 2/a) and in line with the relevant aspects of the SG's reform of the UN Development System.</p>		
<p><i>Recommendation 3 (Result B)</i></p> <p>3. With its mandate to communicate to the general public about the work of the United Nations, DPI should create more modern and engaging content to reach greater numbers through:</p> <p>a) A global audience needs assessment through detailed analysis of key audience groups, their needs and the content that resonates with them, and integrate this analysis across DPI units' communications plans and products</p> <p>b) Ensure coherent branding and a cohesive look and feel</p>	<p>a) The global audience needs analysis will cover the work of the Department both at headquarters and the field. It will be prepared based on existing and available data sources. No for-fee commercial sources can be included in the analysis, due to resource constraints.</p> <p>b) Digital branding guidelines will developed based on the</p>	<p>a) ECRU</p> <p>b) NMD</p> <p>c) NMD; ECRU</p>	<p>a) 31 December 2018.</p> <p>b) 31 December 2018</p> <p>c) 31 December 2019</p>

IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>within and across channels and products so that messaging and content is instantly recognizable</p> <p>c) Optimize its social media and web presence</p> <p>Indicators of achievement: Audience analysis paper, brand analysis review</p>	<p>review and integration of web branding and social media branding guidelines.</p> <p>c) Optimization of presence on these platforms will be based on the audience needs analysis, see 3 (a). This will be followed by production of guidelines on content format to match the target audience.</p>		
<p><i>Recommendation 4 (Result D)</i></p> <p>4. DPI should further strengthen its partnerships to amplify messages, and inject new ideas, networks, audiences and financial resources into DPI work by:</p> <p>a) Developing an annual department-wide partnerships strategy, with a holistic, integrated approach.</p> <p>b) Reducing barriers for partnerships by creating a mechanism (unit or working group) to manage contractual</p>	<p>The Outreach Division in DPI, in consultation with other relevant offices in the Department, as well as in the Office of Legal Affairs (OLA) and Programme Planning and Budget Division (PPBD), will prepare a paper by the end of 2018 on partnership strategies for the Department, including on the advisability of establishing a dedicated</p>	<p>OD</p>	<p>31 December 2018</p>

IED Recommendation	Anticipated Actions	Responsible Entity(ies)	Target date for completion
<p>and other forms of partnership arrangements and act as a resource for UNIC partnerships.</p> <p>Indicators of achievement: Partnership strategy document; TOR for partnerships unit/working group.</p>	<p>unit or working group for this purpose.</p>		