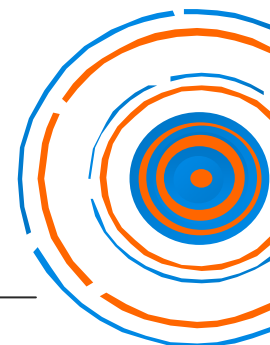


Fitting the Glass Slipper!
**Institutionalising Communication for
Development within the UN**

—A discussion document—

Background Paper

—February, 2009—



**11th UN Inter-Agency Round Table on
Communication for Development**

Washington, DC —March 11-13, 2009

**UNDP
World Bank**

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ACKNOWLEDGEMENTS

This paper was written by Warren Feek and Chris Morry of The Communication Initiative (www.comminit.com), and its preparation was coordinated by the Development Communication Division, External Affairs Vice-Presidency, World Bank.

DISCLAIMER

The views expressed in this paper are those of the authors and do not necessarily reflect those of the World Bank, any UN agency, or an agreed inter-agency position.

“Communication for development is the Cinderella behind external and corporate communications.”

1. A BRIEF STATEMENT ON METHOD AND APPROACH

The World Bank asked The Communication Initiative (CI) to prepare a discussion document for the March 2009 Round Table on Communication for Development (C4D) in Washington DC. In order to do this in a short period of time, between December 2008 and February 2009, the following process and methodology was established:

1. *Design and set up an online survey in consultation with The World Bank.*

2. *Invite UN Agency staff from the CI network and via UN C4D focal points to fill it in.*

A note was sent out to 3,762 UN staff who are members of the CI network and UN agencies also sent out notes asking communication staff to fill in the resulting 11-question survey which resulted in 261 responses (details of the responses can be found in the appended charts for survey questions 1, 2 and 3).

3. *Conduct telephone interviews with several UN Agency C4D focal points.*

6 UN communication focal points were interviewed.

4. *Prepare a draft outline of the discussion paper and initial findings in time for a UN C4D focal point meeting in Geneva at the end of January 2009.*

This was submitted and discussed with comments integrated into this final version of the paper.

5. *Finalise the paper incorporating feedback from the focal point meeting and submit to The World Bank for presentation at the Communication Round Table on March 11 and 12 2009.*

This paper reflects findings from the interviews with focal points along with comments from the meeting in Geneva, and responses from the survey.

2. PURPOSE AND SUGGESTION

The paper that follows attempts to be short, succinct, and specific - as is required for an effective process at your UN Round Table meeting. It is designed to help facilitate your important discussions.

However, we strongly recommend that you also pour yourself a cup of tea or coffee, put your feet up and review the full survey results and comments. As in any communication process it is vitally important to understand the “audience” and particularly in this context, your allies and “accomplices”. Increasingly, the UN – and bilateral development agencies for that matter – are driven by country and regional office perspectives and priorities, albeit within the over-arching priorities established globally. We believe the survey results help gain an understanding of the regional and country perspectives and

ideas. In addition, the way that the questions were asked was an attempt to quantify some important issues and options.

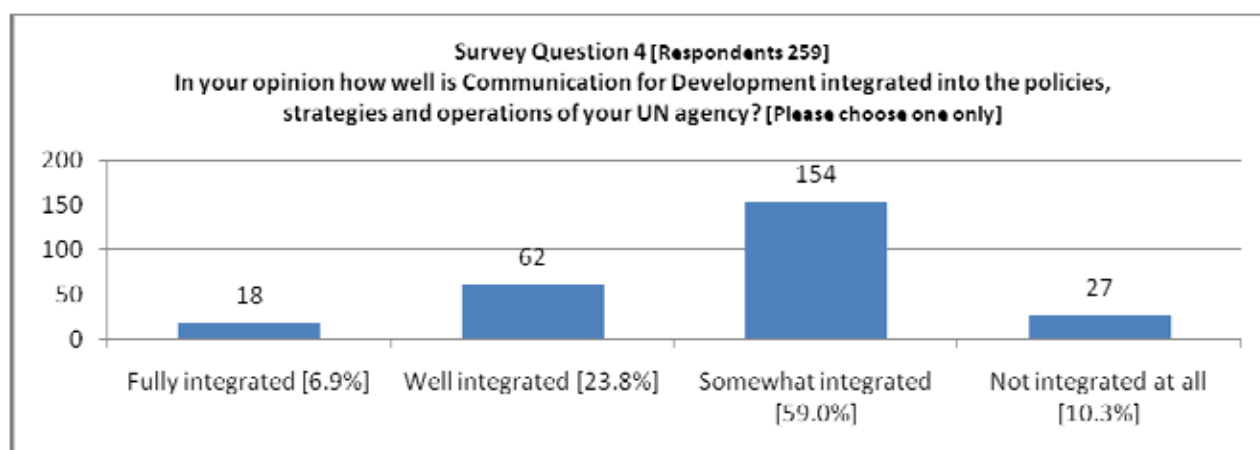
3. A WORD ON DEFINITIONS

This not a place or time for a focus on definitions; however, we do wish to recap on our understanding of one concept that was central to the request for us to undertake this work, namely “institutionalisation”. From our briefing we understood this concept as follows:

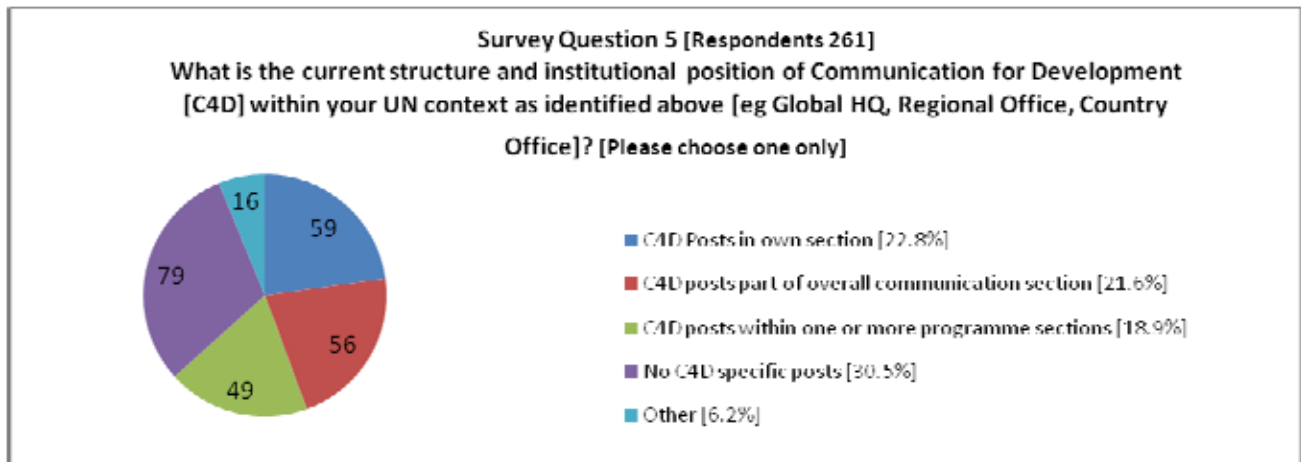
Institutionalisation: UN agency understanding, acceptance, and implementation of C4D [or its equivalents] as a central, critical, and core element of their policy frameworks and programming strategies.

4. OVERVIEW OF MAJOR FINDINGS

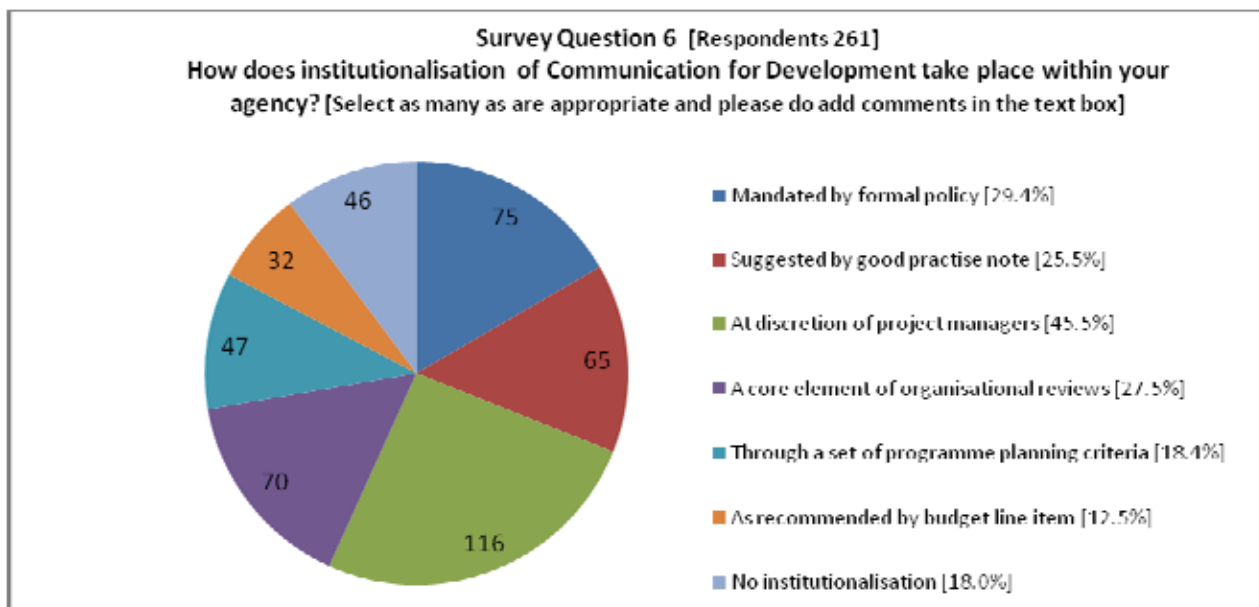
4.1. Present situation



Over 69% of respondents felt that C4D was only somewhat or not integrated and only 30% felt it was well or fully integrated. Furthermore even those who felt C4D was fully or well integrated noted many of the same concerns in their comments as those who felt it was somewhat or not at all integrated.



While over 30% of respondents indicated their organisations had no specific C4D posts, over 63% had C4D posts in one or more areas. Many who answered this question commented that they could have provided a different answer depending on the sector or level they focused on.



The above chart can be divided into two main categories which could be called 'soft or no institutionalisation' and 'hard or mandated institutionalisation'. In the 'soft or no' category 45.5% indicated C4D was at the discretion of project/programme managers, 25.7% that it was suggested by a good practise note and 18.2% said the question was not applicable as there was no institutionalisation. In the 'hard' category 29.4% said C4D was mandated by formal policy, 27.5% said it was a core element of organisational reviews, 18.4% said it was through a set of criteria for overall planning and 12.5% said it was a recommended budget line item. Of the total 449 responses (respondents were asked to select as many responses as appropriate) the split between these categories is 50/50 with 226 in the soft category and 224 in the hard. Nevertheless the largest single set of responses 45.5% indicates that C4D initiatives within the UN remain significantly influenced by, and at the discretion of, programme and project managers.

Many of the issues that have been raised at Round Tables going back many years continued to be raised by both the people completing the survey and those whom we interviewed. There is a common picture of where C4D finds itself in the UN system today. This can be summarised as:

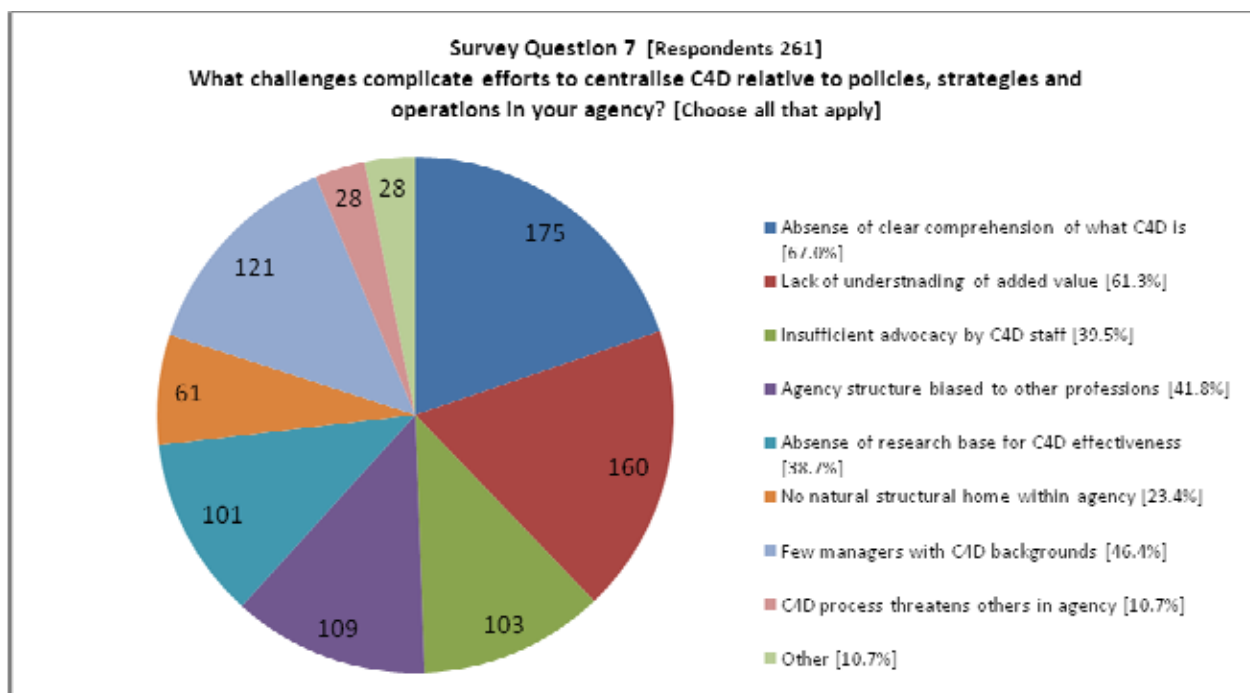
1. lack of central status in policy, strategy, and programming;
2. lack of demonstrated impact data;
3. absence of compelling and well-understood case studies;
4. lack of skilled C4D staff;
5. need to learn from other UN experiences and to support each other;
6. lack of organisational and management support; and
7. lack of dedicated funding.

There is an historical sense that C4D was making progress in the 90s, but the early 2000s were a time of retrenchment and lost opportunity as C4D leadership among key UN agencies began to fall off. There is also a sense that this has begun to turn around somewhat over the past few years, and that rhetorical support is now being matched with organisational support in some agencies. However, this is not an even development across the UN system and there is a sense that C4D support tends to be an on-again, off-again affair. Furthermore, C4D is still seen to be in the shadow of communication units dominated by other communication priorities, the Cinderella behind external and corporate communications, as anointed by one survey respondent.

So the present situation may be styled as one in which there is renewed interest and focus in some UN agencies and therefore optimism, but concern that the historical challenges C4D has faced remain and sustainable progress towards institutionalisation is far from a given even in those agencies where it is strongest.

4.2. Challenges

Sometimes the problem starts from the philosophical nature of communication itself. We can all communicate. Therefore programme people do not see the big deal in having any expert in what they all can do naturally. Some of them have taken one or two courses on the principles of communication and also do not see the need for more expertise. Finally C4D has too many theoretical constructs, often times confusing to practitioners and their clients too."



Against a backdrop of very guarded optimism there is awareness of the many difficulties C4D faces in any attempt to institutionalise itself across the UN system and disagreement about what needs to be done.

Definitions and Understanding: Some feel that varied definitions of C4D within the UN present a challenge for discussion across UN agencies and sectors, suggesting that without some underlying clarity about what's being discussed there is a lot of room for misunderstanding. On the other hand there are those who feel that struggling to find a definition will use up a lot of time without much progress.

"The fact that I cannot really tell someone else what communication for development is at this stage in my whole agency should be sufficient to explain the absence thereof."

"Despite 10 years+ efforts of the inter-agency coordination and increasing recognition for the term, it seems that the concept and scope of activities of C4D still remains too obscure to become a major subject in UN development policy."

Fragmentation and Personal Preference: There is a strong sense that C4D remains fragmented across the UN and within individual agencies. Whether or not it is a priority often seems to be up to the interests of individuals at the programme or country level. Even where there is strong HQ leadership this still seems to hold true. There are clearly spaces of real C4D excellence, but these seem to rely on individual leadership and when an individual moves on, C4D can drop in priority.

"I believe that the first step is for all agencies to have a common definition and understanding of C4D. Depending on the agency (WHO, UNICEF vs. UNDP, UNEP) each

agency will have its own understanding and will define C4D in their own context. Just as there is a global communications group on climate change that coordinates climate change communications on the ground, C4D also needs an overall coordinator across the UN system."

Structure: Often C4D functions at a programme level but is not a coherent part of the organisational structure creating a patchwork where some programmes have strong C4D elements and others have none. Furthermore when C4D action is implemented in this patchwork way it can limit communication between C4D staff even in the same office.

"Cross-cutting issues often suffer in organizations."

Partnerships: There is also a potential dilemma the UN system faces as it moves to strengthen C4D internally – its mandate is not an internal one but an external one relating to many external partners in government and civil society. Moving forward with institutionalising C4D within and across the UN system, as difficult as that may be, will also require building similar commitments and capacities among those partners. UN agencies work in an increasingly networked world, and this heightens the imperative of these partnerships and relationships.

"Staff should be trained on C4D with programme implementation guidance and this should expand with specialise courses for partners (Govt., Institutions, NGOs, INGOs, etc.) that the UN agencies work together with for the implementation of the development works."

4.3. Possible Ways Forward

In spite of the challenging context, there were many suggestions for ways to move C4D towards greater institutionalisation within the UN. These included:

Impact Data: Many feel there is a need for advocacy with the UN that would be based on evidence related to achieving the MDGs and results from centres of C4D excellence within the UN. The idea of focusing on gathering such evidence and looking for spaces to bring together key decision makers to present this evidence to is an idea with fairly wide currency.

"The need for evidence cannot be overemphasized."

"We need better evidence of impact, and that evidence needs to be well understood and widely available."

Senior Management Advocacy: A coordinated effort to engage and work with senior UN management, in order to encourage their deeper recognition of the value that C4D brings to action on UN

priorities, is seen as an essential component for making C4D a permanent and well understood element of development programming. Such an approach also avoids the kind of pendulum support that has been observed in the past. Though this already takes place within each individual UN agency, what is being suggested is a much more deliberate, concerted, and collective effort for compound value.

"There is a need to develop a unified UN approach, building for example on UN collaboration regarding avian flu prevention."

"...to achieve MDGs, people need to change not only through policies but through attitudes. This requires a common strategy and funding between all UN agencies."

Training and Skill Development: There does appear, from the survey responses and interview observations, to be a lack of skilled C4D practitioners. Therefore, C4D training and skill development are also considered critical elements in building understanding, support, and stronger C4D programming at all levels. It is felt that such training and skill development would build a critical mass of people within the UN who understand and accept C4D as central to development processes, while also developing the capacity to implement C4D with competence and success. Some also feel that this training should be extended beyond the UN system so that C4D capacities and commitments were being built together with partners. It may be that in many cases the training and capacity will flow from partners to the UN as much as the other way around.

"There is need for staff to know what C4D, and the value it has on programme."

"We need a high-level, well-funded, C4D training course with commitment from all agencies to fund a minimum % of staff All Senior Managers from All agencies should undergo a high quality, evidence-based C4D orientation -- demonstrating that sustainable development is only ever achieved through C4D strategies."

Not One Size Fits All: This strategy also needs to recognise that while C4D improves development outcomes across many sectors and should be integrated into all of them, UN agencies have different mandates and structures; there is no one size that will fit all. C4D needs to grow and expand its own space within the UN system by demonstrating its worth and focusing on the areas where it is strong in order to show impact, gather evidence, and share experiences.

"The UN system should validate a common C4D framework in order to harmonize policies and interventions; yet this framework will have to consider agencies' particularities and field of actions."

Build from Strengths: Emerging from the survey responses and interviews, it is clear that there are some real centers of communication for development excellence within the UN system across number of agencies. Some correspondents suggested – and we endorse – that an integral part of the

institutionalisation strategy should be the recognition and identification of those centers of excellence, as well as a process of growing their work, modelling that work for others, and incorporating that work into any C4D advocacy strategy. Some core elements of this could include:

- Identify centres of C4D excellence across the UN at a variety of levels from HQ to specific programmes.
- Work with these centres to develop impact evidence, identify good practise guidelines, share knowledge, and establish training priorities.
- Encourage training and skill development in C4D possibly building out from the centres of excellence.
- Look for ways to work on C4D initiatives across UN agencies as a way of sharing knowledge and skills, as well as potentially finding ways to scale up C4D initiatives that show promise.
- Forge alliances with non-UN organisations, such as academic institutions which may support research and training and C4D organisations, in order to identify wider networks of C4D practise and other centres of excellence.
- Use the evidence and increasing skills and capacity within the UN and networks outside the UN to build support over time from key UN leadership.

“Several agencies, funds or programmes (FAO, UNICEF) are ahead of the game in C4D. We need to have their decision makers talking to other decision makers and make C4D a all UN approach.”

Integrated: The ideas above incorporate working from the ‘bottom up’, the ‘top down’, and horizontally across the middle – this approach was stressed and advocated by many respondents.

“There is a need for having a consolidated and coordinated approach in terms of promoting C4D in the whole UN system.”

5. RECOMMENDATIONS

It is always dangerous, as outsiders to a process or organisation, to make specific recommendations to the insiders about what they should do next! However, as you requested us to do so, we will now outline some recommendations.

Understanding that these are for the purpose of ensuring that you have a focused and productive discussion about the next strategic steps that you decide to take to advance the institutionalisation of communication for development; and

Requesting —as is highlighted above— that you review the full survey results that are attached. Both the perspectives and buy-in of the UN C4D involved and interested “work force” will be critical for any strategies that you undertake, and the survey responses provide important insights.

5.1. Recommendation 1: Collective Action

That there is a decision made by the UN agencies represented in The Round Table that they will work together in a coordinated, day-by-day basis to:

- Implement an agreed, common strategy that seeks to make communication for development more central to core UN policies and strategies; and
- Support each other's individual efforts to achieve a similar outcome within their individual agencies.

Rationale: Without such a deliberate decision, there is little basis for moving forward relative to the UN as a whole.

5.2. Recommendation 2: Agreed Leadership

That the agencies at this Round Table agree a leadership team for this strategy, with the endorsement [election? acclamation?] of specific people to particular roles. We propose that these roles include:

- Overall Coordinator
- High-Level Advocacy Coordinator
- UN Staff Knowledge and Network Coordinator
- Centers of Excellence Advancement Coordinator
- Training and Recruitment Coordinator
- Impact Data Coordinator

Rationale: These positions are as they sound – coordination and support, not direction and decisions. They recognise the “autonomy” of each UN agency but they also recognise that if there is to be progress to further institutionalise communication for development both within individual agencies and across the UN system, then cross-agency coordination and support is vital.

5.3. Recommendation 3: A Selective Course of Action

That the UN Round Table adopt the following four main tactical areas as its core approach for significantly advancing the institutionalisation of communication for development across the UN system (including the identified milestones after 12 months):

- Tactic 1: Understanding

Develop, and communicate widely, a simple statement about the nature and added value of communication for development relative to poverty reduction and the other MDGs.

March 1, 2010 Milestone: Simple, short paper developed and signed off on by 15 UN agencies.

- Tactic 2: Decision Makers

Identify and seek to engage and convince 50 specific, named, key UN decision makers about the ways in which communication for development can enhance action on their development priorities.

March 1, 2010 Milestone: 40 substantive discussions have taken place with at least 25 of the identified decision makers [some once – some more than once]

- **Tactic 3: Impact Data**

Agree the 10 most compelling pieces of impact data that demonstrate the effectiveness and added value of communication for development action relative to poverty reduction and other MDGs – a selection that will need to take into account:

- the range of issues and geographies - a balance will be required.
- the validity of the data – e.g., a requirement that it be peer-reviewed journal derived.
- the attractiveness of the data – e.g., how quickly and easily will it be understood by non-C4D people?

March 1, 2010 Milestone: a list of 25 to 40 pieces of impact data identified and being reviewed and rated by UN agencies and UN C4D staff networks.

- **Tactic 4: Training and Recruitment**

Training: Identify 20 learning institutions that can provide effective communication for development training and learning programmes for UN staff, and support these institutions to do so.

March 1, 2010 Milestone: Following an assessment, the 20 learning institutions are identified.

Recruitment: Develop and negotiate both a communication for development job description template and a model job advert for a communication for development job with the Human Resource Departments in UN agencies.

March 1, 2010 Milestone: Job description template and model job advert agreed.

- **Tactic 5: Network**

Establish, support, and actively facilitate a knowledge sharing and social networking platform for UN agency staff working in or interested in communication for development.

March 1, 2010 Milestone: Platform agreed and process underway.

Rationale: There are any number of tactics that could have been outlined. The above selection is not an attempt to be comprehensive and all encompassing. It is an attempt to identify some key strategic recommendations that will have significant ‘splash’ effect and can be reasonably easily managed and achieved.

NOTE: We would have included “Evaluation Indicator Agreement” as one of the tactics outlined above however we understand that this is a specific issue that you will be considering at another time in this meeting and did not want to cross over into that deliberation.

6. DISCUSSION THEMES

As you read the above and below we are sure that a large number of discussion points come racing to mind. As an opening move for your discussion, we provide the following possible kick-off questions (positioned as pairs):

1. Do we really want to do this?
 - If not, what other approach can we take?
2. Is this assessment - of the issues confronting communication for development that it will need to overcome if it is to have a more central role in UN agency policies and strategies - correct?
 - If not what elements are missing?
3. Is the selection of the strategies in Recommendation 3 correct?
 - If not, what needs to be added and deleted?
4. Do the “internal organisation” suggestions make sense?
 - If not, what would be a better organisational base?

CONCLUSION

We very much hope that this paper supports your process effectively and we look forward to both presenting these ideas to you in Washington DC and supporting your deliberation of the best ways forward.

ANNEX I: Institutionalising Communication for Development (C4D) Programmes in the UN System

Raw Data

Survey Respondents = 261

Sent to the 3762 UN members of the CI network

1349 UNICEF

345 World Bank

251 UNESCO

154 FAO

408 UNDP

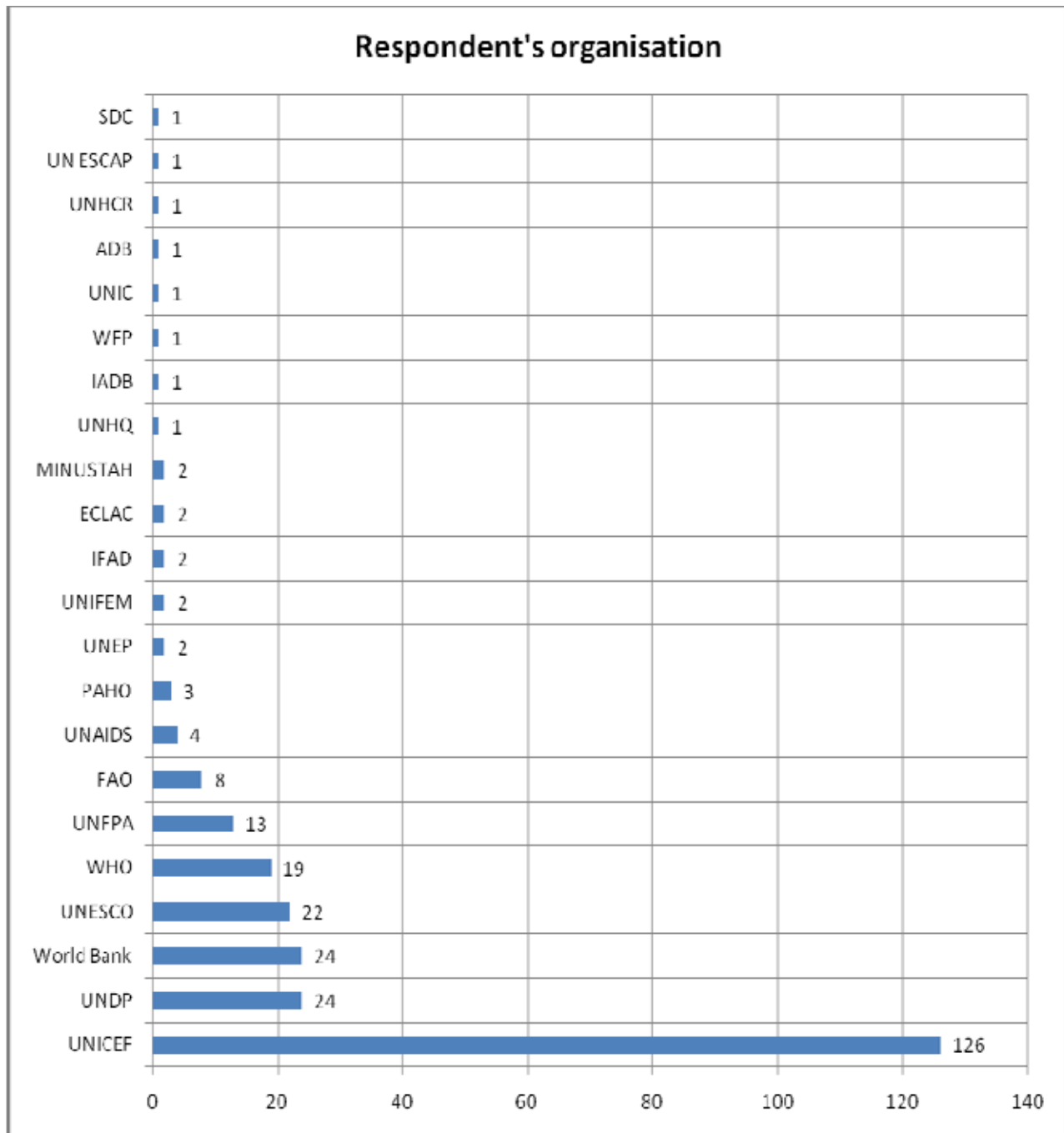
376 WHO

115 UNFPA

93 UNAIDS

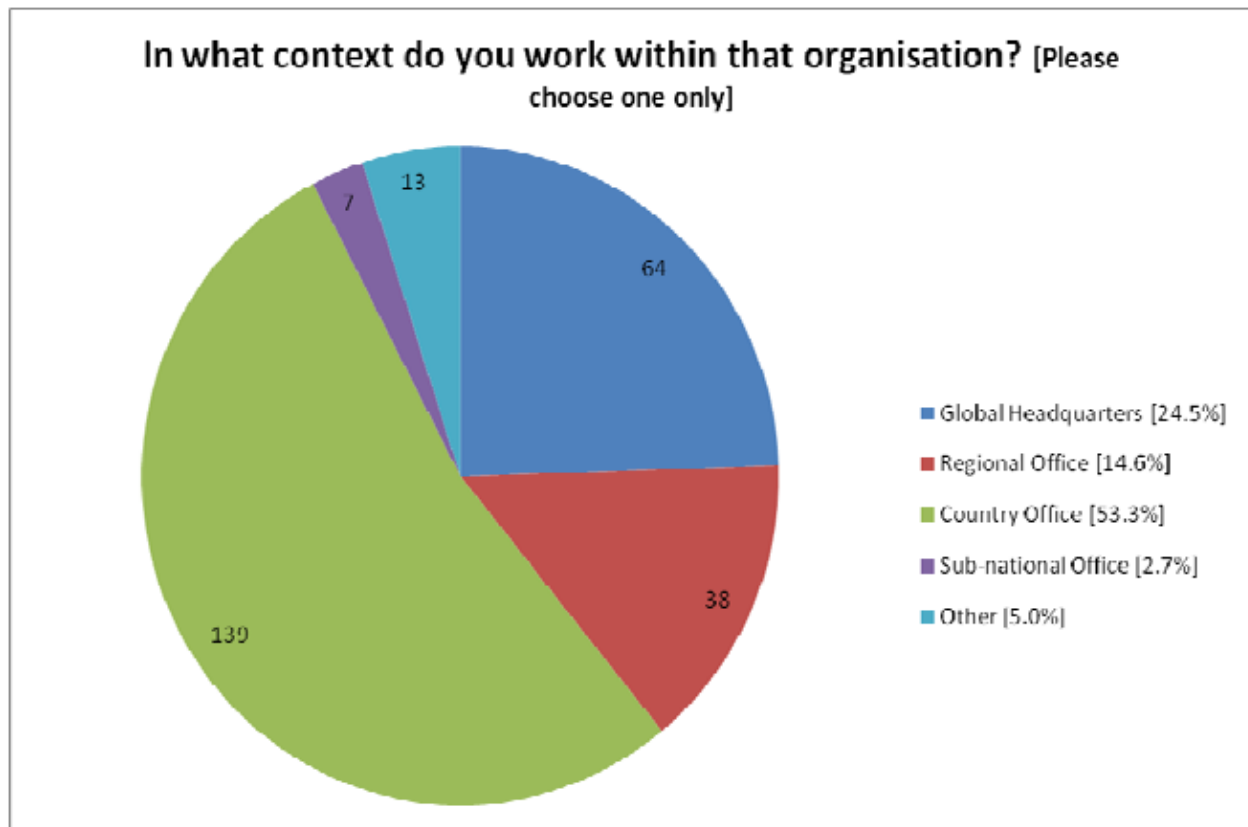
101 PAHO

Survey Question 1



Answered Question: 261

Survey Question 2

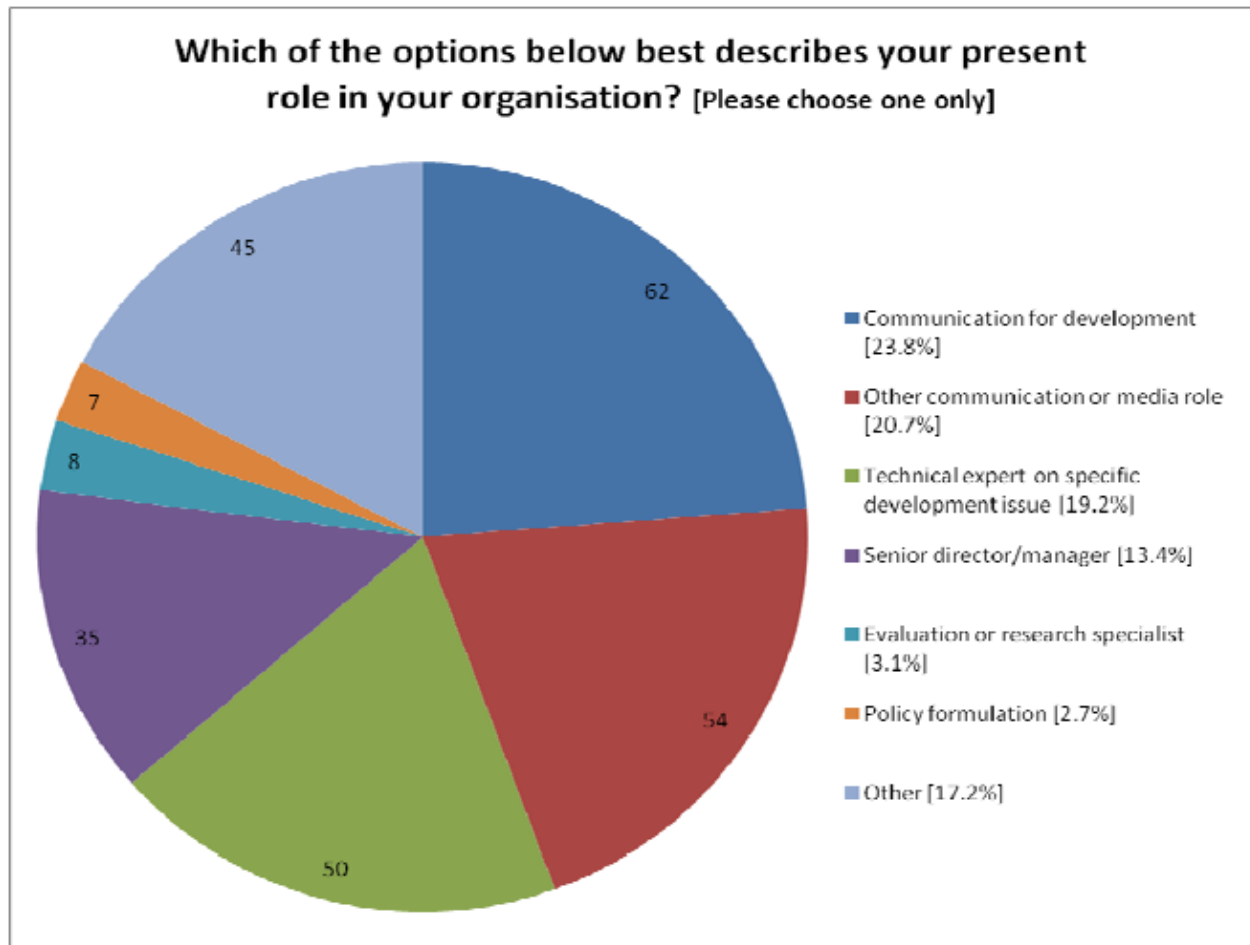


Answered Question: 261

Other Answers:

- UNDP Oslo Governance Centre - part of Democratic Governance HQ
- Liaison Office under HQs Partnership Bureau
- German Commission for UNESCO
- Although working now as Deputy Rep at Country level, used to be associated to Regional Office C4D activities.
- I was an Information Officer at FAO HQ for 14 years, then in 2007 I was made Senior Information Officer and asked to open an Information Office in London to work with media, NGO's and Civil Society Groups. I have been doing that for a year and a half now.
- I am based at UIS HQ but this is not the same as UNESCO HQ
- UNESCO CLUSTER OFFICE
- DDR Section (Now, Community Violence Reduction)
- Convention Secretariat
- Headquarters until 1991, on a consultancy basis after
- Institute
- Com & Inf Adviser for Mercosur & Chile in the Regional UNESCO Office for Science
- Worked at all levels -- headquarters, country and regional offices.

Survey Question 3



Answered Question: 261

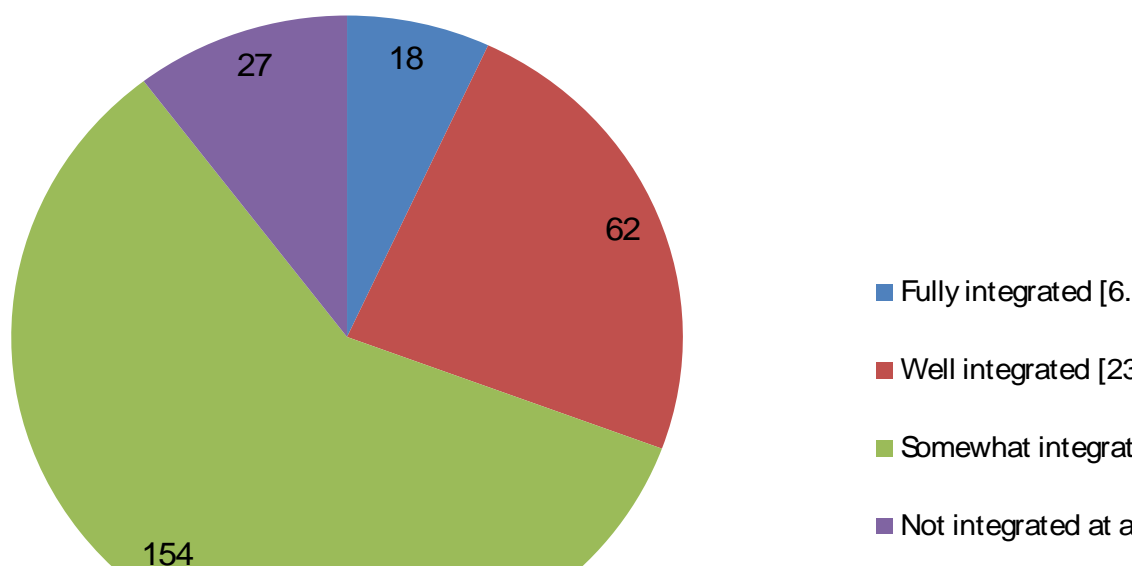
Other Answers:

- IICT for Development (strategic use of ICTs)
- HIV/AIDS Specialist
- I am helping local staff undertake communications for this agency on their own eventually
- knowledge management
- Budget Control and Administration
- gender
- Programme Assistant - Social Policy & Economics
- Administration
- Sr Advisor, Advocacy
- Media Relations and public outreach
- Communications, publications, donor relations

- Chief Printing & Distribution Section (Documents and Publications) - Publisher
- Responsible for both-external communication and C4D
- Communication and Information
- Country Coordinator for HIV and AIDS
- Budget and finance
- Information/knowledge management
- Research Manager
- Director
- Senior Consultant (Governance Team)
- C4D and external communication/fundraising
- Policy Specialist (human development) and Knowledge Manager
- CONSULTANT
- INTERCULTURAL AND BILINGUAL EDUCATION
- Advocacy and Partnership with legislators, media, civil society, children and young people
- Operations Manager
- programme coordinator
- Both C4D and Media
- Project Officer
- both C4D and media
- Coordinator, HIV/AIDS and Trafficking Projects
- Senior Executive Assistant
- AVIAN INFLUENZA AND OTHER TADS
- training of clients in country
- Large country senior social policy specialist
- Education Officer and C4D focal point
- Knowledge Strategy
- Chief of Communication managing media, C4D, partnerships and policy advocacy
- communication for resource mobilization
- project design, monitoring and evaluation
- Adolescent development and HIV prevention specialist with communication at the heart of it
- Team Coordinator
- worked in both C4D and external/media communication
- Staff Development

Survey Question 4

In your opinion how well is Communication for Development integrated into the policies, strategies and operations of your UN agency?
[Please choose one only]



Answered Question: 259

Answered open question 'Please explain your choice above - thank you': 170

- UNAIDS country offices are in constant dialog with communities affected by the epidemic and with leaders and implementers of the national AIDS response, and those conversations shape regional and global policy and priorities. Identification, analysis and dissemination of strategic information on the HIV epidemic and response is one of the five core functions of UNAIDS, and to fulfil this function the Secretariat and cosponsors use a range of strategies, from maintaining the worlds leading HIV website to delivering high level speeches, to advocating, coordinating and building consensus around effective programme communications for HIV prevention, treatment, care and support.
- Diverse departments integrate C4D in their policies and/or action plans, be it education for sustainable development, non-formal education, HIV/AIDS preventive education, social planning, water management projects, indigenous issues, cultural diversity action, etc. They do not call it "C4D" though.
- In general, in UNICEF is frequently support of communication actions to programmatic interventions. Especially in Health area
- Communication for development is not accorded the status it deserves to enable it deliver on behaviour and social change objectives. It is the least funded programmatically yet with high expectations for delivery. Adequate funding for C4D interventions will make a difference also, longer term contracts (FT) will enhance

capacity for delivery.

- Communication is part and parcel to each policy and its related implementation programme. The Result Based Management has enhanced accountability which can only be assessed when C4D has done serviced the joints within all stakeholders.
- No systematically integrated; understanding more in form of Corporate Communication rather than communication as a process to enhance participation / empowerment
- There are elements of C4D in all programme areas but no drive to integrate it
- More can be done to improve communication for development integrated into all undp programming
- There are quite a number of C4D initiatives at regional and country level in UNDP, although in very few cases would they actually be called C4D projects/programs. It is also very uneven across the regions, with some pushed this agenda very determinedly, others to a very small degree.
- C4D is implemented cross across sectional programmes as an integral part with a Programme Communication specialist providing technical overview and coordination and facilitate synergy.
- Health and Nutrition, Water Sanitation and Hygiene, Early childhood development and Quality Education, Child Protection are the main programmes that contribute to the policies, strategies and operations of the agency working in collaboration with the policy makers. UN system is fully integrated with programme communication, social policy, monitoring and evaluation of the programmes - but making reality on development depends much on government policy, its understanding and willingness.
- Work on the policy level is aimed for, but still not functional in most of the programs. As for the integration into programs, it happens on selective basis. Thus, in some programs that very much need C4D to get into the communities.
- It is very integrated but staff is required a better understanding about C4D. Policies are not only in the paper...is important the practices
- On a conceptual basis it might be integrated sometimes, but in the end there is no budget for communication.
- well integrated in medium term strategies and in normative instruments - less well integrated in day-to-day communication
- It is integrated only because *I* have chosen to integrate it into how this office works; I'm under no mandate to do so.
- There has never been a clear cut answer as to how C4D differs from communication and external relations in UNICEF. Reporting lines are different but roles and functions are sometimes blurred and I see overlaps instead of complementarity. I see people arguing about whether an activity should be under C4D or Ext Relations and I have seen this in more than one country offices.
- Communication forms an intrinsic part of our work, and some flagship reports such as the HDR are part of it. However, we still need to institutionalize communication for development in that each and every UNDP and UN staff should be able to communicate adequately.
- There still remains more that can be done! Knowledge sharing and learning particularly from programmatic experiences continue to be a need that I see in terms of being able to capture ways in which communication can be integrated into development efforts. Communication and knowledge management go hand-in-hand. Efforts need to continue in terms of capturing how specific tools are being used. It is particularly important to monitor how communication messages and learning tools are effectively being used for advocacy.

- Comm4dev activities are included in IFAD-supported projects at the discretion of country programme managers and governments. IFAD does not have any over-arching policies or strategies. Guidelines for commdev are included in the general guidelines on how to incorporate communication into country programmes. However, it is not a requirement that these guidelines are used. Our West & Central Africa Division developed a commdev strategy and "roadmap" (with Silvia Balit) but it has not been implemented.
- La communication pour le Developpement est integree de maniere transversalle en appui aux programmes sectoriels: Santé/Nutrition, Education, Protection, VIH/SIDA.
- I am working in the area of child protection and we would like to see much greater collaboration with C4D. Aside from the capacity gap, we need C4D to engage on a higher conceptual level. Simplistic technical approaches to FGM/C, early marriage, child witchcraft accusations, sexual exploitation of children... are not effective
- Communication for Development is one of the main cross-cutting areas in UNICEF programming. It cuts across all the programmes as each of them require some form of attitudinal and or behavior change to achieve results.
- Knowledge-sharing is an essential component of communication for development. Such exchanges lead to the identification of potential opportunities for cooperation, which in turn will not materialize without continuous sharing. Despite its relevance for development, the extent of knowledge-sharing among Southern countries is still limited. A strategy to promote the sharing of practical knowledge and experiences from the South for the benefit of the South includes the facilitation of a network i.e. Asia Pacific Information Network (APIN) linked to the Information for all Programme (IFAP).
- absence of central co-ordination
- Some programmes of the Country Programme have strong communication strategies others do not, despite all staff are trained in Communication for Development
- UNICEF Programming and Structure at HQ, RO and country office level include C4D and recognizes that C4D contributes to achievement of goals for children. In country offices, C4D posts are included in the organigram and are reporting to either the Rep, Deputy Rep Programme Section Chief or a combination.
- People need more information about and the system must have easy-dynamics technics to introduce it to the population.
- Tremendous efforts took place the last three years for that integration. Still, much work need to be done at the operational level (lack of C4D resources despites directives)
- With the routine of standard operational procedures it is difficult to measure the effect of our work and there is no room for feedback although often we encounter frustrated clients who believe the bureaucracy of the UN is unnecessary and time wasting. Things have to be done in a particular way whether or not it is convenient for anyone else but us, is immaterial.
- We are looking at ICT in the context of UN's climate neutral strategy. ICT has a big role to play in providing alternatives to travel, which is the main greenhouse gas emission source. Contact with ICT managers in all UN organizations shows that there is a BIIIG difference from office to office on how this issue is approached. While some managers have voice over IP, web cams, e-meeting rooms as standard features, other ICT managers are restricting access to all such services. As far as we can tell, this is based much more on personal attitude, than on technical issues.
- I am still mostly expected to do outreach and PR, but hoping to influence the approach!
- Bit of an issue in terms of definition but at least one half of all projects in bank had a communication component and 86% did if you consider participation to be part of the definition

- Communication for Development is in my opinion not really integrated into the policies, strategies and operations of UNDP. A lot of the work I do as Communications Associate is Events based. There is not enough support from Management or somehow they do not see the importance of Communications for Development. There is a critical need to do a survey on Communication for Development needs here at the Country Office and see how well we can do incorporate C4U into policies, strategies and operations.
- Communications within the system is rather poor, every one works hard and is most of the time busy dealing with specific matters related to individual's work with the counterparts, formulation of projects, follow up and evaluation of projects, fund raising and the like. this does not allow a better exchange among different parties engaged in the overall development process.
- Even if C4D is recognised as one of the priorities to accelerate results for MDGs, programmatic integration remains difficult mostly at upstream level (policies, strategies).
- We are not a UN agency, but a global health partnership which is hosted by WHO, and includes UN agencies. We are not structured to work at the country level, but we are aware of the importance of communication for development and a Partnership initiated activity, Deliver Now for Women & Children, has integrated C4D in its India based activities.
- UNDP Main communications resources -people and money- are addressed to public information activities. C4D should be applied in order to strength capacity development process at any level as well as within project's design. C4D should be mainstreamed as gender issues within projects design and implementation .
- The Paris Office has a fully fledge Unit on Communication. All individuals, particularly senior Management of UNEP, are connect to an intranet/internet system.
- We are currently elaborating a communication strategy with C4D as main consideration. All counterparts have received training in it and communication specialist is fully involved in follow up in each area of the country programme.
- I think we are good at networking in communication, with an excellent performance in downloads from our diverse websites, virtual forums to discuss policies and good practices in social policies, among others. Duplication of efforts still persists, which suggests that information is not fully shared among agencies.
- Public Information and Communication for Development have remained painfully separate at FAO since I joined the Organization in 1993. This becomes truly problematic on issues like avian influenza and other transboundary disease campaigns.
- While the need for C4D to achieve the MDGs and realise the rights of children is recognised, few actions are taken to effectively integrate communication into programme strategies.
- We do not see an strategic communication policy. The way or practical used to communicate in formations, procedures or actions is based on a multiple different platform.
- In principle, BCC as the programme is called in India, is fully integrated into the policies, strategies and operations of UNICEF. This does not, however, always follow through in its practice.
- Broad network, regular work and communications, experience sharing, public access
- The new Country Prog starting Jan 2009 gives higher priority to C4D and a C4D Office task force will ensure better integration between sectors and field offices. Staff upgrades and also more funding approved. C4D Chief also reporting to deputy Rep same as for Chiefs of other programme sectors.
- L THINK THE UN pay particular attention to Communications integration in their work

unlike the World Bank

- Traditionally, UNICEF has been widely recognized as a lead agency in the global C4D field, with a strong track record in programme communication, social mobilization and advocacy campaigning in support of a wide range of successful programmes such as immunization, ORT, salt iodization, safe water and sanitation, etc. Unfortunately, UNICEF has not always documented or rigorously evaluated these successes and has, therefore, not consolidated the evidence and the lessons learned from its rich experience. As a result, the fortunes of the C4D function have waxed and waned over the past two decades. The most recent impetus for strengthening the C4D function in UNICEF came in 2005, when the organisation was called upon by the international development community to play a lead role in behaviour change communication for Avian and Pandemic Influenza. Since then, UNICEF's C4D work has revealed strengths as well as its weaknesses and capacity gaps. At the same time, there has been a growing recognition that C4D can accelerate the success of development programmes and make a substantial contribution to their sustainability.
- UNESCO was the first agency which developed a well structured discussion on C4D. But, after some decades it seems that the issue is not considered with the same strength.
- Development is not our agency's primary goal -- it is health for all, but there are efforts to relate the connection between health and overall development.
- UNICEF has made important policy steps in this direction including integration of C4D in the revised Mid term strategic plan (MTSP) 2006-2011, establishing a dedicated C4D unit at HQs as well revising key functions and job descriptions for C4D, among others steps, however, there is still more work to be done to make C4D fully integrated
- It requires further work and collaboration.
- C4D is practiced by the social science and culture sectors at the grassroots level and at a policy level by the communication and information sector. However, the Sectors work independently from each other and have yet to be connected to make live connections. Leadership is crucial for this to happen as much as human resource allocation.
- Since there are programme specialists and there is communication specialists normally these do not cross. The reason is communication acts as advocacy to the programme instead of developing a programme communication for the programme. Moreover, this relies on the programme officers and their willingness or knowledge about programme communication.
- I believe C4D is well integrated at UNESCO now. Great efforts are being put recently into that at the HQ level and down to the field offices. Hopefully, with time, it will complete its cycle by achieving the policy aspect.
- 1. Behaviour change communication has been recognized a key strategy for delivering the results articulated in the country programme. 2. In addition to supporting ongoing government programmes for programme communication or designing specific communication for development strategies; the country programme has designed and funded a separate programme (called Behaviour Change Communication) which focuses on intersectoral communication planning, innovation in the use of media and increasing the knowledge base /evidence on C4D.
- It's part of UNESCO's strategy, policy and programme. It's well known that UNESCO has been involved and proactive in this field for many years and is one of the leading UN agencies in this field.
- Some IFAD programmes and projects include C4D but only a few. It's not been an institutional priority.
- In the Section in which I work (on HIV and AIDS) there is a Team devoted to partnerships and communication. This team deals with all communications-related

efforts. There is also a sector in UNESCO devoted to Communications and Information which deals with technical support in these areas. It is also part of the UNESCO strategy.

- The key word is integration. C4D is only marginally integrated. It is still left for the comms experts, not fully appropriated by the programme sectors. Funding for C4D is still ad hoc, it is always after the fact. Staffing for C4D specialists are not considered as core and policies and programmes are not fully driven by C4D.
- C4D works in every sector in our office: health, education, water and sanitation and child protection. In addition, we have a special focus on young people participation.
- Under most of the vertical programs C4D is part of the planning, implementation and monitoring and evaluation results / activities for these sectors esp. health, child protection and Water and sanitation.
- recently substantially improved integration (context disease communication in context of HPAI control)
- Because communication should be part of all policies but not one independent policy
- We do C4D project work within the CI sector. However, we do not have dedicated communication officer. Therefore the C4D is left for each project officer to take care on in their respective sector; for most of them it is a new concept and many of them have hard time understanding the importance of communication in general, not to speak of C4D. Another problem is that maybe only one of 10 staff have a 'sense of a news' ; how to write a c4d news or article. This puts further pressure on those who have news writing / the required language skills.
- There is a management fear about communication.
- I work for the web, which is widely appreciated as a dissemination tool, but its overall potential and power is somewhat underestimated
- The need for communication technologies (teleconference, media, audio, video, youtube, cell phone tools) is not fully understood. The strategy is still oriented to give technical information through meetings and people sitting in desks in offices.
- Increasing efforts have been made to include participatory processes in the planning and programming processes, but more needs to be done. Specifically, UN reports and policy documents are often prepared by specialists without listening to the voices of those concerns. These documents are often not accessible to the poor, and therefore they are not contributing to the poor's awareness and involvement in elaborating development solutions and strategies. Too often consultation processes are just pro-forma and do not really impact final policies and programmes.
- some programmes have c4D components but there is no institutional structure to ensure integration of c4D
- Communication is understood very differently in different contexts. It is usually included as an after thought and is often confused with disseminating messages rather than institutional and behavioural change that requires a systematic and expert approach.
- At Country office or at a Regional office each programme officer works independently in their area without coordinating with each other. The programme are planed vertically and not in a holistic approach. You will see educational materials targeting for example a mother with key messages, but are produced by different programme officer while they could have integrated the information and this would have been more effective in reaching the mother and cost effective. Some UN organizations working in a country are working on the same issue but each work independently instead of integrating their work. Even the mandate of UN agencies it to work on behaviour change you do not see that reflected in Staffing, funding and priority at the office level. The offices keep saying that the C4D is integrated in all the programme but when it comes to implementation

you see some IEC material produced, programme on radio and TV. These are implemented in an adhoc manner without evidence base planning.

- WSSCC is revitalising itself after a down period in 2006. Communications were re-established in a rudimentary way in 2007 and became more operational and integral in 2008. A long-term communications strategy is being developed to complement and enhance other strategies being developed (i.e. Knowledge Management, Advocacy, Global Sanitation Fund, etc.).
- The language is used and some efforts are made to ensure that some approaches use C4D as a development approach but it is not a practiced widely nor are staff trained in C4D.
- UN communication strategies are oriented, primarily to institutional promotion and public relations. UN handles well the media, but do not have enough successful experience in communication for development from my point of view. Programmes are seldom integral of a communication strategy that changes aptitudes, behaviour or influences policies. However, among all the agencies, I consider that one organization that has accumulated knowledge and experience in C4D is UNICEF.
- last year was the first year we have really tried to integrate it into all elements of the programme
- Although, it is beginning to take a more important role as more and more projects are designed with a communications component from the start. There is still a long way that communicators need to use to continue making their point on the absolute need for interventions at all levels all the time in a sustainable and productive way
- There is still a huge challenge in getting task team leaders to integrate communications in World Bank projects
- It is really well integrated as the Bank through Development communication is creating mechanisms to broaden public access to information on reforms. It is strengthening the client governments' ability to listen to their constituencies and negotiate with stakeholders. The Bank has been empowering grassroots organizations to achieve a more participatory process and undertaking communications activities that are grounded in public opinion research.
- C4D has been an important element in the office-wide agenda for a lengthy while but the true integration is only beginning. C4D should not be an additional particle but a self-evident part of any planning. The future looks actually good - the country office should have a strong chance for a more profound strategic inclusion of C4D
- MAINLY BECAUSE unhcr DOES Not do DEVELOPMENT
- There's awareness of how communications can enhance the effectiveness of our development work. However, I feel that our use of these methods/approaches is suboptimal.
- I feel that it is not a systematic approach, but more a project by project, or person by person approach. Those well versed in communication and its potential high impact on the development operations that are implemented are more likely to be proactive and integration communication planning in their work than others.
- We still do not have sufficient capacity for C4D even though it is a part of our work (formerly programme communication)
- I believe, we need to improve our knowledge management and fortify the internal communication. So far, we have worked more in the external communication, dealing with public opinion which is important but we need a balance to enhance commitment in our own staff and counterparts.
- The talk is talked but in UNICEF there are only two officers at senior level in the field and both left for other agencies at the end of last year. Only one regional office has a

full time C4D adviser. It is a cinderella behind public relations and marketing.

- Communications is not well imbedded either in the UNAIDS CO Work Plan nor in the UN Joint Team on AIDS Joint Support Programme Operational Plan and Budget 2008-2010. Expertise in Communications in UN agencies is limited.
- There are C4D elements in some of the country programme-supported communication initiatives but the office has not yet invested in a comprehensive C4D initiative.
- Communications for development is definitely established at the World Bank and, in my view, is progressing well.
- I have received little information or instruction on C4D
- Communication on thematic issues (children's situations, how to explain them in diverse contexts, what must be know to improve it: technologies, political and social strategies, approaches) has maintained an important space in the organization, globally, although somewhat reduced in comparison with the 90s.
- C4D is integrated in all the strategies to change the face of children
- le poste de responsable en communication n'existe meme pas dans notre organisation, faute de budget
- All policies, strategies and operations of the UNFPA agency are formulated with a communication for development element. These are clearly reflected in the national and global policies, strategies and operations of the agency and are part of the operational framework.
- There are structures. However, communication can sometimes seem like an afterthought. It can also take a while to go through official channels; they are sometimes not enabling. For communicating our day-to-day work it is faster and more effective to go through informal networks.
- Communication is one of the major tools to advocate for child rights in our organization, which helps decision makers to identify issue and get required solution for the best interest of child
- the country office HAS RECRUITED A COMMUNICATION OFFICER ATTACHED TO THE office OF THE REPRESENTATIVE. THE LINK BETWEEN PROGRAM AND COMMUNICATION IS NOT WELL highlighted. Communication is still limited to public relations with media involvement and event based solicitation of media for coverage!! there is no systematic approach to program communication whereby the communication officer would go to the field with program staff and report on good practices and achievements of program!!
- Communication component is very important part of the our investment projects.
- Communication for development is practised an imported , external and paid for intervention rather than a sustained generator of people's involvement.
- We have specific programme and outputs on advocacy and policy interventions, as well as behavior change communication interventions.
- There are still many areas in which we can use communication for development in Latin America especially involving people from the communities and link them to the technical people in the UN agencies. Also it will be important to find ways to work together the UN Agencies in the poorest communities in an integrated manner.
- While UNICEF has a long history of C4D in its work with governments and civil society globally, I feel we still have not fully integrated it into policies, strategies and operations. Lip service is still often paid to C4D. There seems to be some sort of mental block that goes up when the words "behaviour and social change" are mentioned. Supply, service delivery and technical support are far more in the comfort zone of many managers.

- C4D is clearly integrated into the policies. Strategies in place. However in terms of operations, there is a strong need of getting more Human resources as well as consistent and secured funding for cost salary and implementation
- C4D is an organisational priority but at the planning level its integration is still perhaps a bit ad-hoc which largely stems from a limited albeit growing understanding of what C4D is (how it works and what it involves etc) and the value added it brings with it. The question often asked is, is C4D a programme function or a communication function? C4D's cross cutting nature perhaps leads to the confusion, also in roles and responsibilities.
- Have heard the term "C4D" only during a visit to HQ. It was used as if everyone knew what it meant. That, to me, represents poor communication.
- There is no mandate or specific policy requiring the use of C4D in projects funded by the Bank. Communication is often praised, but it is often confused with the corporate part. Nevertheless there is an increasing number of managers who understands the value of C4D and try to incorporate it in their projects, according to the budget available.
- There is neither a commonly understood definition of what constitutes C4D within UNDP, nor any designated budget line or department with a leadership-authorized mandate to promote or coordinate C4D initiatives, beyond occasional advocacy and behavioral-change campaigns on the global and/or country level supported by the Communications Office
- It needs to be improved - not everybody understand the importance of C4D in their own areas or programmes.
- It is part of the annual work plan but has been mostly limited to material production/reproduction (pamphlets, posters, radio spots) to support the health section. Not much support to the Education and Protection sections. Some social Mobilization is applied by partners and not evaluated.
- It depends a lot on the agency and on the Representative of the country office. For example, C4D in UNICEF has higher profile and is better integrated than in other agencies, but even inside UNICEF, this integration depends more on the Representative than on institutional policy.
- Organization too big; while C is considered very important, it has in a way a bit of an "own" life
- behaviour change communication activities are somewhat mentioned in the AWP of a few programmes but BCC objectives are yet to become country office priorities.
- Despite the general recognition concerning the strategic importance of C4D, technical expertise available is limited. To my opinion this results in gap/discrepancy between the normative and the operational work making effective integration weak. There is a need particularly at country level to have a set of indicators helping focusing constantly on C4D.
- All programme sections (Education, Health, Child protection, etc.) have a least one staff trained in C4D or COMBI; as most of their results are linked to individual behaviour/social change, C4D (and monitoring & evaluation) is integrated in their strategies - the "somewhat" reflects the differences between sections, based on experience, staffing and funding.
- We make an approach that prioritize community sensitization and social mobilization toward violence reduction in the Haitian communities. Because improvement in life condition necessitates socioeconomic development that does not cope with violence.
- There is a new unit called biodiversity for development which is trying to integrate a communication aspect to the work at hand

- Varies from region to region. My comments apply to Asia.
- It's not really in anyone's terms of reference, and tends to fall through the cracks.
- The communication is no integrated into the policies and in the projects and initiatives in the region.
- I think there is a huge demand for good communications at UNDP, but the organization emphasizes policy expertise over strong communications skills. As a result, our programmes and projects and often not communicated well to the outside world. This really diminishes the impact of our work.
- It has been a struggle for C for D to be taken in consideration. Some success has been reached within the technical departments but technical experts have still to be convinced of its necessity.
- C4D HAS NEVER BEEN MAINSTREAMED THROUGHOUT THE ORGANIZATION, HENCE IT IS NOT AUTOMATICALLY EMBEDDED IN POLICY, STRATEGY OR PROGRAMME DEVELOPMENT.
- C4D has a specific unit in HQ, working mostly with individual projects and crisis management, with difficulty to incorporate local realities or the broader comms work.
- The whole concept seems to be a mystery for the majority of communication practitioners themselves, not to mention to other people working with the policies, strategies and operations.
- C4D is still treated as an adhoc intervention
- UNICEF's once-powerful focus on C4D slipped in recent years. Efforts now underway seem designed to rectify that, although there's much still to be done.
- UNICEF seems to have lost some interest in the issue. Used to be more prominent. At the same time, with a much stronger then ever focus on knowledge generation and management and results, there seems to be opportunities for UNICEF to not only regain lost ground but contribute to more systematic approaches to c4d
- Many actions of communication are led but to small scales and not really integrated. The vaccination campaigns are strategies used for integration
- the communication related capacities are very limited for C4D and the C4D is not sufficiently developed as an important strategic line for achievement of programme goals.
- WHO has a central Department dealing with communications, however I don't have concrete information about every WHO department. In the Department Ageing and Life Course we are starting to consider communications within each of our activities. We are not considering C4D yet...
- It is work in progress, currently C4D has one key result area in the Health Department with a clear target and expected outcome. The same does not apply to other areas such as Education and Protection.
- It is well integrated in UNICEF, while other UN agencies lack its presence
- Communications is an add-on, rather than an integral element of UNDP programmes.
- Though all programmes have activities related to communication, there's still a lack of a general plan/ strategy of C4D that link all programmes's communication activities together to make C4D visible in the Country Program.
- I think we are still confused over whether communication for development is a sector of our work or a core cross-cutting strategy. I prefer the latter approach.
- UNICEF has prioritised C4D for their programming yet it's initiated by each section. It hasn't been integrated into the country programme. Thus, there's a need to strengthen C4D in the new country programme based on lessons learnt from the implementation of current programme.

- There is a need for strengthen working between programs and communications. The impact on target people could be improved when a well developed communication strategies is put in place with the technical intervention (i.e. water and sanitation)
- Over the last 3-5 years, communication strategies have increasingly been part of the initial planning, networking, and feedback loop. External attention and improved disclosure policies explain part of this movement. The other is that the issues tackled by development agencies are increasingly relevant for larger sets of stakeholders.
- Increased awareness of the need to integrate without the practical application -- lacking the necessary tools, insufficient qualified and experienced staff and lack of understanding at senior levels of what it takes in funds and staff to ensure integration.
- Because C4D is a very good tool in developing the bottom up strategies and evidence based approaches which helping to empower persons with disabilities and other children to exercise their rights
- this concept or principle (C4D) this has never been discussed in our work
- My impression is that not enough attention is being paid to the issue of effective communication. This is partly due to WHO not being an operational agency to the same extent as other development agencies, as the main focus lies on normative technical guidance. However in my view it would be most useful to strengthen efforts within the organisation to explore how communication efforts could be strengthened in order to reach the overall goal of the organisation, which is to assure the attainment of the greatest possible level of health in the population. It would be beneficial to have further thinking within the organisation on how C4D could be implemented.
- C4D is at the centre of UNESCO 's CI sector. The challenge is to integrate recommendations, actions at country level in the context with the UN Country Team (UNCT), especially in the context of Delivering as One.
- Now there is a specific person in place and her TORs are clearer it is becoming more integrated - even 6 months ago I would have said not at all.
- Our Country Program for 2008-2012, include in a very strategic and programmatic way C4D, but beyond papers, we need to do an important internal advocacy strategy for C4D with programs to integrate it in the routine activities.
- At HQ (in New York) and in certain Country Offices and regions (particularly Africa) it is well integrated. In our area of work (with UNICEF National Committees) it does not play any role.
- Sporadic and not fully integrated
- Communication is often only thought of as a last element, rather than strategically integrated throughout planning. It is not generally seen as an area needing technical expertise.
- While a major effort is on to ensure integral C4D moving forward (thanks to a solid team working at HQ), C4D is inconsistently integrated at present, with much variation in resources (human, financial) allocated to it from office to office. It's been a bit of a chicken and egg thing: C4D specialists complain that they're marginalised and can't do anything while programme managers say C4D's been marginalised because it doesn't do anything--even as both specialists and managers increasingly acknowledge the importance of BCC and social mobilisation. Fortunately, this scenario is changing--and has completely changed in some country programmes.
- Traditionally it has been an important element of UNESCO's work although media development and freedom of expression are of higher importance to the organization
- the Public Information Section in working to improve communication for better image of the mission but not for development

- Fully integrated programmatically as C4D is part of the overall UNICEF Programme of cooperation and mainstreamed or integrated in all sections and units: Child survival, including WES and Nutrition, Protection, Education, HIV&AIDS, in addition to a specialised C4D section . However C4D section needs to be more strengthened to ensure better coordination and better technical assistance.
- Given the fact that focus remains on individual behaviour change in several programs, C4D does not seem to be forthcoming as much as desired with concrete tools. The community conversation and youth dialogue strategy is being adopted but for the same purpose of behaviour change.
- UNICEF has a section dealing with issues related to C4D. At the country level, this section is involved in most of the activities both at the national/local and community levels.
- Communication for Development (C4D) does not have a line budget; the section is only consulted as a last resort in all communication matters. There is no Programme communication strategy and work plan to follow; we work on adhoc bases and the supervisors whims and wishes. Our supervisor used to be a consultant and is used to working alone; she knows very little about programme planning and management, she micro-manages every thing and does not entertain any suggestions or inputs from other professionals/colleagues.
- Communication for Development was at the heart of the UNICEF Country Programme in 2008, supporting all programmes with the development and implementation of communication for behaviour and social change strategies on child survival and development, HIV/AIDS prevention, basic education and child rights promotion, including prevention of violence and abuse against children and women. Notable results included over 97 per cent of children under five mobilised and reached during the Child Health Weeks, and over one million school students reached with key messages to promote behaviour change. The National Sanitation Campaign, launched by the President of the Republic, centred on four healthy behaviours including: construction and use of latrines, hand-washing, consumption of safe water and garbage disposal. A range of community mobilisation and communication activities were also implemented involving 7,000 social mobilisers, local leaders and public personalities such as politicians and religious leaders. Information, Education and Communication (IEC) materials were produced and disseminated in Portuguese and local languages through the mass media and community-based interactive channels including participatory theatre, multimedia mobile units and community radio. Over 1.6 million people were reached by those community communication interventions in 68 districts in the country. In addition, as Chair of the UN Communication Working Group (UNCWG) in 2008, UNICEF continued to support the implementation of the joint UN communication strategy in the context of the Delivering as One initiative. The UNCWG includes communication staff from a number of UN agencies and provides a framework for speaking in a unified voice. Among other joint initiatives, this year saw the launch of a joint UN web site (www.unmozambique.org), which provides information and resources on the work of the UN system in Mozambique. The Group also developed a calendar which was widely disseminated to raise awareness about the MDGs and to highlight the UN's specific contribution. A video has also been produced on 'Delivering as One UN' which summarises the on-going initiative in Mozambique. High profile joint events were also supported including celebrating World AIDS day, which was attended by the President of the Republic. One of the key priorities in 2009 will be to enhance the internal communication processes within the UN system in support of the Change Management Initiative. The objectives of the Programme Communication component in

2009 is to empower young people, families, communities and service providers with the information and knowledge that is required to reinforce positive behaviour, improve well-being and help guarantee the rights of others. It also aims at strengthening the capacity of communities to identify their development needs and take action.

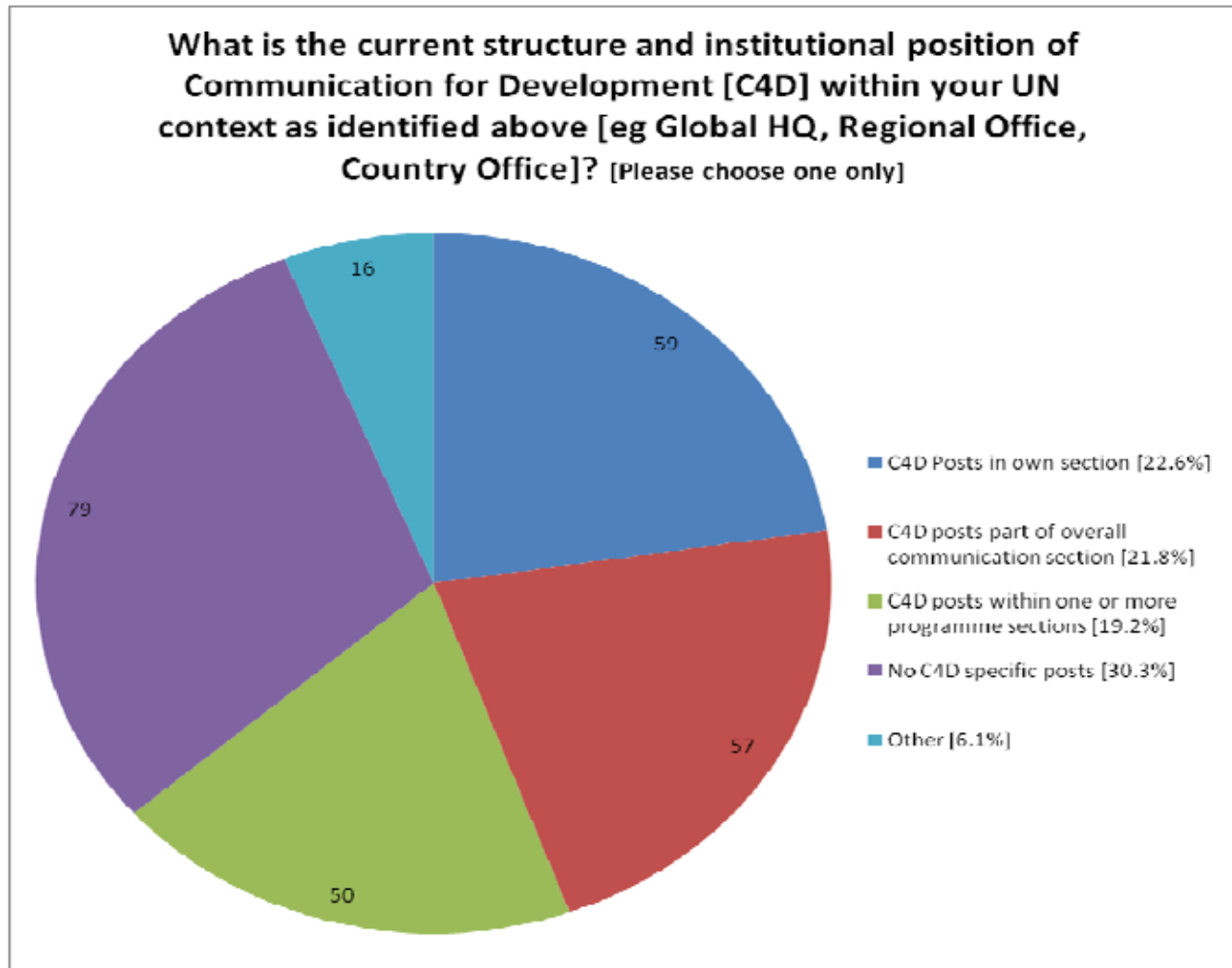
Communication channels, such as multimedia mobile units, community theatre and national and community radio networks, are used to share information and knowledge and prompt people to adopt and maintain healthy behaviours in the areas of HIV prevention, prevention of violence and exploitation against children, basic education (with a focus on gender equity), birth registration and good hygiene practices. The programme consists of three components: (1) Advocacy and Partnerships for Child Rights; (2) Community Mobilisation and Awareness; and (3) Young People Participation.

- A communications unit has been set up within the last year but still needs to define clearer targets and strategies
- I think that there is a lot of confusion over what C4D is and we have attempted to make it a lot more complicated than it should be. I think it requires good communication skills and an integrated approach. Currently the trend is to separate the communication function between external relations and C4D. The result in small countries is you a stretching resources thin, creating turf battles where they should not exist and not honestly appraising the time, effort and resources to actually changing behaviour, laws or policies.
- Some programme sections are still on IEC approach - not yet convinced working towards social change approach, only focus on material development. So needs time to bring to C4D approach.
- At our country level, while media communication is somewhat integrated with programme sections, as such, health, education, etc., programme communication is a bit disintegrated as each programme section has their own way of choosing communication channel and developing comm. materials. Prog. comm. sec. was able to work only in one channel of comm. for one prog. sec. This means communication (media) is more integrated than prog. communication with programme sections. However, the management is trying to change this so that C4D is integrated within each. prog. section.
- Communication strong on advocacy processes within sections; however, much work needs to be done to address cross-cutting communication strategies e.g. HIV/AIDS
- As a concept, it is well-integrated with policies and strategies. Since UNICEF Vietnam takes C4D on board only recently, it is difficult to say that it has well integrated into the Country Office's Operation. It requires capacity building and demonstration of first tangible results and learn from there.
- The CPAP and other sectoral work plans integrated an strategic vision of communication for development
- In the World Bank C4D occasionally gets attention in some types of operations, but is rarely integrated in any meaningful sense into country strategies and their execution.
- UNFPA currently does not have a C4D focal person/unit at the HQ. With its recent restructuring, all positions of Technical Advisers on BCC at the regional level were abolished. There is thus no official policy or guidance for C4D in UNFPA.
- C4D used to be well-integrated but fell into decline in the late 1990s and early 2000s. It is now experiencing a strong come-back and should be well-integrated gradually over the next few years.
- Communication for Development tends to be programmed parallel to programme that it is supposed to support.
- UNDP has just dissolved its innovative Independent Media and Governance Unit (as of

two weeks ago). C4D is seen as enabling national institutions to absorb UNDP press releases and not about increasing transparent engagement with media nor strengthening independent media. The bottom line is corporate image and profile and most comms officers get involved in C4D on an ad hoc basis and with only a crude understanding of media for development or media development.

- Although UNESCO coined and developed C4D jointly with UNDP and other agencies, little of it has filtered into programmes and interventions thus far.

Survey Question 5



Answered Question: 261

Answered open question '*Please describe the specific structural or institutional position of C4D in your context*': 132

- There is a communication division in the HQ office that focuses on disseminating technical and policy information and on public affairs communication. In addition, larger Regional Support Teams have communications officers, who work on both public affairs and programme communications. The technical and programmatic work

supporting social change communication and is in the evidence, monitoring and policy department (EMP).

- We have two communication departments: * The Bureau of Public Information, which deals with communications strategies and corporate communication and is a member of the UNCG * The Communication and Information Sector, which deals with substantive policies for Member States in those areas. Within this Sector, there is the Division for Communication Development that tries to develop media in all Member States. This Division houses C4D.
- I am health consulting. In my area work communications consulting
- C4D has just (2009) been carved out of Planning and Communication Section.
- In our context as a country we have the UNCG, that is the UN Communication Group as a theme group within the One UN (reporting to the UNRC) on one hand, and the Programme Communication Section in UNICEF (reporting to the Deputy Representative) working in tandem with the External Communication Section directly reporting to the Representative.
- C4D is seen as being part of the media and communication agenda, and the role of OGC within UNDP is due to the fact that the Access to Information agenda has been covered by OGC. There is still some confusion about C4D being part of what the UNDP communication officers in country offices should be responsible for - or if it should be a responsibility of the programme staff.
- There is a communications officer who sends the office's issues to the press. Each technical section includes some communication issues on its programme.
- C4D is implemented cross across sectional programmes as an integral part with a Programme Communication specialist providing technical overview and coordination. Specific sectional programmes have communication officers responsible for the programme communication component of their section.
- C4D used to be a part of an overall Communication Section that reports to the Country Representative. Lately, is became a separate section that reports to the Deputy Country Representative that is managing all programs including Education, Health, WES, and Protection.
- The office structure is limited in the case of support budget
- Communication is always seen as communication to the public (press conference, media, etc.) I used to be a member of the Un Communication Group and Communication for development was never an issue, but the UN being in the big news was one.
- There are C4D posts here, but they work on their own, and don't seem to see people like me as collaborators. I've reached out but, as is often the case when trying to collaborate with other UN folks, I don't get a response.
- C4D post reports to Deputy Representative in my CO
- UNDP has a communications office globally, regionally and to some extent nationally staffed. Our region has a communications head.
- Head of the section: Specialist communication Member: Specialist programme communication and communication officer
- C4D works almost exclusively with health, nutrition, water and sanitation. Efforts are underway to expand collaboration with education and child protection
- C4D is a whole section of its own providing technical support to all programme areas.
- As explained above C4D is somewhat integrated in our programmes.
- There is a separate section dealing with C4D but each operational unit also should address C4D while the unit dealing with media 4D is also separate. There are very

- occasional meetings across responsibilities but most contact is ad hoc and personal
- In country offices, it depends on how the office is structured. See comments in previous box.
 - I don't know if there is C4D in our office.
 - At the beginning of the new 2008-2012 programme cycle, C4D post had its own separate unit supervised by the Deputy Rep. Based on the focus put in the region on Child Survival and for a greater effectiveness and efficiency purpose, the post has been moved for this year into Child Survival & Development Section
 - Except for External Relations and Programme Communication, I do not think there is any other real comm. for development on an effective scale relevant to this environment. My take is currently our emphasis is on our image more than what we have done to change lives, everything has to be within the guidelines etc.
 - Communication for Development I believe is very important. I think there are not enough funds to establish a post here. At the moment I am the lone Communications Associate here at the Fiji Multi Country Office. I can also engage in C4U work but I think will need more training on this aspect. I support this initiative wholeheartedly particularly when looking at communicating for human development in areas of poverty, environment and energy, MDGs, Good governance, Human Rights and Crisis Prevention and Recovery.
 - We have a general office for communication which is linked to the coordination office, provides support to UNDP and also to other agencies. Some projects/programs have their own communications strategy, for example the HIV program.
 - At COs level, structure varies between option 1, 2 and 3. At RO level, there is a C4D section, at the same level as other programme components
 - There is no C4D position at the office.
 - see 4 above
 - Communication specialist directly reports to representative and is part of the programme group.
 - Within my Division (Social Development Division) we have our own expertise and focal point for C4D, but at the same time ECLAC as a whole has a Communication Area, a Unit for the WEB and for Informatic Area.
 - My work deals with the media and other groups that influence government policy. C4D work in FAO is done by small groups located within the technical departments, not within the Communication Division. There is little or no coordination. Many public information products that should be produced end up not be done because the technical department will say, "We have a communication group, so we don't need to duplicate material." They generally don't understand that we work to help them reach a very different audience.
 - in HQ C4D is a unite within a practice area section which includes gender equality, human rights and adolescent development. In regional offices the C4D capacity stands alone and in country offices it can be attached to either the communication section or the programme section.
 - We have a small team (two people) within the office of the director.
 - Proyecto Adolescentes
 - Communication within the country office consists of media and external relations, twinned with programme communication. Since all functions falls under the purview of one officer, there is little specific concentration on C4D.
 - The Behaviour Change Communication programme is a cross-sectoral programme

that includes capacity building and system strengthening, knowledge management and entertainment education. There are three C4D specialists (called programme communication specialists) and ten such specialists in ten state offices throughout the country, focusing on the states with poor development indicators that are critical to achievement of the MDGs. In addition the programme provides programme communication support to sectors, notably HIV and AIDS, health, nutrition, water and sanitation and emergency.

- C4D is part of a Social Policy, Advocacy & Communication (SPAC) Programme. However reports directly to Deputy rep same as Heads of other sectors. The C4D project has 3 subprojects (Integrated Behaviour & Social Change, Partnerships for Children, Communication Systems Development. All range of C4D will be implemented in the northern States with lower child wellbeing indicators. Primary thrust of C4D varies slightly in the south and south west with emphasis on Partnerships and Communication Systems Building and in the south east with emphasis on integrated Behaviour & Social Change and Communication Systems Development. C4D will also chair an office C4D task Force for better integration of all C4D activities in the office. C4D will also draft the program component of all country office proposals, receive and manage that segment of the funding. C4D Chief (post recommended for upgrade to L5) reports directly to the Deputy Rep. (former Senior Programme Officer.) and will work closely with Chief Communication (media and Ext Relations).
- Starting in 2008, the C4D HQ Unit is placed strategically within the new organisational structure, as a cross-cutting "practice area" within the Gender, Rights and Civic Engagement Section of the Division of Policy and Practice. There is no C4D specialists in the RO (for CEECIS) and in COs communication Officers is usually responsible for external communication as well as for C4D.
- I manage the communications and advocacy for our special programme which is sponsored by WHO and 3 other UN agencies. The "concept" of C4D is within our area, as well as within several other units (external relations, stewardship and strategic partnerships, all of which report to our director and are linked and coordinated).
- Representative - Senior Communication Officer - Communication for Development Officer
- The Sudan country office has a specifically designated 5- person C4D section that provide overall and cross cutting support to the country programme. The section comprises 2 IPs including chief of section(L4), L2, two national officers and one support staff. The section reports to the Deputy Representative and coordinates with all technical sectors in the planning and implementation of C4D interventions
- In our set up, there is a least one or two Communication staff in 3 out of the 5 teams we have in the Department.
- C4D is cross-cutting hence overlapping among the programme sectors of UNESCO. The specific mandates of each sector have responded to sector-specific rather than organizational objectives in the past with a heavy focus on legislative and regulatory issues by the Communication Sector. A renewed focus invites increasing concentration on C4D practice for which resources were allocated this biennium.
- It depends on the training the programme specialists take. In health section you tend to see more programme communication.
- C4D posts are part of the Communication & Information Sector at UNESCO. Hence, the strategy and operation plan is a collective one between HQ and field
- I have no idea if there are C4D posts within WHO.

- CSD posts are in their own section, but are responsible for providing technical expertise to the programme sections.
- C4D posts are part of the Communication Development Division, other structures also deal with C4D.
- To my knowledge there are no C4D posts but C4D objectives are sometimes included in the work of Knowledge Officers or Country Programme Managers who are responsible for IFAD's projects in developing countries.
- See above - we have a specific sector dealing with this area but there are also communication-related positions in other parts of the house.
- All the options will actually apply depending on office configuration. for now there is no one 'perfect fit' in the organizations. In some small offices there are no C4D specialists. in some one person does all comms activities , including the more PR types and more substantive C4D. What is necessary is a paradigm shift that C4D is not a 'tag on' or 'after thought' activity of poster development or media production for one campaign or the other. This perspective staff from senior management and must permeate all spheres of the organizations. Things seem to have changed fairly well in the last 3-4 years, but it requires more effort.
- We have a structured section with 8 people: 4 nationals (all Fixed Term contracts) and 4 internationals (2 Fixed Term and 2 Temporary Fixed Term).
- C4D is a unit with a head of unit (NOC level / equiv. to p3), one C4D officer NOB (equiv. to P2) and one program assistant on GS5 level.
- Within the Communication Section
- communication work is not seen as C4D. Instead it is seen as communicating to partners and media about activities undertaken by the office.
- Please refer to the previous reply
- I was senior communication officer at G level. A junior is now in charge of the unit when I moved to Governance. There is just no structure in proper sense.
- Bhutan Office is trying to integrate C4D strategies in all programmes, but its still a challenge for a small office with only one staff to support all programmes - health, education, WATSAN, Child Protection
- We have team of "external" communications experts who we work as member of our team
- Very often "communication" is intended as PR and there is little awareness about the important role that communication for development can play.
- At the RO we have a communication section but the focus is on media and external relations. The Early Childhood Development Advisor has C4D responsibilities however given the nature of work in the region (upstream and policy related) and the absence of C4D officers at country level there is little scope for C4D activity, except in a limited number of instances.
- WSSCC has three departments: 1. Networking and Knowledge Management 2. Global Sanitation Fund 3. Advocacy and Communications
- my office has one communication specialist at NOC level, who provides support to the Representative and also has the responsibility of supporting programmes with programme communication strategies and production of communication materials/publications. Specific strategies related to specific programmes are usually developed together with the counterparts, and UNICEF also hires contractors. Despite the responsibilities of the communication specialist are well linked with programme development, in reality, the volume of work is very high to focus qualitatively C4D

- They are still named: Programme Communications Officers
- The Bank has a DevComm Unit which provides the following services on strategic communication to World Bank operational staff and client countries: Advice on the political, social and cultural aspects of projects and develop strategic communication programs to mitigate risk and build greater social consensus; Incorporates public opinion research into Bank services and operations; Builds capacity of Bank staff and client country counterparts in the use of strategic communication, and consultative processes to enhance development
- Several staff members have been trained (COMBI). Two staff members (1 Health, 1 Communication) are most responsible for C4D
- This is for my Country Office. The work is coordinated by the Communication Officer and the work is done in collaboration with programme sections.
- It is new position and is under the control of program coordinator
- Within the region and generally in the agency it is often a mixture between all choices
- I am a BCIC Advisor but am not connected to C4D
- Only general communication posts exist in most Country Offices. As a consequence, in some offices, we have personnel 100% devoted to public relations, institutional image and relations with the press, with poor contribution to device communication strategies for behavioral change in the environment (including institutions).
- In the RO CD4 is a section who work and support all the section CSD, HIV, protection and education
- La Communication pour le développement ne figure pas dans le terme de reference mais les projets la pratiquent
- Communication is part of the three programme components of Reproductive Health, Gender and Population and Development. It is also the main core element of the visibility, branding and overall communication of UNFPA Country Office in Uganda.
- There is an organization-wide Bureau of Public Information. Within the programme sector is a Section for Knowledge Management Services that includes an element of C4D. Individual programme sections have staff with responsibility for communications (e.g. focal point for the web portal, outreach specialist, etc.).
- the communication post is attached to the office of the Representative. it is not separate and it does not necessarily work with the program division. it focuses more on the Representative activities and UNFPA visibility in the country
- There is a BCC section at the national level and a BCC officer in every one of the 13 field offices.
- At the UNFPA CO, we have several National Programme Officers and one of them is National Programme Officer on Advocacy, managing two Outputs (Projects) - one on Advocacy and another one on BCC/IEC;
- C4D is one of three units in the GRaCE section: Gender, Rights and Civic Engagement. GRaCE is part of the Division of Policy and Practice, which is one component of the Programme Group. The other component is the Programme Division, where the other programme sectors (Health, Education, etc) are housed.
- C4D as a separate section works under the supervision of the Deputy Regional Director.
- There are no C4D specific posts that I am aware of (although they could exist).
- Chief of section - Communications Specialist (C4D) - Communications Officer (C4D)
- In some UNICEF Country Offices, C4D is its own separate section while in others it is free floating since each programme section does undertake some C4D activities. At

UNICEF TACRO, the C4D position is located within the Communications Section. Most Communications Officers in the LAC region do some or a large amount of C4D work.

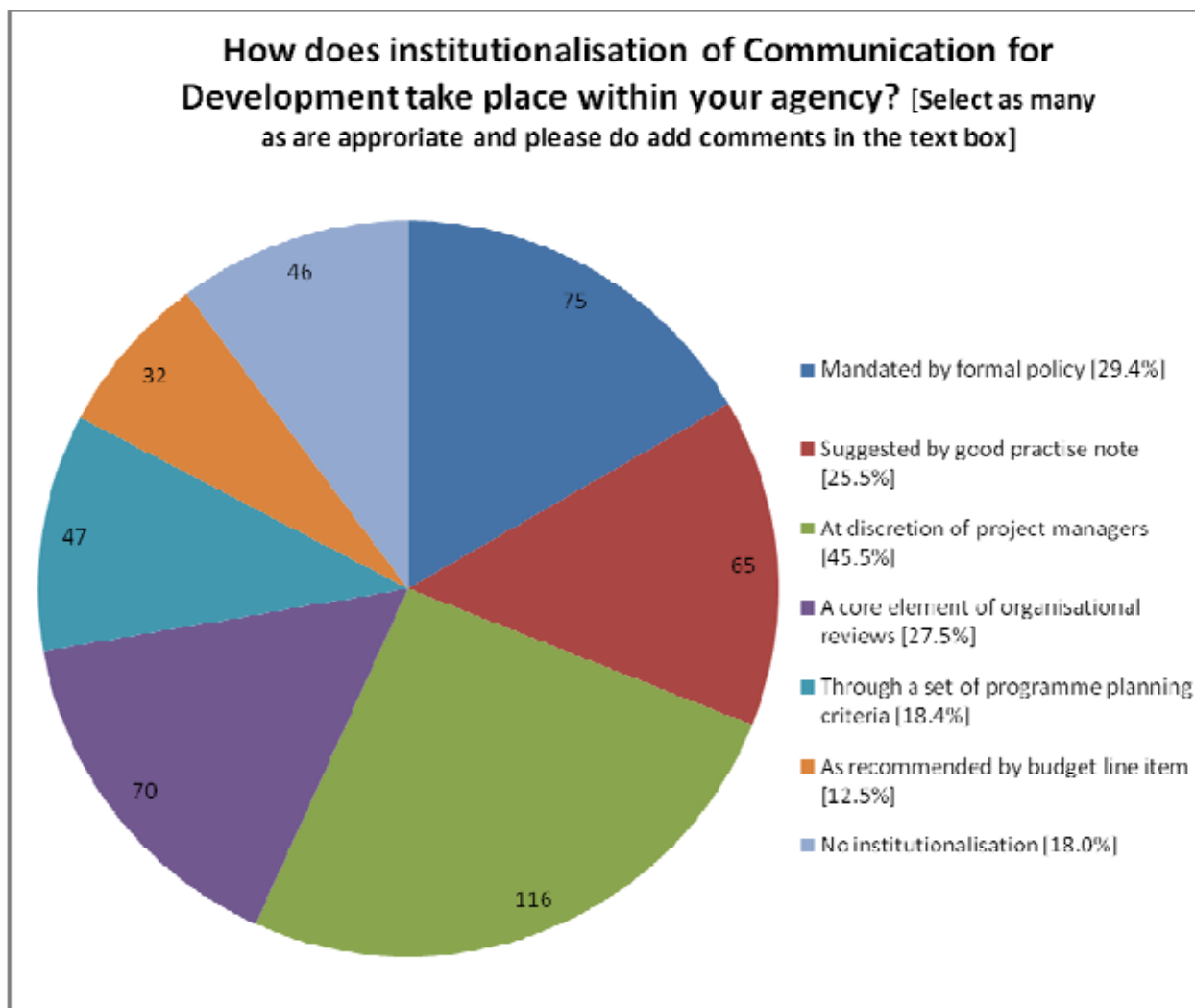
- C4D is a division within the External Affairs Vice-presidency and this is often cause of misunderstandings, making it harder to differentiate it from other types of communication which are not an integral part of operations.
- Indicative of the structural problem within UNDP is that few agency regional leaders or senior managers or policymakers are aware of the purpose or history of the interagency-World Bank C4D meeting in Washington and March, as liaison work has been confined to an offshore sub-section of the small BDP Democratic Governance Group, which lacks C4D professionals and the informed support of senior UNDP leadership
- In the communication area there is a colleague in charge of C4D
- At HQ, C4D is within the Policy and Practices level (with no contact with the communication unit); at the Regional level it seems to be part of the Communication unit; and at the country level it is within the communication unit under the direct supervision of the Representative and an overview of the programme coordinator.
- In the country I am working for, C4D is part of the other two sections. It does not have its own budget or autonomy to create inter-sectoral approaches. C4D respond to specific demand from the two established section.
- C4D expert under special reporting line, (though within matrix structure); technical experts rely on their advise
- depending on the needs, programme sections do hire consultants/TFTs to implement communication activities to support their project, for example for Avian Influenza
- C4D posts are within the Local Capacity Building Section, UNICEF Thailand
- It is a combination of option 2 and 3. While the Communication section coordinates the overall C4D through a specific established position, programmes do have their posts for specific C4D activities. At the beginning of each year, an integrated C4D work plan is developed under the leadership of the communication section and revised regularly throughout the year.
- In fact we have a national officer in charge of C4D, with a strong focus on health, and an international staff specialised in Health communication. In addition, I am a international communication officer with two key functions: public relations/advocacy and C4D.
- Even though there is no C4D specific posts in my section, the way the office is working and the strategy set up will have a valuable impact on development.
- The communication team have got the responsibility for magazines or documents but haven't got responsibility for the communication strategy.
- C4d positions are part of the natural resource management division, embedded within extension, research and education service. There are no specific c4d titles. Some people doing c4d work are not necessarily given that title. For example i am social mobilisation and community intervention officer but because my background is in c4d i apply it to my work in avian influenza and animal health communication. Both in policy development, programmes and projects.
- C4D are part of the Research and Extension Unit under the Research and Extension Division
- Although in the Programme section, C4D is a unit of its own with a budget, an annual work plan and results matrix.
- C4D programme officer (national staff) is located within the communication unit, and is meant to support C4D initiatives across the country programme -- almost certainly this is too large an undertaking for one person.

- With UNICEF works gaining substance in upstreaming work, esp in middle income countries, the communication function moves towards advocacy and partnership building, and support to networks. There is even less time for, and even less connection with, professional work in c4d. We need to have specialists in this area, engaged full time. There may be still some bridges between these 2 kinds of communication in better analysing and understanding the behaviour change component we need to apply to policy makers...
- Section C4D is independent of the other programs. The C4D support sectoral programs in the implementation of their communication strategies
- C4D is integrated within Communication Section, and works across all programmes.
- There are two C4D posts that have been newly established in the office, under Communication Section. One post is involved with C4D issues in "One UN" Communication, but also gives support to C4D issues of the office when relevant. The other post takes lead in C4D works of all programmes, both at national and sub-national level. There are C4D focal points in all sections that help create a linkage and give support to C4D officers in C4D works.
- We have a mix of posts in both the communication section and in one sectoral programme section (survival).
- There is just one person working on C4D, who is just arrived. Hopefully we will work together during this year.
- In my two most recent assignments (evaluation & k-strategy), the C4D was fully integrated into the overall department, operating flexibly across assignments.
- Currently in Kenya where C4D was integrated with communication (2004-2008) but as of Jan 2009 is in its own section; I am moving in 1 month to Tanzania where C4D is integrated with communication. I strongly believe that an integrated communications approach is best for the country programme and for more effective partnership with government and other partners.
- Currently there a few staff who know about the C4D but there is no institutional position
- no applicable as we don't know what C4D technically & operationally means
- Within UNESCO 's CI sector the advisers for CI are designing and implementing as part of their work C4D strategies at global, regional or country level.
- Communication Section depends of the Representation. Internally, we have a head of section, one C4D Specialist at NOC level, one NOA for community level and one assistant for all the section
- In HQ it's part of the Programme Division. In Country Offices, it tends to be a separate programme section. Usually it's separated from more media oriented communication work.
- Several technical programs have their own C4D efforts
- I do not know of any specific C4D posts, but there may be some. This is the first I've heard of such an initiative, capital C & D, rather than communication for development in general terms.
- In our country office we have a C4D section with its own resources. This is likely exceptional internationally.
- Some colleagues have C4D responsibilities within the Communication Development Division
- C4D is a separate section supporting other section. In addition, specific sections are also specialised in C4D. (e.g HIV&AIDS section) or have C4D posts (e.g Child survival, info/Communication and external relations Section).

- IN our context, program communication is detached from programs and positioned in a separate section which affects possible contribution to programs on the one hand and for advancement of C4D
- There is a specific section for C4D. The first answer therefore applies. However on the field the work process corresponds more to the third answer although specific C4D sections also exist at that level.
- There is some confusion here in our CO. There is a C4D section bearing three (3) of us but; two other programme communication officers have recently been employed to sit in WASH and Child Protection and they are doing their work separately and answerable only to their heads of section.
- In our context C4D is a Country Programme Component known as Social Policy, Advocacy and Communication Its Main 2006-2009 MTSP Focus Area Addressed: FA 5 Its Main MTSP Key Results Areas Addressed: FA5-KRA2, FA5-KRA3, FA5-KR4 The programme consists of two cross-sectoral and mutually reinforcing components: i) Social Policy, Planning, Information and Monitoring (SPPIM); and ii) Programme Communication. The programme indirectly contributes to all of the MDGs and supports the monitoring of PARPA II implementation. The objectives of the SPPIM component is to support advocacy and policy engagement and develop capacity to increase the availability and use of strategic information in planning and policy-making in all sectors key to the realisation of child rights. This component includes three sub-components: (1) Social Policy and Advocacy; (2) Strategic Information; and (3) Decentralised Capacity Building for Planning, Monitoring and Evaluation. The main partners are: the Ministry of Planning and Development (MPD), the National Institute of Statistics (INE), the Ministry of Women and Social Action (MMAS), the National AIDS Council (CNCS), the National Library, AWEPA, Sociedade Aberta, and Fundação para o Desenvolvimento da Comunidade. The objectives of the Programme Communication component is to empower young people, families, communities and service providers with the information and knowledge that is required to reinforce positive behaviour, improve well-being and help guarantee the rights of others. It also aims at strengthening the capacity of communities to identify their development needs and take action. Communication channels, such as multimedia mobile units, community theatre and national and community radio networks, are used to share information and knowledge and prompt people to adopt and maintain healthy behaviours in the areas of HIV prevention, prevention of violence and exploitation against children, basic education (with a focus on gender equity), birth registration and good hygiene practices. The programme consists of three components: (1) Advocacy and Partnerships for Child Rights; (2) Community Mobilisation and Awareness; and (3) Young People Participation.
- Communication is a part of the Partnership Unit
- In HQ it is separated into two divisions. This has led to confusion in the country office as there is not much linkage between the two HQ divisions and in many cases some overlap. At a country level, it depends on structure. It is like a pendulum though that swings back and forth between having one communication section that incorporates both the media related and the behaviour change components, or it is separated at the C4D function sits under the programme coordinator. The problem is often not where it sits but the skills, resources and time given. It often is a case where we want to do far too much without actually considering what it will entail. There is also confusion on approach and not enough understanding amongst programming staff about what is involved. The COMBI approach has now been adopted by a number of countries and is much more effective as it is integrated.

- Among others, there is Communication, Gender and Rights Section within the country programme. There are three units within the Section. One of them is programme communication - which is in fact C4D in the current terms. This unit functions in two levels - vertically and horizontally - has its integrated C4D which serves across all sections and support sections as per their plans and needs.
- At the country level, it is a part of an overall comm. div./section.
- C4D is a part of Child Survival and Development section of UNICEF Vietnam.
- The communication specialist report directly to the Representative, she is responsible for C4D and work with an specific team.
- C4D people, or people with C4D responsibilities, work in a variety of units, as I experience the Bank; others from the Bank might even answer this question differently!
- Headquarters: has its own unit, in the Division of Policy and Practice. Regional: mixed. Some Regional Offices have C4D (Programme Communication) advisors; in others, the external/media Communication Officers may undertake some C4D initiatives. Country: also mixed. C4D officers sometimes work in their own units or may be integrated into Communication or Programme sections.
- The structures differ from office to office. In some offices, the posts are in a separate office, in others, they are part of the communication structure and yet in others they are part of the programme sections. Indeed in some offices, all the three apply!! Bizarre at it might sound. In short, there is no single organisational understanding of what the structure should be. Makes it extremely difficult to develop capacity in this situation.
- UNDP Iraq has a media development project - one of the few in the world - and I am project manager. I have also been seconded to UNAMI for the elections as media advisor. In UNDP Iraq in Amman there is a corporate comms person and a comms person working in poverty who is unsure whether she is PR or C4D
- For the same reasons given in question 4. above

Survey Question 6



Answered Question: 261

Answered open question 'Please [a] add any further processes relevant to your agency and [b] outline your understanding of why your agency adopted this approach to institutionalisation': 85

- I haven't seen an operational definition of institutionalization in ages. That would be helpful.
- Mandated by General Assembly and by our Governing Bodies' resolutions and decisions.
- UNICEF Peru, follow an optimal complementarity between programs and communication. UNICEF Peru introduce now, changes in its structure for sustainably this concept

- a) the change induced in the programme implementation processes as working upstream with much reduced service delivery requires ownership by communities, local and central governments; b) the institutionalisation was adopted for advocacy, partnerships and alliances to leverage resources for children.
- Efforts following the Addis Roundtable to institutionalise this in the context of CCA-UNDAF processes has still not been successful. A2I and communication is seen as an important part of democratic governance in the UNDP Strategic Plan, but no specific guidelines for C4D exist at the moment.
- Institutionalisation of C4D is possible for it could be mandated by a formal policy, suggested as good practice note after organisational reviews.
- C4D is applied in terms of projects/ programs, but not in terms of institutionalization, neither in UNICEF, not with partners. To be fair to this view, C4D functions very well in the YCSD, especially in the Health initiatives such as Combating Polio, and Avian Influenza.
- In addition to the above, all staff should be trained on communication skills to enable us all convey the message for development; that could be done by making communication one of the mandatory courses included in staff learning.
- Considerable effort by the Communication Division to raise awareness of Comm4dev in IFAD and to develop a formal institutional strategy was not supported by senior management, who did not understand comm4dev, or see how it could contribute to better development results.
- L'organisation reconnait l'importance de la communication pour le developpement pour l'accompagnement de programmes sectoriels, leur perenisation sur le terrain et le changement de comportement souhaité afin de contribuer a l'atteinte des resultats pour la survie et le developpement de l'enfant.
- not really sure
- there are several separate activities 'pure' C4D, communicating programs of the WBG eg on health and focused specific media 4 D projects
- I don't know.
- I have experienced the presence of this kind of communication within my project and cannot speak for the other sections which is indicative of a possible lack of uniformity in this regard.
- A bit of many of the above depending on the product. For example all advisory publications are required to have integrated communication reviews but not all projects are.
- a) It has not been considered in my agency. b) Although, I would very much advocate for C4D to be implemented subjected to Management's agreement and funding.
- There is no formal C4D structure in the office, nevertheless, our communications office has an indirect strategy through their regular/daily work where development issues are highlighted and communicated.
- C4D has been recognized within UNICEF as one strategic priority to accelerate child survival and development progress.
- There is both a central coordination with explicit objectives in the area of C4D, but at the same time there are initiatives relatively autonomous within projects and programs according to its own capacities and motivations. I don't think it is bad to have both levels operating as long as they build synergies and don't duplicate efforts.
- The FAO approach outlined above what adopted in 1994 when the communication for development group was removed from the Communications Division and moved to a department that dealt with social and women's issues. That department has now

been broken up and C4D has evolved into small groups in various technical departments like Animal Health, which maintains the group to help in the battle against animal diseases.

- I have no formal information about the implementation of C4D at ECLAC. Maybe in other Division or Unit.
- The BCC programme in India started in 2005. The concept was articulated in a strategy paper.
- Documented in Country programme Document with guidance from best practices of other countries. Integral part of UN development Assistance Framework (UNDAF2) and the Key Results matrix.
- The role and functions of C4D is clearly outlined in the Country Programme Document (CPD) as well as country programme action Plan (CPAP) instruments thus firmly entrenching C4D in the country programme. This is the result of major internal advocacy for and appreciation of the role of C4D in realising the goals of the country programme and consequently those of MDGs in a sustainable manner
- It is based on the recommendation of the Member States.
- In 2.5 years working in this organization, I have never come across in relation to communication posts, so, to the best of my knowledge, it is not institutionalized here.
- Part of the Country programme strategy, has a separate funding, has staff dedicated to it...
- Not really sure
- C4D is at the heart of the programme in our office, supporting the programme implementation in many aspects.
- This refers to our field office; not to UNESCO as an agency.
- very varied across the agency; difficult to answer this question
- Besides the fact that there is no agency-specific policy on communication for development (but perhaps the UN resolution and the UN Inter-agency roundtable reports could be enough), there is a lack of awareness about communication for development among the staff.
- My experience in UNICEF is One year only. The post i am on has not been filled for the lat ten year, there is no memory of how things worked previously. This my personal view.
- UNICEF has a clear knowledge of C4D influence through successful experiences and has therefore given priority to it, although this does not necessarily reflect in increased budget allocation to the issue, nor a clear policy of developing adequate human resources.
- I am not sure about the institutionalization, but what I know for sure is that Development is about the change and social transformation. It is a long way process from Country assistant strategy (CAS) to project loan and from Economic sector work (ESW) to actual reform. And the process demands Listening, Public Awareness and Understanding, Consensus, Partnership and Social Ownership. And that's what all communications staff involved in.
- I am in no position to know the details - possibly already included as a set criteria
- There's recognition that communications play an strategic role. This often doesn't operationalize well. Not all people see or understand how communications can help. Often implementations are seen as impositions.
- Even though mandatory, the C4D component is still insufficiently developed and requires training of both programme and communication staff, as well as capacity-

building of national implementing partners

- It was necessary to provide useful information and communication about the advances and approaches in results from areas of intervention going to and coming from the programs of UNICEF and not dealing only with the management of media and public opinion.
- Probably mandated, but the reality depends on managers.
- le programme a adopté la communication pour le développement sans le savoir
- (b) Agency recognises the importance of ensuring that Country Programme is effectively communicated to demonstrate results achieved and share best practises for knowledge sharing and learning to other counterparts in development work.
- Not aware of a formal policy, but that doesn't mean that there isn't one! There are frequent organisational reviews on publications but wouldn't say that C4D is a core element.
- Considering the importance of C\$D in coming year, there will be a separate post withing new Country Programme cycle, while presently it is partially under Communication section
- I am not aware of a mandated policy on communication. However, an External relations Division does exits in New York and in regions like Africa there are two regional communication Advisers each of them overseeing more or less 15 plus countries Office. Country Offices were encouraged to have communication officer or communication focal points. That is why program communication seems to still be at its beginning
- Advocacy and BCC is a cross-cutting issue that should support all programme components mandated to UNFPA: population, reproductive health, and gender.
- As of 2008, Country Offices are required to report on C4D activities in their annual report. Also as of 2008, conducting a communication situation analysis is a recommended element on conducting an overall situation analysis at the beginning of a new programme cycle.
- Again, there may exist C4D approaches that I am not aware of but in my past 4 years here at UNESCO I have never encountered C4D introduced or discussed within the organization.
- UNICEF has a long history of programme communication work and the organisational review in 2005 recommended that it be made an an organisational priority with special emphasis being placed on building technical and analytical expertise in the area. UNICEF's human rights based approach to programming lies at the heart of C4D activities
- Unfortunately C4D projects not are always supported by a budget, so at the end you cannot implement what you have planned.
- C4D used to be strong during the 90's and was then, part of the communication unit. However, the domain has grown and in order to compensate, a C4D position was created in 2002 in order to support the programme. Unfortunately, it stays within the communication unit and has been constantly swamped by information / PR / external relations... projects and activities. Main C4D activities have been limited to the production /reproduction of (mainly) health materials or bringing technical assistance to the Health Ministry all year long. Although it is a concern, C4D remains a challenge to be totally integrated within the programme.
- As mentioned above, the approach varies a lot in UNICEF, depending on the conceptualization of the country programme and on the vision of C4D by each Representative. In my current duty station, C4D only replies to the demand created

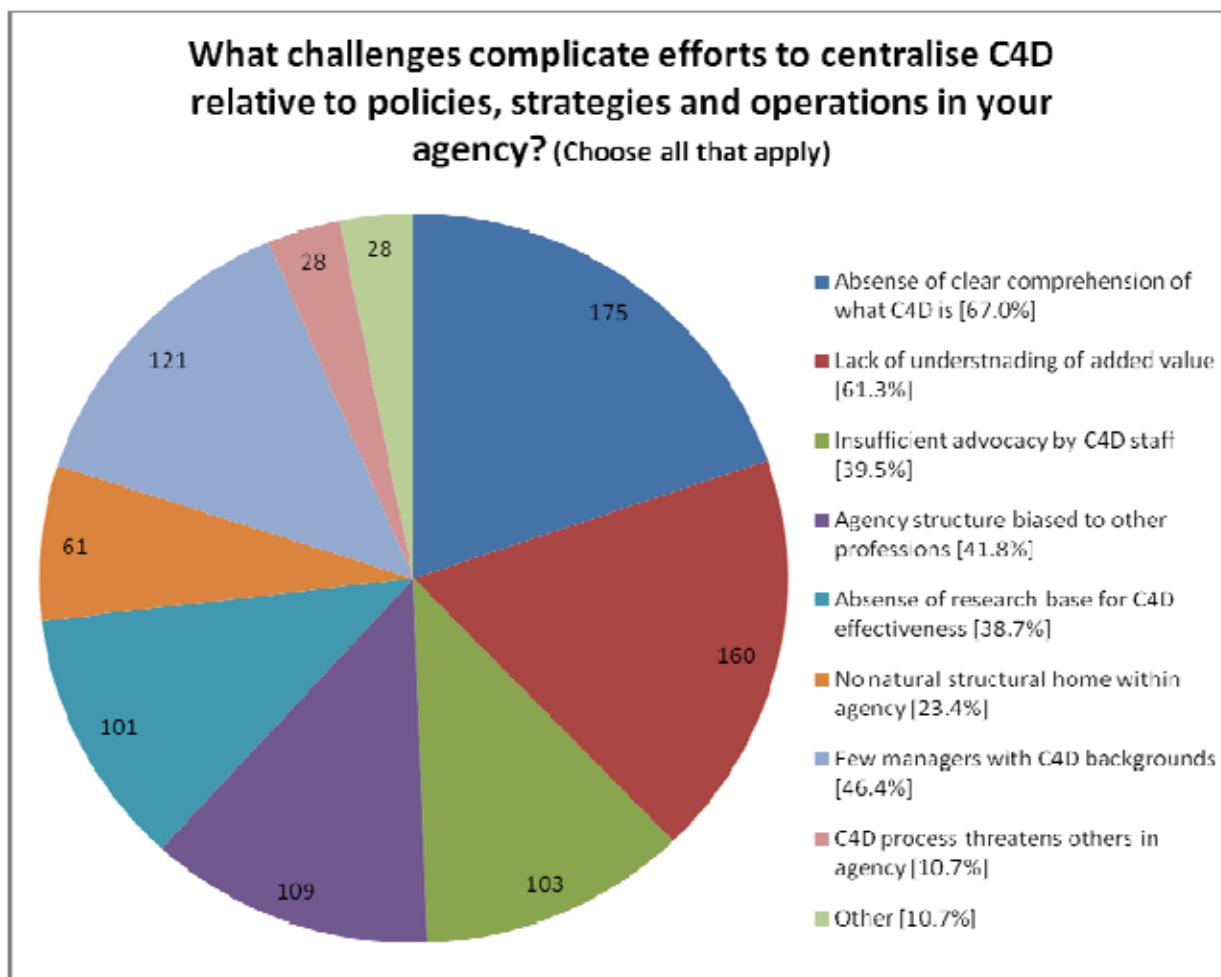
by programmes, reducing the possibility of integrated approach. In some country offices, C4D is seen only as a producer of IEC material. This subjective understanding of C4D occurs due to lack of common definition of C4D and lack of global policies aiming at C4D role.

- Since it is not the country office priority, it is up to the project managers of programme sections to include C4D in their project or to consult with C4D staff on this.
- C4D was identified as a key programme priority in 2006 - hence the decision to train at least 1 person per section, to reach a common understanding, and to train selected gvt partners, for the same reasons. Programme sections have improved their planning and budgeting to take into account C4D strategies and activities
- The aim of our projects is to help change life condition in the risky communities through violence reduction activities and the implementation of High Intensity Labor Projects. Consequently, the objectives take into account development aspects. Institutionnalisation could be a good opportunity to link our projects with development. Countries like Haiti in great need of this.
- None of the options above correctly reflect the situation I am familiar with. Communications is a core function that touches on many of the aspects above, and in certain cases there are organizational reviews that are function/task related but heavily biased to satisfying the need to reflect the correct image of the institution and show case good examples of the institution's work. It does not however, account for a significant part of frontline work.
- Not sure
- Its getting stronger backing now from the top, but the resources to make it work in the field are no longer there.
- Efforts seem to be undertaken but are not promoted throughout the organisation in a strong and coherent enough way. Doing so would also mean for UNICEF to dedicate specific resources (human and financial) for a meaningful work to happen. Such resources would also allow us to build meaningful partnership with private entities or academia expert in this area.
- No specific budget for the C4D. The actions of C4D are registered in the annual work plan of the sections and programs
- Many factors - recent trends after the release of the Lancet report on how much a change in family practices can improve the lives of children, Internal UNICEF directive, achievement in C-IMCI, Avian Influenza - all have contributed in rethinking the role and position of C4D in social development
- C4D is a n office wide strategy that will be an intrinsic part of all programme planning processes and includes both high level Policy Advocacy, IBCC, and other additional communication strategies. In the office, currently, C4D unit is not yet functioned and haven't fully participated into the annual work plan planning process of all sections, therefore C4D plan for next year will be consolidated from sectoral annual work plans. Based on sectoral plans, C4D of next year will be developed to find convergence/ linkages in areas of messaging, audience, capacity building, research and monitoring, geographic focus and timing.
- It's not really clear to me on this.
- (a) Development of a 'good practice' toolkit for communicating evaluation results; strong pro-activity; demonstrable value added; clear metrics; integrated communication platform capabilities (email - web - media - learning - policy conferences - publications); (b) Vision of principal (Director / VP) absolutely essential.

- Experience between country offices varies - I strongly believe that a separate budget line for C4D is essential - however the Kenya office seems to be moving away from this approach (new Deputy Rep who fears C4D will run ahead of programme if it has its own funding.) Our own experience suggests that a more integrated child-focused/family focused approach emerges when C4D is separately funded. If it does not have its own funding then communication strategies become silo-ed within various sections.
- Don't really know.
- a) capacity building through workshops b) workshops share the experience of colleagues with different implementation strategies for C4D worldwide
- UNICEF at global level is making a very important effort to reinvigorate and to position C4D, but in the country level there is a lot of room to work to achieve it.
- b) C4D plays an important role in the fight against AIDS (a major programme area for UNICEF), prevention of avian flu and other - mainly health related activities.
- I guess any combination of the above... ..also, I believe these matters are a bit cyclical based on a) the vision, background, and priorities of agency leaders at any given point in time, and b) the mid-run assessment or at least perception of the return on C4D investment.
- Strategic approach based on the needs analysis. There is no way to work on and for the child rights , behaviour and social change without C4D approaches.
- My agency has not yet adopted any of the above approaches but my suggestion is to consider the above as possible approaches
- The idea of setting up the section came from a regional all Reps. meeting in Dakar in 2007; so our Rep. hurriedly put a section together, soon after that, as an add on. He is neither committed nor is he interested in it; we are just left to hang on.
- see responses/comments under 4. and 5. above
- A lot of funds have been spent over the last few years to figure out C4D and there is a push now to create more international posts. I am not sure if this has led to the type of clarity we need but rather segmented further away from the core function of Communication. The Division of Communication has distanced itself and not provided any strategic guidance to country offices as to how to build an integrated approach. There seems no conversation on the substance.
- The current C4D from Head Quarter and Regional level has not yet well institutionalized at the agency or country level.
- Each programme section has their budget line item for C4D but implement C4D their own way, sometimes without consultation with C4D section. C4D section itself is also mostly involved in training/workshops and not much in comm. material development for prog. sections.
- The most recent mid-term review recommend the shift from programme communication to C4D
- The C4D unit under Children Survival and Development (SCD) division is created based on the Mid Term Review conducted in 2008.
- As with the previous question, others in the World Bank might give different answers!
- I have been with UNFPA only from late 2003 (a short 5 years). I understand that there used to be a Communications Unit within the Technical Division at HQ prior to 2002 but the unit was abolished due to reorganization. However, there were specific BCC Advisers recruited at the regional levels. These posts have since been abolished in a corporate restructuring in 2008.

- C4D has just been included as a new cross-cutting programme strategy in UNICEF's revised Medium-Term Strategic Plan (2008) Its revitalization was recommended in the 2007 Organizational Review. HQs has issued a C4D Strategic Framework to guide efforts across the organization.
- There seems to be changes that happen in cyclical patterns. Every 5 Or so years, C4D is identified as critical to organisational goals.. then five years later, it seems not to have the premium. What is constant across the board has been the under-funding of C4D as a distinct component of broader programming.
- I came to UNDP Iraq in January 2008 and took over a media project that had been developed by a non-specialist and consisted of coffee table book production. Since then I have assisted other projects in integrating C4D perspectives into their projects and have been working with the elections team to do the same. The dissolution of the Independent Media in Governance unit at UNDP HQ is a huge blow to efforts to give priority to this important area, especially in regions where ICTs have meant the loosening of editorial controls and more participation in public spaces.
- In my previous job as Director of UNESCO Office in Pakistan, this was the case i.e. stemming from a personal commitment and understanding of the potential of C4D and how it could effectively contribute to 'Delivering as One'.

Survey Question 7



Answered Question: 261

Answered open question '*Please explain your choices above and add your own challenges*': 112

- Cross-cutting issues often suffer in organizations. The area that remains unclear to many people is content, and functions of C4D - especially a) how science journalism, corporate communications, and programme communication (i.e. using communication in AIDS programmes to promote behavioural and social change) do and should relate to each other; and b) whether each of these adds distinct and necessary value, or if their contributions and benefits are the same, or interchangeable.
- Communicational area is necessary to be an integral part of programmes components. Not function as different units
- Poor funding for C4D hence depending on sectors to fund related activities. This creates something like a 'beggar-giver' situation and further denigrates C4D.
- The main challenge I face is the clear distinction between Programme Communication and External communication especially when it comes to the use of media and production of advocacy materials, added to the different target populations we address.
- Lack of Senior Management / Decision-makers ownership / leadership
- Many program managers at regional and country levels appreciate the importance and added value of C4D, but there is so far not a strong support at the level of senior management [both at country and HQ levels] with regard to pushing it through budgets and staffing.
- lack of budget
- Most people think it has nothing to do with whatever it is they are trying to do.
- I see a struggle by the agency trying to show that C4D differs from communication and external relations and justifying the need for both yet we always come back to where we started when people start arguing that an activity or project should be under C4D and others say no its external relations.
- UNDP operates on donor support - both core and extra-budgetary. Our resource allocation is set by our executive board and general assembly. Few of those are willing to accept the allocation of financial resources for communication rather than for our core development work.
- A key challenge for C4D is the lack of adequate allocations for communication in general and C4D in particular
- C4D refers to the practice of systematically applying the processes, strategies, and principles of communication to bring about positive social change. The theory and practice of C4D have different approaches and perspectives unique to the development contexts the field has grown in. Therefore there is an absence of comprehension about what C4D incorporates. In addition C4D is handled by staffs with other obligations, too.
- The case for a strong C4D has to be made. It is not 'obvious' like building a dam - no photo opps. Media as pole of development in its own right is largely unrecognised despite the fact that all developed countries have film commissions or other agencies supporting media activities for economic development purposes

- - Insufficient or lack of funding allocation to address the different processes in C4D work, from situation analysis to evaluation - Lack of or poor government capacity on C4D - Inadequate buy-in or ability of government to coordinate and lead C4D process
- I don't have more knowledge of C4D.
- The fact that I cannot really tell someone else what communication for development is at this stage in my whole agency should be sufficient to explain the absence thereof.
- There is no understanding of the added value, or no trust that C4D could make a difference. At this point, the Communication team alone is trying to push this agenda, and has little or no back up from management.
- For the bank financing is an issue as is being part of External Affairs which is still perceived as a media relations group only
- All the choices I have ticked explains exactly what my Multi Country Office faces. There is still not enough known on the importance of Communication for Development.
- Maybe there is no information about this C4D initiative, in Ecuador there is not such structure available.
- There is a strong culture of vertical programming within technical programmes (UNICEF) and among counterparts (Governments).
- We are a small partnership which will be increasingly be driven by our partners, a number of whom are focused on C4D.
- Despite there is no C4D staff nor knowledge, most of professional staff and managers do not know this theoretical and practical approach.
- None of the above
- C4D is left to communication specialists when all programme officers require to promote, advocate and plan for it in work plans with counterparts.
- Agency structure is more biased toward research and substantial production, and for many experts effort seems to end when documents are produced, leaving little energy and disposition for diffusion of results. c4D efforts are carried on but there seems to be insufficient monitoring of its impact and processing of good and not so good practices in the area.
- This is function that was central to UNICEF work 20 year ago, but forgotten by all but the most senior staff. The function needs to be revitalised and explained to younger heads of office.
- Lack of coordination/planning by other programme sectors.
- There is a lack of a clear understanding of what C4D is and what value it can add to programmes. Mostly it is construed as production of mass media materials. As attribution is difficult it is a challenge to conclusively demonstrate the impact of C4D.
- Biggest obstacle is lack of data to assess contribution of C4D inputs to achievements of programme goals, hence no understanding of its added value. Too many name changes in recent years among C4D players gives impression on non-clarity even among the known key actors. However recent in house in-depth orientation during Programme Planning Process workshops has greatly increased understanding of how C4D has evolved and has stimulated interest and demand for C4D inputs into all sector aspects. .
- The major challenges are that C4D is not well not institutionalized yet throughout the whole organization; There is no easily accessible knowledge

within the organization; Lack of skills in research, planning, monitoring and evaluation of large-scale C4D initiatives. There is a pressing need for the C4D to strengthen internal and external capacity, especially Government and CS capacity at the country level; to build intellectual capital through partnerships with external experts, and to mainstream and standardize C4D throughout programming processes, procedures, guidelines and tools and to demonstrate its impact through systematic monitoring and evaluation.

- We must deal better with our past, especially when we talk about McBride Report.
- There is not even centralized or adequately funded communications overall in our agency.
- The C4D Officer is required to do a lot of other things and does not have time to appropriately take care of her tasks.
- Many technical programmes are designed within a time-limited, result (and donor!) driven, framework, yet C4D indicators are usually not included in traditional sources of national data such as Demographic Health Surveys and Multi-Indicator Cluster Surveys, this means C4D often lacks the evidence base to prove value addition in programme interventions and is often missed out in proposals to donors, resulting in less demand for process review and accountability. Another serious drawback is lack of appreciation of the role of C4D in "life-saving" interventions, especially during "active" emergencies, leading to the (wrong) perception that C4D is at best, a dispensable add-on during this crucial period and somehow perpetuates the notion that C4D somewhat ranks lower in the strategic interventions' scale. Lack of higher level voices for C4D at country and regional level office hierarchy also works against greater visibility for C4D as many C4D practitioners/managers tend to occupy positions with less decision making authority
- Coordination and monitoring of C4D practice.
- There is a need to develop material on the what is C4D and what added value it has. Moreover, for programme specialist training C4D should become mandatory.
- As I mentioned above, it is a recent approach so, there are still few gaps to overcome. I believe it is the policy level that when achieved will make the difference at all levels; advocacy, structure, knowledge...
- I must qualify these choices, as they are based on perception more than knowledge, per se. However, I regularly attend the planning/update meetings that involve communications staff from across the Organization, and have never heard discussion, or even mention, of C4D.
- In addition to the ones selected above, the lack of understanding and value addition even among partners is a challenge.
- In fact NA in Communication and Information sector. As for other sectors (besides Communication and Information sector) most of the above initial "ideas" are relevant.
- Limited funding for this work, limited technical expertise
- Not really sure
- Sometimes the problem starts from the philosophical nature of communication itself. We can all communicate. therefore programme people do not see the big deal in having any expert in what they all can do naturally. Some of them have taken one or two courses on the principles of communication and also do

not see the need for more expertise. finally C4D has too many theoretical constructs, often times confusing to practitioners and their clients too.

- Many UN agencies have no clue what C4D is all about... And C4D staff have not advocated for it properly, addressing its added value to all development programmes. I think more evaluations and comparative research would help. The UN reform is definitely a great opportunity.
- From an institutional perspective, the key challenges are in my opinion no. 4, 6, 7 and 8.
- Again: This refers to the field office only, not to UNESCO as an agency.
- They just don't want it! Communication to them is simply securing good media coverage, that's it!
- As explained above, the challenge for Bhutan CO is not on the ignorance of project managers on C4D, but more on inadequate human resources to support all programmes effectively.
- Integrating C4D largely depends on the leadership at the state level. If the other programme specialists are not constantly reminded, it may be ignored.
- UNDP staff (especially at the managerial level) need to be trained about the importance of communication for development, and practical examples should demonstrate how it can make a difference in working for development results. Unfortunately, besides the lack of awareness, UNDP programme cycle, and the dependence on bilateral donor funds at the country level makes it difficult to dedicate time and resources to truly inclusive communication processes.
- Some programme officers have attitude that this is my programme and my funds and C4D person should not be involved they should not get the credit for the work. In other CO usually the C4D person is someone appointed but have no C4D background just attended one or two training on C4D. So they do not have the skills to support programme officer. Some country have only one C4D staff who have to implement a large programme in the country (counties with large population) and they cant support all the programme officer so they work on one or two area only.
- Mainly resourcing (people and money). The C4D professionals are free to develop the work but are limited in what they can do in size and scope.
- funding -my post as C4D Specialist is dependent on fundraising - so when there are no more funds this post will be gone as - as it is not on RR (Regular Resources) in addition I have no budget of my own- I have to depend on other programme staff to allocate money for me to spend - sometimes they do not see the value of C4D
- C4D requires time to develop as well as to expect results in medium and long term interventions. Projects should be spending funds oriented to long term and sustainable results through medium and long term plans that would also include a strong advocacy component before donors. Donors should also understand the time needed for C4D to see community sustainable results. The latter is a key component to continue advocating for C4D to avoid high expectations regarding behavior impact.
- Operational staff is mainly concerned with meeting operational goals and not always understand the value added of communications. In most cases they call for communicators when something unexpected happens. There is also a good news that communications staff has been more and more involved in operations from the very start (appraisal stage) and take part in the development of project documents making sure that communications

component is included in the project.

- As stated before, I do not know how frequently C4D is brought up in the Country Management Team meetings where all the key recommendations and decisions are made
- lack of resources allocated to communications work. it's unfortunately often an afterthought
- As above
- We need more information about development (how to understand the Index of Human D) and build a comprehensive system to manage a strategic communication and not only a communication about activities we do. In other words, we need to know how C4D can help us to influence public policy, create networks, knowledge management and also fortify our internal commitment with human rights, MDG and justice.
- UNAIDS Country Offices do not have a dedicated communications professional.
- Recently I have mostly heard from colleagues in Latin America a criticism against C4D as a strategy devoted to promote behavioral change in a quasi-experimental ways in limited contexts (small communities) and with no relations with advocacy and networking for institutional change. I argue, instead, that advocacy and networking for institutional change make sense in a broader approach to get and sustain rights upholding and that rights' upholding also needs solid strategic approaches to improve at all levels, including the community levels, knowledge, attitudes and practices, through C4D.
- UNESCO is the only agency within the UN system with whole sector devoted to communication and information. However, there is still lack of full understanding on how CI can add value to the work of the entire organization i.e multiplier effect of CI to education, science and culture.
- In the RO the role of CD4 section is understanding but I am not sure he is on the field
- Défi personnel: se former via internet pour accomplir ma tache
- The main priority for staff is to implement and manage the project cycle. C4D is relegated to a secondary or even tertiary position due to the fact that in the CO there is no section attributed to this work. It is only integrated as an element in each of the project and will be referred to only when there is need to highlight successes and challenges to Government and donors.
- C4 D is confused with IEC and IEC as limited to production of communication material C4D is not backed by an equal and adequate measure of advocacy and environment building efforts.
- People tend to neglect the role of C4D as they put emphasis on "service delivery" outputs.
- As I understand communication for development implies community people involvement, empowerment, being able to listening their voices and involving them in the action. We need more advocacy with the project managers and specific resources to implement a pilot project to increase awareness and advocacy.
- Instead of insufficient advocacy, I would say "inadequate" advocacy. I don't think we present ourselves very well, which is partly the result of the absence of good research and evidence. Also, given the often qualitative nature of C4D evidence building (KAPs, FGDs, etc), many data-driven colleagues are reluctant to accept that a few well done FGDs are as valuable as a multi-million dollar

national study.

- So many people never take enough time to understand how C4D works. confusion comes from the quick expectations of those (non C4D specialists) who have huge power within the organization. It is expected that C4D manage kind of "quick wins" what is not true. Large scale and sustainable C4D strategies and interventions needs long term process.
- Lack of clarity about roles and responsibilities for C4D activities as well as adequate and appropriate training are major challenges.
- There is a strong competition with other groups doing communication, which are often perceived more crucial (i.e. using communication to profile the president, or to diffuses a crisis) by top management, while C4D work is valued more at a operational/middle management level
- Our office did not see C4D as a central strategy but as tool to be use or not. Is not included in the annual work plan as a core strategy.
- Absence of budget allocation for more skilled communication staff.
- UNICEF has a background on C4D and it is acknowledge by many other institutions, but since C4D started to be part of everyone's job and UNICEF started to concentrate on advocacy and reduced its role at community level, these aspects mentioned by me appeared clear on C4D mandate.
- The problem is not really centralization, but insufficient decentralization
- Overall, it is a lack of understanding of C4D and appreciation of what benefits C4D can bring to the attainment of project/programme goals.
- While C4D situated within the Local Capacity Building section, and have been used in some projects by this section, other sections do not use C4D. More effort should be made so that other sections (Child Protection, HIV/AIDS, Education) understand the added value of C4D and try to integrate it into their work.
- probably most of the above, but let's not complain! "other" is about the lack of resources and skills in other UN agencies; we will bring 2-3 experienced staff to a meeting when others will be sending "focal points" or interns.
- I think that it is necessary to promote this field in the missions. On my part I think that I need more skills and knowledge on this item.
- Skills mix, level of experience and exposure and career progression criteria do not match the demands of the institution.
- Absence of strategy for communication for development, in the country polices.
- C4D is taken as an add on with "loose funds" allocated to it. It is not seen as central to the success of programmes for UNICEF, because it doesn't get donor funding, it is relegated to the background.
- A whole range of issues here. In brief, C4D has yet to be properly situated within the structure of the organisation. Only the first tentative steps are visible so far.
- I think within the UN Agencies - there is lack of knowledge and understanding on what is C4D, looking for quick wins - short term programmes which can demonstrate they have achieved something, Few professional in C4D - many have strength in media only
- C4D is still a new thing in the office and there is not a wide understanding of C4D work among staff members. Beside the current work load which is already heavy, it might be considered that C4D is an additional work and might not be well supported office-wide. So far, there has not yet a clear, easy to understand

"kit" of what C4D is and how it can be applied in the daily work of all programmes to make a real change in the communication works of the office. The nature of each programme, each project is also an obstacles to C4D officers to find a simple, easy, effective way to make a strong linkage of C4D through all programmes. There's still a lack of a stronger, clearer guidance from management board to all sections, to make it a kind of "priority", that can give support to C4D team to overcome the challenges of this cross cutting work.

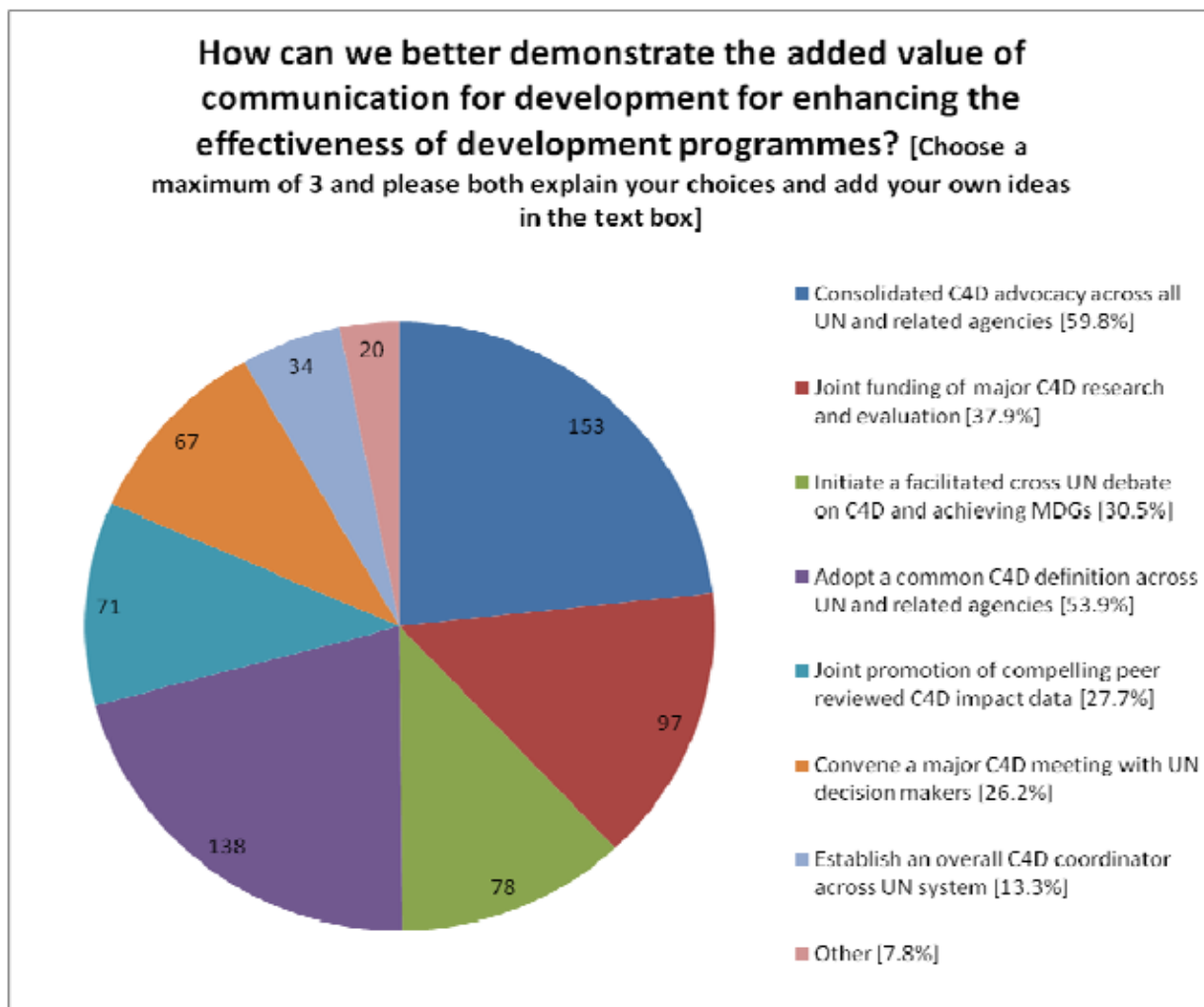
- Understanding clearly of what is C4D and what its value is very important. Managers play very important role to lead the programme, so far, few people have C4D backgrounds.
- C4D hasn't been taken into consideration as we have focused our attention on the implementation of programme to achieve the results set out in the country programme. Programme staff can't see the value added of C4D relative to fulfillment of results. In addition, C4D staff are more involved in managing their projects such as hosting donors and major events rather than providing technical support to and coordinating C4D activities with relevant sections within the organisation.
- Headquarters lacks understanding of the benefits of an integrated communications approach. It is bizarre that C4D in UNICEF HQ is housed with social policy and not with Programme or (ideally) with Communications. This reflects an ongoing problem of C4D drifting around, falling in and out of favour because it depends on individual attitudes for or against, not on a clear understanding of the benefits it brings.
- Presently, there are almost no national staff in the country who know what is C4D about?
- not applicable
- In my opinion the problem is at the UNCT level. Many UN agencies other than UNESCO understand C4D as a public information issue, press releases, press conferences but not the involvement of communicators/journalists in the process of project implementation. This would imply 2-5% of project funds for specific C4D activities.
- Lack of clarity with DOC responsibilities
- C4D means to work in a very systematic way and results would be reach in a process and maybe in a mid or long term. Sometimes, management want to have very immediate impact and see his/her gestion highlighted for media, because of it they want to use media, press releases and other instruments to show their selves as influences people in public. C4D implies to work on believes and practices, intent to influence in the behaviours of the people, it means work in a very respectful way and it is time consuming.
- It's still a niche within the organisation, since we focus very much on external communication/PR/media relations.
- Little attention paid to C4D
- I'd even start with a lack of awareness at all of "Communication for Development" as a formal initiative. (See comment 5)
- evidence based would support further advocacy for C4D as well as \$\$\$\$.
- We don't lack money or opportunities. We lack consistently solid human resources spread evenly throughout the organisation. This is the major challenge. Get the right people to do good work and then get the right people to prove it. All other challenges are secondary.

- Lack of funding: The results based management is threatening C4D. Donors want quick and concrete results. They don't understand the added value of C4D as it takes long processes to generate results (and not even easily and quickly evaluable). C4D refer to long term development which is not the first priority for donors and consequently for managers who have the obsession of concrete results to sell, so that they can get funds.
- Management has not tried to understand the added value of C4D to the success of the country Programme. When there is no independent budget and work plan or key assignments of the respective staff; it is difficult for them to pursue a well defined implementation pattern or design a programmatic communication goal.
- Factors or constraints affecting performance • The capacity of INE was fully stretched during the year due to the implementation of two household surveys (MICS and IOF), which led to the postponement of two key activities to 2009 (development of provincial and district profiles and development of the web-enable version of ESDEM). • The lack of skilled Government staff in the area of Communication for Development continues to constrain certain interventions, particularly at the sub-national level. • Influencing decision-makers, at all levels, to integrate and respect the views of young people is still a major challenge for Youth Associations.
- I also think it is about not having enough capacity, resources and clarity on what change are seeking, the time spent developing an integrated strategy to bring that change around. So we try to do everything.... which results in doing a little bit here but it is not enough to lead to larger results. That is why the COMBI approach is so effective because it adds a dimension of realism.
- Challenges - managers or section heads do not have clear understanding of C4D and how it should provide support to programmes. No strong push for C4D from high level managers.
- Even though C4D is an essential element to achieve MDG goals, each programme section does their own way to fulfil programme goal hence the selection of communication channel and development of communication materials. Programme managers should be aware of the importance of C4D by integrating C4D in each of their programmes and they should work closely with C4D managers.
- C4D is currently a new concept within our office. We have more experience with Behaviour Change Communication and are not as well acquainted with the more comprehensive C4D framework.
- The formulation of the question appears to assume that centralization of C4D is the most appropriate organizational approach. I'm not at all convinced of that.
- Senior Management could not be convinced by communication staff at HQ of the added value of C4D due to lack of result based evidence that BCC / C4D should be a specialised discipline. The above was unfortunate as the Head of the Communication unit was not a good advocate. The person has since left the organization.
- Programme, project and funding cycles are usually too short to show results from investments in C4D -- sustainable behaviour and social changes take longer and rarely can be demonstrated at the large scale sought by UNICEF which is moving from project focus to national policy change approaches.
- The general belief in our organisation is that "everyone is a C4D" expert..."get o with it". There are also some senior level management who understand the

importance of it. Depending on what is going on in the organisation, these leaders are willing to advocate for C4D. At other times, they are willing to let it erode. At the same time, the C4D colleagues are not able to demonstrate "impact". Accordingly, within these "wild" cycles, C4D gets funding/support; then there is no clear demonstration of "impact" and then funding/support is taken away. So the dance continues...

- Because the UN in normal countries is demand driven and very few governments are demanding increased transparency and participation, the UN in crisis countries, where we can shape the agenda, is unprepared to take innovative steps to engage citizens through ICTs. Its a new area in terms of policy and practice and there are too few experienced managers who are prepared to stick their necks out and battle on behalf of C4D.

Survey Question 8



Answered Question: 256

Answered open question '*Please add your own ideas and explain your choices*': 115

- The overall coordinator already exists; it seems to me it is ... UNESCO. Kindly see GA/Res/50/130 of 23 February 1996 and GA/Res/51/172 of 3 February 1997.
- Empowering C4D to play a central role in programme delivery through adequate funding, use of few tools extensively, periodic assessment and dissemination of C4D impact.
- > Thematic Networks across UN agencies > Link C4D to major sectorial priorities (governance i.e. social accountability) > Avoid turf wars within C4D community (speak in one voice) > Special advisor to UN SG?
- staff need to first understand what it is and buy into it
- In a sense there is a common C4D understanding established through the General Assembly texts from 1996. But it will be important with some very focused initiatives to move this from the text level to the program level.
- Despite 10 years+ efforts of the inter-agency coordination and increasing recognition for the term, it seems that the concept and scope of activities of C4D still remains too obscure to become a major subject in UN development policy. To illuminate C4D as an indispensable component to achieve MDGs and incorporate it into CCA/UNDAF as proposed at 10th roundtable, beyond potluck type of joint-activities, more substantive work to conceptualize C4D and a strategy to mainstream it into policy in a timely manner will be required.
- A consolidated C4D advocacy effort should be across all UN and related agencies, initiating a debate to achieve the MDGs in order to reach a common definition and understanding of C4D for all UN agencies that work for development.
- capacity building on C4D for UN staff - as it has been done for Human Rights
- don't use plastic speak
- Convene a major C4D meeting with practitioners INSTEAD of UN decision makers -- let the decision makers hear from the people on the front lines!
- For effective communication for development a common framework and strategy across the UN system would be useful.
- Ideas 3, 4, 6 and 7 above have already been tried within the system: through the roundtable and the world congress (and look what happened to FAO's commdev team following the congress). In my opinion, we need evidence, documented successes and a much higher profile and involvement in the current institutional change processes underway in some UN organizations. I find that comm dev people (bless their hearts and all that) are often very obtuse and spend far too much time navel gazing: trying to define what is C4dev, trying to control the territory and the common wisdom about comm4dev and so on.
- Une meme definition de la communication pour le developpement par toutes les agences du SNU donne une meilleure hamonisation dans les interventions et une vision commune en faveur du developpement.
- senior decision makers have to be convinced of the value added of C4D. evidence is not enough to convince them. the quality of C4D inputs have not always been high enough. there has to be a fundamental critique of the lack of development as a result of ignoring culture - and ideas on how to address these issues. This goes beyond the scope and capacities of C4D
- As stated above "The theory and practice of C4D have different approaches and perspectives unique to the development contexts the field has grown in. " A common approach based on a common definition will further the understanding of C4D.
- Whereas an organisation like UNESCO has C4D built into it other UN institutions see their mandates in terms of infrastructure, macro economic etc consequently there

needs to be some concerted effort at a high level to strengthen the case and spread the mandates. Joint funding would be good but there is little track record

- - Collect good practices and evidence of how C4D contributes to impact and showcase these during high level meetings with decision makers, e.g., UN country team meetings, regional UN meetings, global donor meetings - maximize use of the web and new media
- To reach grassroots population
- One thing that in my opinion brings down the popularity and success of UN efforts is lack of unanimity. If issues are dealt with in a standard manner and the UN speaks with one voice it will impact on our effectiveness. As is some agencies may well fair much better than others but they should not appear to be in competition but strive to come to a common level of understanding and dealing with issues of development.
- Several agencies, funds or programmes (FAO, UNICEF) are ahead of the game in C4D. We need to have their decision makers talking to other decision makers and make C4D a all UN approach.
- Have to show value and results. Also strong training programs on communication or its integration into the training programs of the institution are very helpful. More trust fund money
- A C4D coordinator will do justice in trying to advocate C4D efforts across all UN agencies.
- Major problem would be financial, I don't think this office has additional resources to fund this or any other initiative with its own funding, additional sources would need to be identified.
- The added value of C4D to accelerate results is not well known. Joint activities in research and evaluation as well as the development of an harmonized approach to C4D within the UN would be a major step to promote C4D as a key and complementary component to technical programmes.
- The time is right to raise the profile for C4D in the UN, since there is increasing awareness that the MDGs cannot be achieved without behaviour change & social mobilization. There is a need to develop a unified UN approach, building for example on UN collaboration re avian flu prevention. Advocacy for C4D will be most effective if it practical and example driven, and if it focuses on the HOW.... in relation to joint UN country plans. So, for example: 1) Prepare a short report/web module which highlights success stories/examples of C4D impact for MDG priorities and ensure it is circulated at the director level within the system 2) Describe the key factors of success - the HOW component 3) Develop a system wide funding proposal to a donor for a current MDG priority, with a strong C4D component 4) Include evaluation component
- UN Communications activities mostly involves media relationship from instrumental ways. Un System do not consider seriously C4D as a thematic issue and methodology with huge potential for HD. Luck of common vision, joint funding, staff are facts that prove the point.
- to achieve MDGs, people need to change not only through policies but through attitudes. This requires a common strategy and funding between all UN agencies.
- I would try to avoid additional bureaucratic structures regarding this area, and also avoid a sort of normative central mandate, since it may restrain instead of motivate initiatives at program level. Instead I believe that an horizontal debate may provide everybody with ideas and lessons learned that good be fruitful in further application and replication. I also think that it would be interesting to have short term exchange

of experts from other commissions or programs within UN system to share this good practices.

- I believe carrying out the above three points would go a long way to convincing FAO management that C4D should be incorporated in the overall communication planning and work of the Organization. I would also give advocates of C4D some ammunition in their fight to gain recognition of the value they bring to helping sometimes difficult FAO advise be implemented at farm level.
- A solid evidence base is and essential precondition to acceptance of C4D as a core strategy of successful development.
- Better knowledge management on C4D issues. Mandated joint process will not work- it is not worth investing much effort on this. We need better evidence of impact, and that evidence needs to be well understood and widely available.
- Showing successfully samples and real results.
- I don't think we should keep debating endlessly. We need to be able to demonstrate the value of C4D. Often experiences and data are not shared, disseminated and used for advocacy. This needs to be well packaged and actively presented to decision makers and programme managers at every opportunity.
- C4D Theme group to be Chaired by an Agency Head and the theme Group to facilitate training for all Agency heads and all UN staff. A functioning theme group will ensure common definition and understanding of its added value, joint planning, monitoring, evaluation documentation and dissemination of best practices.
- There is a need for having a consolidated and coordinated approach in terms of promoting C4D in the whole UN system. UN agencies should also develop joint strategy to build in-country capacity for C4D. This can be achieved through incorporating C4D into the UNDAF (United Nations' Development Assistance Framework) process that promotes harmonization of UN programming at a country level and can ensure integration and adoption of common strategies for C4D.
- We do need more quantitative research demonstrating the real results derived from C4D policies and projects. We have many data demonstrating that a free media is important, but a few underling that what we are doing is important.
- You need to establish something that will provide value to those involved. So I would recommend "doing something" that will create both a shared appreciation and commitment while at the same time providing value, whether it's information, an approach, a connection to higher leadership, etc.
- The above is a good summary of what really needs to be done; a harmonized UN-wide C4D policy framework backed with requisite resources, availability of credible evidence base coupled with enhanced visibility of C4D in global, regional and country level development agenda including conscious and deliberate integration (not mainstreaming!) and explicit inclusion of C4D in major policy documents, development donor forums and
- One policy across the UN agencies should come out. There are several methodology when applying C4D and one should be adopted for the UN work.
- First, there is an increasing problem facing the UN agencies. This problem is working together. So, coming to C4D, it is very important to advocate, communicate and best of all if possible, have a joint fund for C4D as we are seeing more and more activities from various agencies are being implemented under the flag of C4D.
- A meeting with significant UN decision makers would seem to be more likely after strong impact data was compiled. Likewise, a common definition, and higher awareness across agencies that would (hopefully) follow a consolidated advocacy effort would lay a foundation for increased participation.

- In addition to the above, 1. Generate evidence of the value addition and efficacy of C4D interventions. 2. Constantly update the knowledge re C4D (new evidence and experience sharing) among the specialists 3. Encourage sharing among countries and regions. 4. Advocate with top management for a separate and adequate budget for C4D interventions
- Many of the above have already been tried. see comment below
- Related to advocacy, the development of a common advocacy plan/strategy for the UN would be useful. UNAIDS is supporting the development of a guide that would help UNAIDS staff do this at the country level but a global level effort may also be useful.
- First there is a lot of global evidence that c4d works. that is the starting point. all senior managers need to be convinced about this. a position paper on the value of c4d may be necessary. Next is how to operationalise the value added of C4D in current interventions and finally how current staff can continue to add value and contribute to further effectiveness of c4d in various health and development programmes.
- Discuss C4D in the context of the UN Reform, explaining how C4D can support MDGs achievement, for instance.
- Again from the institutional point of view C4D need to be well understood, debated among UN agencies towards achieving common goals and made visible with decision makers.
- programme managers should have C4D background. This should be mandatory.
- A number of studies on c4d exists, but they remain the knowledge of limited circles. Mainstreaming could therefore start from advocating a common concept of c4d among all agencies.
- 1. Not all agencies are on the same page. So internal advocacy is a must. 2. Internal debate will stimulate ideas and consensus. 3. A focal point in all offices will be good, however, there is a fear that that person will be made scapegoat for management failures.
- Success stories of C4D initiatives, how its integrated into programmes, with clear roles of different players.
- we need to bring that level of awareness of C4D with all the agencies at the decision maker level and have the assessment carried out. This should be discussed well.
- Communication for development should become the modus operandi of UN agencies, and not another technical device that can be easily put aside because there are other priorities. Funding mechanisms and operational procedures should take into account communication for development needs.
- Nothing to add.
- Need to change the mind set in UN staff that we are all working for the same population and we need to bring our expertise, funds and services as one in order to provide maximum benefit for population and cost effectiveness for UN
- Until the UN has a common comprehensive understanding of what C4D is and how it can contribute to advancing the UN's goals, it will not be incorporated into the UN's policies
- The same as response to question number 9
- Funding - C4D cannot be done without funds - it makes no sense having it in name only
- Show case of results could be the best format. You can find a lot of case studies within the Bank when communicators' contribution to operations was invaluable.

- I do not believe any additional meetings, workshops, circulars, consultants or coordinators will make much contribution. Our office has been well informed and if really needed, additional well-targeted reading/training is easy to arrange. Useful would be a very concise, easy to use instructions/check list on how to ensure that C4D is sufficiently integrated in all activities/programmes. C4D has to be required as a standard set criteria in all planning, budgeting and monitoring in all programmes. More effort needed in identifying and selecting the concrete, most appropriate criteria in different sections.
- Begin an education process for senior managers and sensitize them to this.
- let's try to avoid another meeting please!
- Most UN agencies do not know have an understanding of C4D. Funding is always a problem, so joint funding would be very useful
- Working among the different agencies can help us to learn from the positive and good experiences of others and avoiding to repeat the mistakes made by some.
- It is imperative that C4D is evaluated, and that demonstrable results are shown. At present the difficulty of establishing good evaluation is a major obstacle.
- In whatever initiative, it has to be stressed that a right approach in programming is highly compatible with an approach in programming that takes into accounts lessons from development promotion and the diverse causal explanations of situations that comes from different academic disciplines and sectors. In promoting changes that mean "people's rights upheld" it is crucial to act on known causal factors linked to the capacities and behaviors of social actors sharing the roles of rights' holders and duty bearers. Emphasis shall be put in multi-causal explanations of situations, which also offer the best key to devise the mixing of responsibilities, roles and capacities to act on them. Also, in combination with said multi-causal approach, a broader use of system's dynamics tools could help to better understand challenges towards behavioral changes (ex.: to take into account resistances to change originating from diverse ways to look at the role of diverse actors and/or the kind of relationships and common or contradictory interests that these actors have).
- We need to coordinate the C4D strategy across the agencies
- Dans les pays comme Madagascar, il faut commencer par la bureau de coordination des Nations Unies , chaque agence suivra après
- All relevant ideas have been ticked above.
- A clear definition would be helpful. I'm not always sure what C4D is!
- I would only select the first two items as for me it would be important to fund a major C4D research and evaluation of all UN agencies and related communication works and come up with recommendations on how to better coordinate this communication and put emphasis on UN reform and the need for coordination. An important issue as I see it now is the capacity of the different agencies and Funds. some are well equipped and have the necessary materials to support program communication and develop media relations, others are less rich and cannot do a lot and the management IN MOST AGENCIES DO NOT HAVE AN IDEA OF HOW MUCH COMMUNICATION COULD COST. Worst they don't see the results of putting lot of money on communication if it does not yield results.
- I have wondered if an overall C4D Coordinator at a senior level -- D-1 or D-2 -- would make a difference. It is worth trying, with specific objectives and deadlines for demonstrating progress. We need more research on just about every behaviour related to children's survival and development.
- No need to get a C4D Coordination within UN agencies. Skilled C4D professionals

with adequate means of work is one of the keys for success and effectiveness of C4D.

- Do as much as we can to get managers/heads to understand the importance of c4D to achieve MDGs
- All the choices provided can contribute significantly to demonstrate the value added of C4D. However, some more than others will help to demystify C4D and emphasize its advantages.
- UN roundtables need to be institutionalized and a clear link with UNGC made. There is the need for a policy mandating C4D to be used as an assessment tool to engage stakeholders and define a project at the very beginning
- In theory, such a forum already exists, per the GA mandate. That meeting will be convened at the World Bank in March, on a ceremonial interagency level, with an exchange of statements and papers which will not be widely read or even circulated after the fact in a process utterly disconnected from UN agency budgetary and planning processes. The MDGs peg noted above is one of the two only viable options for real pan-UN cooperation on C4D action; the other is the 'One UN' country team process, including interagency country-level UNCGs (comms groups).
- It is important that UN decision makers be fully aware first of the value of C4D in order to "impose" it to technical and management staffs. People have a too vague idea of the technical challenges of C4D.
- C4D is quite a new programmatic concept for most UN agencies. It is required to have a common platform and coordination bodies (including at field level). In order to have this common structure/ understanding, it will be required to convince leaders (including Representatives) on the role of C4D and this requires evidence base, which could be done through selection of good practices and studies that could show how C4D can make a difference in reaching MDGs.
- Demonstrate (and supply supporting data) that C4D works and makes a difference on the ground (on the results levels output and impact)
- For the UN agencies' leaders to take strategic decision to embrace strategic communication as integral part of UN agencies' strategy in achieving their strategic goals.
- In my opinion, there is a need to further strengthen the importance of C4D through an evidence-based advocacy. This should be done by systematically and scientifically document the effectiveness of C4D by looking at some innovative programming/bets practices and their impact. In my career, I haven't seen much of it. This does not mean that it does not exist. In other words there should be greater efforts to synergize down-streaming and the up-streaming work for greater attention to C4D at all levels.
- I think there is already a common UN definition; the problem lies more with current experiences between UN agencies - very few core posts, especially outside UNICEF. Demonstrate impact is important, but also demonstrate that most targets are, one way or another, linked to C4D. Also, demonstrate the waste of time and money of not including C4D in strategies (not sure who will volunteer data and case studies, but there are plenty around!).
- The publication of a booklet to all UN employees could also help (online courses also).
- I believe that the first step is for all agencies to have a common definition and understanding of C4D. Depending on the agency (WHO, UNICEF vs. UNDP, UNEP) each agency will have its own understanding and will define C4D on their own context. Just as there is a global communications group on climate change that

coordinates climate change communications on the ground, C4D also needs an overall coordinator across the UN system and I believe the best agency/programme to do this is UNDP as it is the lead UN development agency

- Most agencies are woefully unsophisticated with regard to communication. In particular, the "management" love of "one-size-fits-all" approaches. Beyond lip-service, very little attention is paid to culturally and linguistically appropriate communication.
- Important to recruit staff skilled in communication and development related work.
- I think the major drawback for C4D is a lack of definitive evidence of the value it adds to programmes. WE need a new set of tools to measure our impact.
- Building a consensus among UN Agencies will be more useful, as we are trying to work together at country level, then the same dialogue should be extended to governments
- So far I can not give any clear idea about this, except one thing to consider if C4D is an issue needed to be pushed up at this period: From my own observation, any "joint" issue, at the beginning stages, will create a lot of trouble and discussion and disagreement.
- One hates to say this, but I think we should change the label. I would prefer something along the lines of "communication for change" with the understanding that we use communication intelligently to promote positive behaviours but also to promote good policy -- both top-down and bottom-up.
- C4D should be applied with all UN agencies under one umbrella. C4D coordinator across the UN system is very important to bring C4D team together..
- Lift the game by targeting areas that are either mission - critical or in dire need of catching up. Strategic partnerships would be helpful, provided institutional myopia doesn't get in the way. A major behavior change is needed in terms of social media, particularly among senior decision-makers. Am not convinced that advocacy-for-advocacy sake is what's needed or helpful.
- We need a high-level, well-funded, C4D training course with commitment from all agencies to fund a minimum % of staff All Senior Managers from All agencies should undergo a high quality, evidence-based C4D orientation -- demonstrating that sustainable development is only ever achieved through C4D strategies.
- All staff will be entitled to learn about the C4D and they will know what will be the added value of C4D in their work.
- All UN agencies should express their position on the UNDP/UNESCO recommendations and proposals for action and how they will contribute to an UN-wide strategy at country level, e.g. support for C4D groups as part of UNCT/Delivering as ONE
- People's job assessment, promotion be tied up with achieving C4D results. Joint funding of major research and evaluation effort
- I think is an ideological issue. Is not only about "efforts". It is about approaches and ways to understand and do things. It is a very structural topic.
- By using indicators for planning the C4D
- We need advocacy and information efforts to promote C4D
- a UN secretariat for C4D !!
- This isn't really any different than anything else: nobody says no to results. So get results and show results. And worry less about labels; our branding will be more naturally engendered by our actions. And do it with an appreciation of the context: UN C4D can't be NGO C4D. We're not endogenous village change agents, in the last

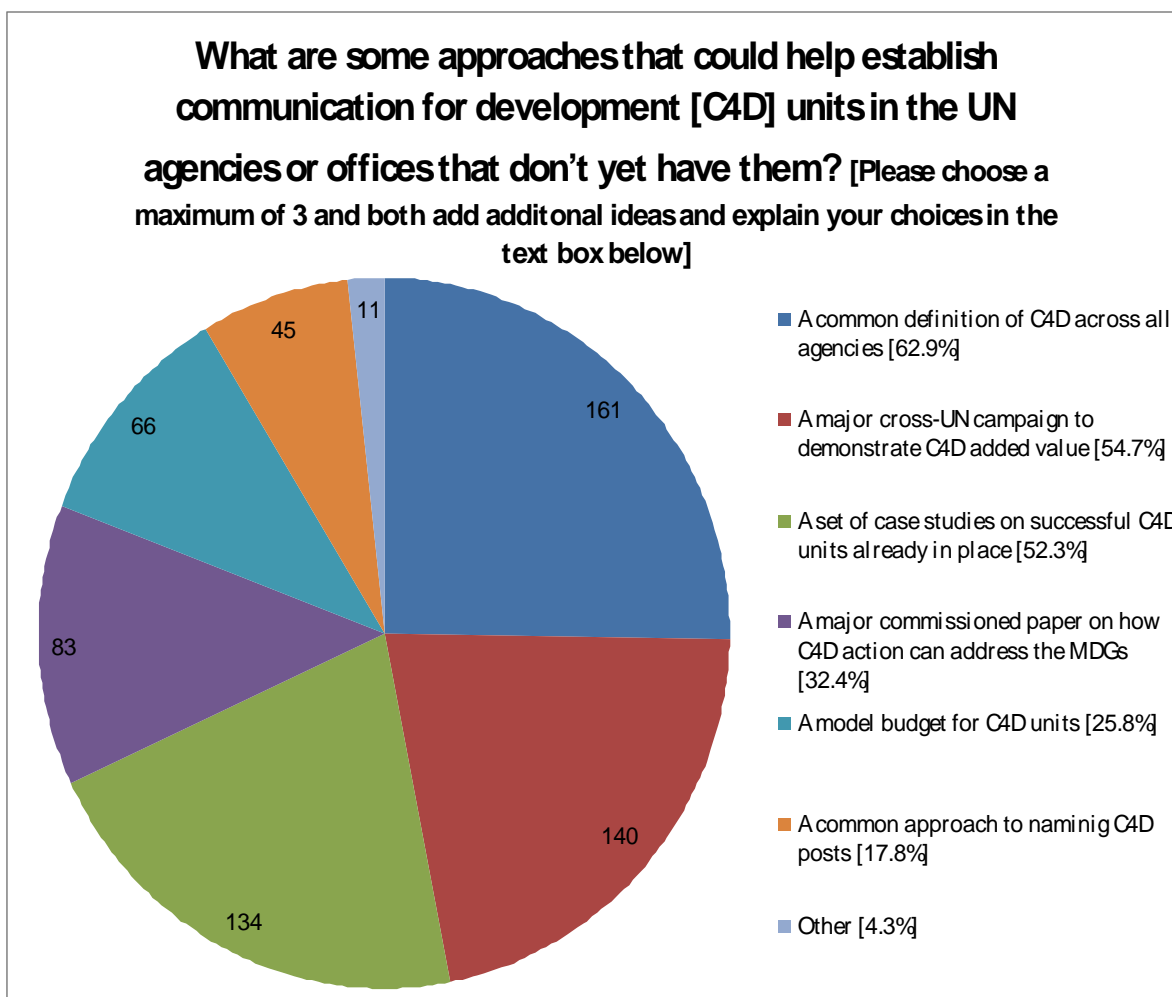
analysis.

- There is a need to show results and consequently the added value of C4D. While research and evaluations are costing and need more funding, donors don't understand the fundamental role of C4D and don't give funds for C4D. Then this becomes a vicious circle. Few funds, less expertise- few programme impact- minimum evaluation of existing initiative- minimum funding ...
- C4D must be set up with full capacity to function. It must be regarded as an integrated section that fulfils the other sections. The section must have professional staff and well planned budget. My office thinks that anybody can implement programme communication irrespective of their background which denotes how management values C4D.
- more linkage with social marketing and better knowledge/cooperation with private sector and INGOs
- There is a danger of creating additional layers and structures that come up with general waffle..... so I would focus it much more on specific agendas. Ie. Is it about coming together on water and sanitation, or a health related task. I also think it needs to be supported at a country level through the UNCT so you have buy in from different agencies on what issue they want to focus on so they can plan a comprehensive longer term strategy than do it piecemeal. This for example has been done in Cambodia with increasing breastfeeding rates. It was an integrated strategy with all partners playing a role and a donor giving multi year funding.
- There is need of leadership in coordinating and having common understanding of C4D among UN agencies to achieve MDGs because agencies are now following different approaches which are not in some cases leading to behavioral/social change.
- It is necessary to consolidate C4D efforts across all UN and related agencies by developing a common framework through C4D facilitated debates in order that each prog. section can adopt.
- All of the above are important. The last one "establish an overall C4D coordinator across the UN system" may not be sufficient. There should be C4D networks established and coordinated at all levels, global, regional and country levels.
- Include some indicators in C4D as indicators of performance in planning, monitoring standards tools.
- C4D advocacy without evidence will only alienate people in the World Bank, who are constantly bombarded by advocacy and advocates to do this or that and to promote this or that with their country clients and counterparts. There have been various C4D meetings with UN decision makers, and I don't know what impact they have had; otherwise, I'd be inclined to promote this option.
- There were several inter-agencies meetings on communication (not called C4D then) in the past. However, most of those people who were decision makers have left their organizations. This gives the impression that the importance and survival of C4D units in organizations depend on personalities rather than on the importance of the profession or the thematic functions. Many UN colleagues feel that Communications is not as important as immunization, education, MCH, etc which are more "scientific" and tangible. Programme colleagues approach and treat their communications colleagues only as technicians when they want posters, videos, etc.
- A common understanding has been a major hurdle to the application and advocacy of C4D. Meetings upon meetings do not have seem to have solved this issue. There is need to demonstrate impact of C4D efforts and a much more integration into programming rather than stand alone efforts. The language of C4D has to less

"process" and much more "action". The choice of C4D is unfortunate as it also tends to emphasize the process (communication) and not the impact that is expected.. assisting communities/families/individuals to develop behaviours that promote development and are central to achieving organisational priorities and MDGs. Behaviour development is a "science".. communication is "something that we all do"... so why do we need professionals (that is what the senior management in the UN are normally asking themselves.. as are the programme colleagues). In short the interest is not in communicating per se.. but in how can what you guys do help me achieve the immunization rates that uplift the lives of children!!! Among the UN family, there is also need to understand that communication is a necessary component but not a sufficient condition for behaviour development. So, as long as the focus is on communication, it is unlikely that there will ever be any demonstration of "impact". Accordingly, my opinion is that if we continue doing what we are doing and expecting different results.. well.. you know the rest...

- Advocacy doesn't work. UNESCO is supposed to do this but is so wrapped up in its own bureaucracy and mediocrity that it has failed. However it will demand to lead any inter-agency initiative, so this has to be avoided. UNDP has just shot itself in the foot and dissolved the perfect institution to take this forward. Therefore a major C4D meeting would be good - sponsored by Bill Gates and of course with me as a keynote speaker - with example projects. The UNDP Iraq media project is actually based on the UNESCO/UNDP Media Indicators, so this is a good project to choose :-). As for the MDGs - I think the emphasis should be more on how the exclusion of C4D contributed to the failure to achieve MDGs because, let's be realistic, we are six years and millions of hungry people away from those goals.
- The situation will not improve as long as C4D remains not properly understood and its value in contributing to EFA and MDGs not fully appreciated. For instance, each 'One UN' pilot has a UNCG which could be instrumental in spearheading C4D concepts and its potential.

Survey Question 9



Answered Question: 256

Answered open question '*Please outline your ideas and/or explain your choices above*': 82

- Is very important know practical experiences
- All of the above ideas have been suggested at some point, but so far it is probably right to state that we have not been able to push the agenda into the groups that manage UNDP programs - and where C4D will be competing with other priorities.
- Case studies on successful C4D would help establish a common definition across all UN agencies and add value relative to MDGs - giving emphasis on MDG 2,3, 4, 5, 6, 7,8 that contributes to MDG 1.
- Integration into all UNDP web sites -- please don't create yet another one for this!
- C4D should take place at all levels of the organizations and by all staff, therefore limiting the posts, budgets etc... would not be effective. C4D should rather be mainstreamed and supported by all staff members, particularly by providing them with the skills and
- * engaging and convincing the agency heads with solid evidence and examples of success * ensuring that the agency heads and senior managers are clear on what is

comm4dev and that they understand how it can contribute to better development results * this can be done partly by carving out a space for comm4dev in such areas as "managing for development results" and so on. It has to be linked to results on the ground.

- there has to be a broader critique of development and its inability to address culture and social change processes. C4D - by being labelled as 'communication' - is already marginalised. a more profound critique of development will identify which role C4D can play in addressing the issues - but C4D will not be enough on its own. Any strategy that focuses only on promoting C4D will fail because those who are targeted by the advocacy have the wrong frame of reference. C4D can't - on its own - change the frame of reference. A more fundamental critique is needed
- The definition has been touched upon. An advocacy campaign is necessary to introduce 1) the common definition 2) the value to the MDGs. Such a campaign should be backed by success stories.
- C4D is sometimes perceived as 'soft' and of low priority - there is a need to establish its significant contribution to D. C4D needs hard evidence + a champion
- - A UN capability development programme on C4D tailored to different levels and offered once or 2x a year, e.g., for managers, programme officers, communication for advocacy and C4D officers.
- Lack of: 1) consensus on what C4D is, 2) understanding of C4D added value in a context where many examples with shortcut solutions show up remain the common basic obstacles faced by C4D promoter in the field
- We can only measure progress where there is a base, in my opinion at the moment, Communication for Development is still unknown to many or is completely misinterpreted to the relevance of individual programs
- Anything that will get on communication people, senior managers and HR on board when "devising" a communication unit!
- Would tie this to the MDGs as it is broader and needs to be much longer lasting than the MDG program
- Firstly, i would suggest introducing the Concept at the UN Country Team meetings so that the Heads of Agencies are aware of this important concept. Then I think existing Communication Officers can be trained for C4U. Also would suggest having a restructure of posts. If there is isn't any post then one should be created to facilitate for this.
- Our office is currently considering/undertaking some sort of cost reduction at every level, if the potential benefits of a C4D unit are not clearly seen, it would be very difficult for anyone to push for its implementation.
- See above
- Willingness, knowledge and coherence for approaching above mentioned choices.
- Evidence is required to show the effectiveness of communication in change.
- I think that my prior point explains my criteria here.
- I think my comments on question 8 pertain here as well. The common approach to naming C4D posts would be welcome, because it would help people throughout the UN system realize this is an Organization wide set of tools that they should be taking advantage of.
- I think we need to ensure that this does not become a semantic debate. While its useful to have common nomenclature that's not the essential point. Colleagues are often sceptical about the value of BCC to their programmes and this is what we have to be able to demonstrate. Management needs to be convinced that BCC is essential

to the achievement of MDGd to dedicate human and financial resources to it.

- Establish UN C4D Theme Group with similar mandate to UN Gender or UN HIV/AIDS Theme Groups. This group will appoint a Chair (preferably UNICEF), facilitate common definition, plan and implement joint programmes. This will start in 2009 as a pre-requisite for implementation of C4D in the 6+ FCT UNDAF states. UNIC is already in place and functioning. The theme group will also ensure use of common guidelines, manuals, tools etc and facilitate joint evaluation and review efforts.
- Joint UN strategy on how to promote C4D at a country level that may imply technical support for establishing C4D mechanisms nationally and capacity building.
- I think a commissioned, outside paper will have more weight in the UN system than a campaign. It will need a communication plan, however.
- The need for evidence cannot be overemphasized, while a major a UN-wide C4D campaign would be crucial in establishing a shared vision and commitments while at the same time earmarking C4D champions within key decision making settings. A model C4D budget should not just be limited to the operation or overhead costs of a C4D unit but should include a cost benefit analysis of what happens when programme interventions are delivered with C4D as an integral part e.g. short and long term cost of immunizing one child against polio (campaign vs routine EPI)
- There is need for staff to know what C4D, and the value it has on programme.
- I guess showing the importance and effectiveness of C4D along with a model of how to apply it can be the framework. As far as the implementation, all agencies are taping into the subject one way or another.
- This may be implicit in some of the elements above, but I think starting by identifying which agencies do not have C4D units (or even posts) and finding out why they do not would be worth adding (as input to the campaign and related materials). I also find it difficult to choose only three elements from the above list, because I think the common definition and naming is important (for clarity and credibility) and the case studies, if well marketed, would be useful.
- In addition to the above, 1. Learning visits to countries that have C4D units... explaining their functions and results achieved. 2. Advocacy with donor organizations on the importance of C4D, especially using evidence, so that C4D posts and programmes are funded.
- However based on the evidence of previous UN meetings, its not clear that a (clear) common definition and understanding can be reached.
- the paper on the value of c4d is necessary, but decision making around this is another. this principle should be integrated into the training of senior management whether at the UN college or other places that they are trained in leadership. Sensitivity to C4D could also be part of the selection of managers.
- A broader dialogue on C4D at country level, involving partners from government and NGOs.
- managers who will approve such posts need to have first realize the added value for C4D and have a clear cost effective / cost implication formula for the establishment of such posts.
- Setting up a cd4 unit in my context is not realistic as my agency does not have the required funds to contribute. In principle, such a unit could be set up under UN-DPI (one person) and pooling the communication officers from 1 or 2 agencies where they exists. In practice this will not work because the UNDPI itself needs guidance on c4d and the other agencies would certainly not be prepared to release their staff for ONE UN use. The unit could be viable if funding was allocated to 'Delivering as One" for this particular purpose..

- 1. Good practices examples will motivate the management to adopt similar approach.
- 2. No result without investment! People here want the other way!
- 3. This is important as communication is not considered as a separate sector, but a management support unit. The post and the work should be mainstreamed.
- It is paramount to understand that communication for development can include some PR activities, but we should move beyond that to engage in participatory and inclusive processes. In this framework, a separate "C4D Unit" could be counter-productive.
- -
- Need to advocate among reprehensive of CO on how important to provide funds for C4D staff at country offices and how they could advocate to partners regarding importance of having C4D staff , providing funds for C4D.
- Not everybody understands what C4D is, including myself. In order to consider something important, everybody needs to know what it is, what does it imply for them, and what are the gains. Those things need to be communicated, informed to all UN system.
- It is good to think high level, but C4D refers to communities to me, and somehow it should be reflected through the whole process.
- I am not too convinced that an additional unit is the best way - the unit's efforts can easily remain disintegrated to the office's programmatic planning and work. Selected existing staff could be trained and the management to get convinced that C4D has to be added as a standard set criteria in all planning
- Most UN agencies do not know have an understanding of C4D. There is a need for harmonisation. Case studies and best practices would be very useful
- Practical cases can help to communicate better on how we are achieving the goals. Also in order to train communicators it is important to up date their knowledge about the use of important tools of technology.
- We need to clarify how CD4 could help the countries to reach the MDGs
- Case studies and model budget are starting points for a Country Office to be in position to adopt and implement. However the common approach would be a step further in ensuring the importance of this function in each Country Office.
- I would add the criteria of having the same background requirements for recruiting the communication officer.
- Understanding, commitment and support of the agencies' Executives
- I think there should be a policy guideline on the importance of the C4D and advocating to head of UN agencies to adopt the C4D.
- A common definition and understanding are years away, I fear. And campaigns in the UN are hard to get off the ground. A commissioned paper by a well-known and respected academic or someone else could be effective. It could include case studies of successful C4D units presently in place. Another thought is to identify 1 or 2 high-level UN officials who are sympathetic to and supportive of C4D and enlist their support in advocating with the UNSG to openly support C4D.
- For C4D to have uptake in UN agencies, it is important to emphasize the value and benefits it brings in terms of people's participation, social and community mobilization, human rights and monitoring and evaluation, all of which are inextricably linked to the achievement of MDGs and sustainability of these achievements.
- Please note that most Un agencies do not even have "communication" as a category in their job posting!!!!

- An attempt to agree on common C4D definitions, priorities, modalities, functions, TORs and the like across and even within UN agencies is precisely what should be avoided, as it would be a formula for yet more committee-drafted papers without readers or impact and more interagency conferences that become a substitute for actual action.
- The UN system should validate a common C4D framework in order to harmonize policies and interventions; yet this framework will have to consider agencies' particularities and field of actions.
- This internal advocacy exercise should take into consideration: 1- Not all agencies are aware of the role of C4D; 2 - Not all leaders know how C4D can make a difference. These two aspects are inter-connected and we need firstly to show that C4D can bring concrete results (data, case studies and workshops could be useful); a paper showing that more and more UN agencies and partners are adhering to C4D can also create an impact on those most resistant. Uniformity in terms of concept and definition is another important way to show that C4D is working in a cohesive way towards MDGs.
- At the very least, to hire people with the right C4D background. Too often, people with generic communication background are hired to perform C4D tasks while in fact C4D require different approach than media relations/external communications discipline.
- Please see above
- With the "One UN" gathering pace, not sure how easy it will be to convince several agencies to budget for C4D posts. If the top management is not on board, nothing will move.
- It could be interesting to offer courses in this field through UN Integrated Mission Training Centers.
- In light of the fact that all UN agencies have communications offices and depending on the size of these offices, a C4D position can easily be integrated. In most cases some of us in the communications positions are handling a wide range activities for example, I represent my agency on the climate change communications task force
- Prove that it works & matters.
- Skills and career progression most critical need.
- A better comprehension of the C4D will facilitate the implication of all the agencies and the pooling of budget
- Harmonizing C4D across UN Agencies will bring a shared understanding of the work that has to be done. This could also bring fear on job securities among staff who feels that their lack the desired competencies. So a training programme like the one on policy development with Maastricht University should be developed to give people a chance to acquire the desired skills
- I think the process our office is applying is a good approach to establish a C4D unit.
- The above are more useful in providing the action-oriented guidelines. The contribution of a commissioned paper will not likely have the same impact as we should be looking at 'how-to' rather than advocating why it would be a good idea. Also, as we approach 2015, and the winding down of the MDG initiative, we should look at a broader context to coordinate communication strategies.
- Let's be clear about the added value of such units. I would suggest that they do have value at Headquarters and regional office levels but not within country programmes. And the units in Headquarters should not become a focus for building C4D empires across entire organizations but rather to lead strategic thinking and programming

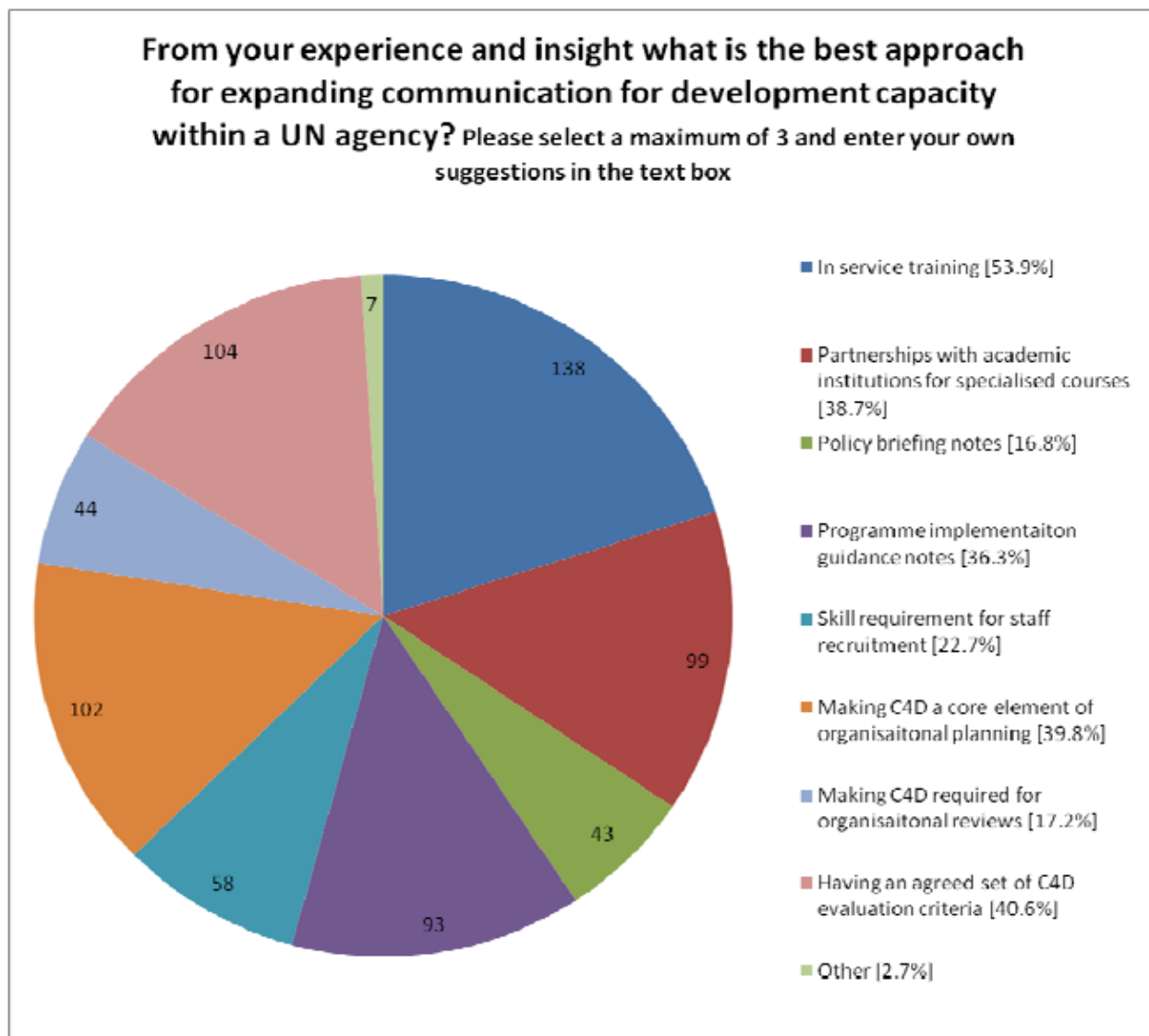
approaches.

- Probably all of the above - it is necessary to survey those who do not support C4D to find out why - not sure if this survey is going to those who are not already converted!
- It is important to set several case studies of successful C4D stories, so staff will know how the C4D could help them to improve their implementation for the best interest of child.
- C4D should be experienced and evaluated especially in the pilot countries for UN reform. There is a better chance to integrate C4D in joint projects.
- None
- Again, I think if individual agencies can show results and if agency HQs have a robust evidence base for their big picture policy and programming interventions, this will get us much further than anything else. Meetings, conferences, branding exercises: these are all important but you can't put the cart before the horse. We have to build on a rock, not on sand. Show the evidence, sector by sector, MDG by MDG, and don't insist on stand-alone credit.
- C4D need to show results and to convince. case studies on best practices and their impact, evidence results based are the best way to enhance a better understanding and importance of C4D.
- Country Office Reps. must be made to understand the value of C4D and made to participate in all C4D major conferences, and made to pledge their support for same. Country Reps. should be made to pursue courses in C4D and understand the inter-disciplinary nature of the profession in order to appreciate it better.
- Once again this is not about creating a new parallel empire but forging a common understanding amongst all staff on what they want to achieve and how it can be done. Also need to be realistic about the cost of mounting a campaign in a world dominated by expensive media. If we are going to have an impact like coke does, we need to be more critical of what components are needed as well as the cost. We also need to be better at leveraging buy in from the private sector. I would be cautious about creating lots of stand alone units without at the same time getting more clarity on what we mean by terms like advocacy, social mobilization and behaviour change, and also the limitations of IEC etc.
- There is limited budget for example in my case. Some UN agencies are not yet familiar with C4D and its added value for MDGs.
- If a network of C4D managers at country level meet regularly (at least once a month or every two months) each sharing their experience with successful case studies, there will be a clearer idea for C4D managers and also for prog. managers to carry out C4D for their respective programmes in order to achieve MDG goal set by UN agencies.
- Best if we begin with the same working definition of C4D. This will improve efficiency as we will be better able to harness C4D toward collective goals. Budget models are critical, particularly now with uncertain economic times ahead for many organizations.
- There needs to be some advocacy for C4D so that staff get used to the term, think more of it in their programming. The case studies and major paper will be extremely helpful in demonstrating the "faces" of C4D and thus would help boost a lot of learning, which is so crucial at this point of time.
- I am cautious about additional efforts at common definition and understanding, since C4D seems already to suffer from excessive naval gazing, and contact among the convinced rather than contact with provision of evidence to those not convinced.

Evidence should take the form of rigorous cost-benefit analysis of interventions. I am NOT convinced that establishing C4D units is the best way to have impact. Instead, C4D resource persons, or at least persons with identifiable C4D skills and with budgeted time to help others on C4D, could have much more impact than a centralized specialized C4D unit, which will probably be perceived as another bureaucratic initiative needing to justify itself more than as a service to help colleagues achieve that the colleagues want to achieve, with C4D assistance.

- With the "failure" of the Communication Unit to convince the Executive Director of the importance of keeping C4D posts and a C4D unit, it will need a UN wide emphasis of the importance of such a unit and C4D professionals in UNFPA to convince her of re-establishing C4D units and hiring C4D professionals. Communication professionals already in the organization are doing other things (such as being Country Representatives).
- Not clear what any of the above would accomplish. I have only ticked the ones I have as it is required for completion of Questionnaire

Survey Question 10



Answered Question: 256

Answered open question 'Please add your own ideas and insights concerning capacity building for C4D in UN agencies': 75

Draft CI Identified major themes:

- Ensure clarity on the place/functions of C4D in the mission of each agency; build recognition of goals not attained, and problems left unsolved due to the lack of C4D, and then design a staffing plan to fulfill the missing agreed functions. I.e., if people don't see there's a problem, no solution will appear sensible.
- In my experience the expansion of the team work for communication activities in the day to day
- > Convince senior management (need for a champion) > Link C4D to big / priority

themes (Climate Change, Governance etc)

- I believe the training of UN staff that we have discussed since the Addis Roundtable could be influential, but guidance notes that are supported effectively by senior management will also be needed.
- the Resident Coordinator will have to make a concerted effort to promote quality communication processes within the System
- The fragmented impression of C4D might arise from the co-existence of different functions of communication within the C4D. Many agencies including FAO, FPA and UNICEF have expanded utilization of communication knowledge/skill as a tool to enhance participatory development process and raise awareness for specific challenges to achieve MDGs. On the other hand, under strong leadership by UNESCO, there is another initiative where environment of communication itself matters based on the understandings that FoE, independent media and access to information are preconditions for lasting peace and development. While both initiatives set advancement of development as an ultimate payoff, function of communication in the process is very different. Thus, it would be natural to think that approaches to expand each initiative should also be differentiated. For example, while communication skill training or knowledge sharing among experts would be useful for an initiative that utilizes communication as a tool, advocacy for civil and political rights issues or policy analysis on media and ICT market condition will be required for an initiative to improve communication environment.
- Staff should be trained on C4D with programme implementation guidance and this should expand with specialise courses for partners (Govt., Institutions, NGOs, INGOs, etc.) that the UN agencies work together with for the implementation of the development works.
- I also wanted to choose the first four opening ideas, but was prevented by your system.
- Agreed individual staff time allocation for C4D - e.g. as % of overall work plan
- Training is useful for understanding and exchange of information. For understanding and implementation indicators are essential.
- Training will raise the status/profile of C4D while making it a core element where you have to 'tick the box' would ensure follow through
- Help enhance C4D capacity of government partners and other implementing partners - NGOs and CBOs
- Increase awareness on benefits of this type of tool.
- C4D must be a strategic part of programme delivery, not an add-on.
- UN agencies already have their Communication Officers respectively. If we have to save costs, we can just build the capacity of these existing Communication officers to also play the role or involve themselves in C4U activities which i think are very important. A training perhaps could be organized by relevant organizations for Communication Officers in the Pacific particularly for Fiji and Samoa Country Offices who have an existing UN Communications and Partnership Group (CPG) that tries to promote UN activities across the board.
- This may sound crazy, but one of the roles of the C4D unit could be advocacy for development linked to the identification of potential sources for funding i.e. Multilateral, bilateral, donors, etc,
- It's a long term capacity building process, which needs some short term wins re increased visibility. It may be helpful to build a network of explicit C4D champions - notably at a senior level - who are brought on board to advocate for this in their

agencies.

- Most of them are necessary. Many of us have C4D formal education and knowledge or practice within development projects framework but it is not required nor valued in our daily routine.
- funding!
- I would try to avoid evaluation indicators and guidance notes and concentrate efforts in more "nurturing" dynamics, such as exchange with academic specialists and briefing notes that should be short, synthetic and easy to apply.
- Requiring C4D as part of programme implementation and citing it as core element of organisational planning would be the most helpful way to integrate C4D into the over all communication and outreach strategy of UN agencies.
- C4D has to be perceived as an intrinsic part of the programme, not something extraneous. We need to actively work towards changing this perception.
- Most Govt communication policies are limited to media communication only. Intensive high level advocacy is important and urgent to ensure these policies integrate C4D models, strategies and approaches. Interagency partners can support operationalisation of these in the initial states until they are fully mainstreamed into all ministries, Departments and Agencies. This way Ministries can begin to hire and allocate staff, budget for, and coordinate the planning implementation, monitoring, evaluation and documentation of C4D programmes.
- Establishing and adequately resourcing a dedicated C4D section/unit at all global, regional and country level, a developing a quick-read generic orientation fact sheet and ensuring all programme/project staff, including newly recruited staff (at officer level), are adequately acquainted with key C4D principles and applications , establishing, at the minimum, an ad hoc interagency C4D Working Groups at country level
- Show casing C4D best practice.
- Provide resources. Possibly, agencies that do not currently have units or posts would consider it, if secondments or specified funding were available.
- 1. Provide forums for experience sharing among practitioners 2. Explain the functions of C4D to others
- due to information overload, most UN staff members don't read even strategic documents in their fields. so policy papers and such stuff may not work. C4D should be institutionalised in various academic and professional institutions and different types of formats developed. Cross organizational exchanges needed too. from an intellectual perspective we need to synthesis the various theories into a common framework with the system. With over 70 social change communication models and their attractions for different schools, there is a confusion in the best strategic fit to deliver. Without being prescriptive, some uniform approach, based on an eclectic/integrated dimension of theoretical approaches is necessary. if not competition of approaches can even frustrate the current institutionalisation effort.
- To effectively have C4D within one organization it needs to start with the highest org. commitment and become an element for the org. planning with a clear evaluation indicators.
- I could have chosen another set of three points. In service training is a good solution in theory but is also subject to time and funding. I have tried to do it myself but it is very time consuming on the top of all other work (12-14 hours per day). Very concrete guidelines ; ready-to-use models etc would be the best way of advancing the training. Appreciation of c4d should be also a recruitment criteria and a part of post-description

but the skills development will still remain as a challenge.

- Please correct typo in options above.
- Clarifying what do we mean by "communication" and what is its ultimate goal (which cannot be measured by the number of news headlines) is the first step to implement communication for development.
- -
- Some country, partners do not have C4D in the structure of the organization this is critical, no improvement can take place without integrating C4D within the organizational structure of partners.
- systematic approach, not a voluntary or discretionary approach if C4D is to be integral of any institutional work
- funds
- Not to be too uniform... otherwise it will not be responding to the main principles of C4D, and some examples have been documented to support for more concentration at community level
- I would stress partnership and peer learning within international agencies. Though WB is mentioned as a UN agency member the C4D approaches and procedures are different in the Bank and UN or UNDP. Communicators should partner and learn best practices from each others. Of course this doesn't exclude partnering with Academic institutions
- Monitoring and evaluation is important! Evidence that C4D is important and how to make it work better. C4D has to be added as a standard set criteria in all planning, budgeting and monitoring.
- Training of UN staff - both programme and communication, but also training for our implementing partners, would be essential and should be a must.
- The concept of C4D is new in terms of academic courses, so this has to be a combination from service training, (training the current people in charge) but also identify specialist who can help us to improve this area. In order to monitor the communication effect and impact it is important to have basic, (no necessary homogeneous), indicators.
- Evaluation, evaluation evaluation- programmers will use if results can be shown.
- In regard to the set of C4D indicators, these shall include impact indicators related to diverse roles fulfilled in relation to rights' upholding, diverse obligations met according with roles established, diverse attitudes, capacities and performances observed in relevant social actors.
- We need to have guidelines, training for CO
- Regular meeting networks to refresh and share knowledge of all staff involved in C4D in the UN agencies.
- Policy briefing notes and guidelines usually attract attention of the heads of agencies;
- This was tough, as all your suggested responses are excellent. However, the more that C4D staff are technically competent and can demonstrate results, the more their managers will recognize the value of C4D as a discrete, technical field that, over the long term, has impact on individual and social behaviour and norms.
- Partnership with academia/universities is essential. Monitoring and Evaluation is critical not only to measure progress but also to demonstrate result in the file d of C4D interventions
- From past experience, training won't improve the situation, as trainings are continually required (i.e. gender mainstreaming) and research has shown that this has a very weak impact. Provide budget and hire qualified individuals.

- C4D training is fundamental and asked for. In the UNICEF's LAC region for example, almost all Communication Officers carry out C4D functions and most of them have expressed that they feel inadequately trained/"somewhat trained" to do so. Combined with C4D being UNICEF's organisational priority, adequate training and clarity on C4D conceptualisation and roles and responsibilities will go a long way in expanding capacity. Adequate and appropriate training will hopefully translate into C4D not being undertaken in an ad-hoc manner.
- It all comes from the ground up, not from the top down. Take a look at the most effective UN country teams, year in and year out. The most successful UN country programs in developing nations have almost always used C4D tools in project implementation and in advocacy/outreach campaigns whether they used 'C4D' terminology or not (usually the latter); the many local examples range from UNICEF child-welfare issues to UNDP-UNIFEM women's rights promotion to DPA-UNDP civic engagement efforts in post-conflict elections management.
- Training should be the entry door that would be set as a "UN C4D approach" known by all UN technical staff. The programme implementation guidance note will be essential for harmonization and the Core element of organizational planning process will integrate organisational review and evaluation processes.
- Beside those items, it is also important to involve universities. From my experience, the partnership with Communication Courses add value to both sides: From UN perspective, we collect more information and data regarding good impact C4D can make and; from the university side, UN can disseminate the C4D potential in terms of career and professionalization amongst students (Normally Communication courses focus more on private sector). For example, all interns who "worked" with me in UNICEF are now - somehow - involved in C4D. They help us to disseminate the importance of C4D (in a Buzz Marketing strategy) even in private companies, expanding the role of Communication FOR development.
- Planning AND budgeting
- Money; we all know that donors have a degree of influence on programmes; it is becoming easier to convince them to fund C4D - which in turns requires staff for implementation. This should be linked to some "capacity building" with government partners - but with a keen eye on results, which could be linked to further funding.
- Training will be very interesting for UN employees. It a way to get a degree in a different field.
- Definition of roles of C4D staff within the programs. Change of paradigm on role of communications (not a mere PR function).
- No other suggestions
- C4D is still very new with most of the people, so more trainings or in service training are needed.
- C4D often comes at the end of planning and review processes. It is not regarded as an approach that can actually accelerate achievement of the MDGs or as an approach that should, if applied properly, influence and sometimes change the programme strategy. C4D often comes in so late that these opportunities are missed.
- Currently there are some international staff who are working at the country level who have good knowledge about C4D which could be used trainers.
- Capacity building for UNCT with experiences of UN agencies and universities on C4D
- People's job assessment, promotion be tied up with achieving C4D results.
- Source the best talent from wherever the best talent resides. Attract communication talent from the private sector. It's easier to get people who know how to "act" to

develop a "feeling" for prosocial work, than it is to get people who have all the right feelings about humanity to actually act in a way that delivers results.

- If UN stand for development, then it should focus on changing the structural causes of the problems which are underlying the under-development . These causes cannot be changed without a strong C4D component.
- Increase capacity of the section coupled with regular M & E of C4D programmes. Regular training of both counterpart and agency staff on C4D , promote education tours for staff to enhance capacity.
- close linkage between C4D and advocacy for policy development/formulation
- There should be policy or guidance notes for country level UN agencies with regard to institutionalizing C4D. Second. need to establish coordinating or working group for C4D at various levels. Then, capacity building activities could be facilitated for concerned various staff in UN agencies.
- If C4D is integrated as a core element of org. planning process with C4D evaluation indicators, it is easier for C4D managers to do what specifics they should promote for behaviour change. Also, partnership with Academic institutions will facilitate C4D managers to be better equipped with latest technology for behaviour change communication.
- In Service Training should be conducted on a cross-agency basis.
- On the job training, mentoring will be important. These can be done through networking (providing that the networks exist and they are well maintained by competent people)
- The most critical aspect is to generate demand by clients and country counterparts. Without this, those who wish to promote C4D are engaged in a supply-driven strategy; there have been many such strategies, and they are doomed to failure.
- Without the three selected items, particularly that of including C4D as a core element of organizational planning process, no amount of in service training or partnership with academic institutions will make communication an integral part of the organization's programming UNICEF almost lost it when "Programme Communication" was almost abolished. It is now back as C4D due to a few dedicated C4D professionals - unlike UNFPA.
- A series of C4D training courses and tools should be developed on an inter-agency basis and offered through the UN Staff College in Turin, and promoted through the UNDG/UNCT system.
- Part of the capacity building questions that C4D has to answer is: "capacity to do what?" We all know what an education officer/health officer, etc. is expected to do. What exactly is a C4D officer/specialist expected to do? Based on that then the knowledge and skills can be defined. Then it becomes easier to recruit the right persons in the first place and also it is possible to define the knowledge and skills that need to be developed on the job. How then that happens can be defines; whether it is "in-service". in partnerships with institutions of higher learning, etc. can be defined. BTW, not sure that "development of indicators" develops any capacity.

Survey Question 11

Please add any further comments that you may have on the theme of further institutionalising and centralising C4D within the UN system - for example your ideas on the best way to position Communication for Development as a self - standing area of work or ways to promote and/or enhance the role of communication for development units?

Answered above open question: 97

- Ask every day - is C4D a necessary part of enabling this organization to achieve its mission? If so, why? How am I doing in conveying that imperative? How am I doing on delivering essential services through C4D?
- * Involvement or at least awareness of Heads of Agency and senior UN managers is essential and would result in the allocation of financial and human resources; * Support from CEB's HLCP is a must for programmatic issues. Our respective representatives at this subsidiary organ should understand and promote C4D; * At the CEB and the CEB's HLCP, UN agencies promoting C4D should talk of one voice.
- Is very important the team work between professional of communication and other specialities. Is necessary introduce that good practice in the organizational structure.
- Communication is core to any developmental process. As said, information is power and there wont be any information sharing outside communication. We also know how working together as a team help accelerate achieving results. Communication is a lubricant to the joints among team players. We also are convinced working together each contributing his/ her comparative advantage (what is done best) requires change that is induced by communication. The list may be long....
- > C4D needs to be a strategic decision by management, to systematically integrate this process into operational programmes. Often, key decision-makers within lets say thematic areas (governance) do not sufficiently understand the issue therefore see this as a nice to have rather than need to have within their programs. The case needs to be made that this is a central integrated approach and not stand-alone programme, therefore not competing for resources rather than making the existing sectoral programmes more efficient and effective (i.e. more participatory, reach more people etc). Anecdotes are often as effective as are case studies of successful examples how C4D was integrated into operational programs.
- I do not believe that C4D will ever be a self-standing area of work in UNDP, and I am not sure it is necessarily the best way forward for UNDP either. The tendency is towards the reduction of areas rather than increasing them, for the organisation overall to be more effective.
- to make it user friendly, and fun for the general public
- a) Organisational reviews against MDG b) Get consolidated advocacy effort and definition mandated by a formal policy c) promote staff and partners' skills for communication d) enhance the role of communication in all programmes that lead to behavior change of people
- N/A

- very important: the UN is much needed to promote international cooperation and development in the largest sense, not limited to MDG definition or dividing the world between ODA donors and recipient. You might need to reflect this very creatively in the current Communication for Development speak. Otherwise you risk that Europe and the Americas opt out
- I look at how hard it is to mainstream gender into UN work -- the resistance everyone has for it, no matter how many trainings they are required to attend, is so deep and strong. So I can only imagine what the resistance will be for this! All behind the scenes, of course -- nothing out in the open.
- Ongoing training on C4D is key. The roles between c4d and external relations must be clearly defined.
- Positioning C4D as a self-standing area would be the biggest mistake. It would be the best way to marginalize it and make it the concern of only a couple of persons. In my opinion C4D should be the responsibility - and a skill - of each and every staff member of the organization, speaking with one voice, one message.
- Avoir une equipe renforcer en nombre et en capacité technique pour une intervention efficace et optimale.
- Non of the MDGs could be attained without C4D. All of the MDGs have issues requiring some form of attitudinal and or behavior modification based on approaches socially and culturally acceptable by communities. Since each agency has a mandate to address one or more MDGs, it is critical that each agency has a C4D officer to focus exclusively on the MDGs each agency is mandated to address.
- A personal approach is often an effective means of "selling" a good idea, particularly if the approach is done by somebody with recognised credibility.
- I do not feel it should be self standing but rather fully integrated - a key contributor to every project. I would support separate stand alone projects where the intention is to develop policies and investments in the media to support development - where development could be regarded as promoting 'voice' and accountability, change in behaviour (at the top as well as the general pop), economic growth and trade
- In some 11 years with UNICEF, I have seen so many rises and falls of expectations with regard to C4D, changes (for the best or for the worse) having always been introduced by managers at different levels. So we may tackle institutionalization thru directives, guidelines, tools, etc, managers' view/position on C4D remains a key success factor
- Training to enhance my capacity building. It would be easy for me to understand all messages, documents,...if we could have French version. Thank you.
- Identify staff who are good communicators, train them in communication for development and send them back to implement in their respective agencies, it is more convincing to hear of and learn from a colleague than to read notes.
- Having a Communication for Development person within the UN system will be very good. At the moment for Fiji and Samoa Country Offices, we have a Communications and Partnership Group (CPG) and i think it would be a good idea if there was a C4U person coordinating this group. Also I think this C4U is to be responsible for conducting training for those in the CPG.
- thanks for the opportunity commnet.
- See above...
- It should be promoted as Gender issues, with strong decision and support from HQ and ownership from CO.

- 1. Networking should be prioritized because of potentialities for multiplying impacts and beneficiaries. 2. I would try to concentrate on the role of communication for development units more than to think in Central Communication Areas.
- Communication between us (staff) is very important. Communication of UN ideas (diffusion) is essential. I think that we need more international and strategic marketing.
- Health educators are the weakest link in the Health system and are not yet in the social change mode. partnerships with tertiary and academic institutions is key for on-going in-service of C4D facilitators/service providers. Need also high-level advocacy to re-position C4D on the agenda off donors is important. Need for World Bank, DIFID and UNICEF to share databases, initiatives, best practices on outcomes of pilots of conditional cash transfers that build several key household behaviours into e.g. education grant programmes.
- Establishing a statutory UN-interagency C4D committee or other workable coordination structure at global, regional and country level that should recommend and supervise the integration of C4D in various planning, policy and implementation documents and approaches including UNDAF, Sector Wide Approach (SWAPs), Common Humanitarian Fund (CHF) in emergencies, etc
- We have to be careful when talking about C4D and UN agencies. We have to distinguish with the level needed at every agency. Some will have C4D for a project requirement, others for programme and of course, some will have C4D as their core mandate. Hence, it is very important to link the agencies together in a productive and exponential way rather than just for duplication and redundant.
- Demonstrating value-added, as mentioned above, especially tied to achievement (or, at least, improved progress) of MDGs holds potential. Attention is likely to increase and intensify as the MDG target date nears; this could be an opportunity to build evidence that communications can add value to achieving technical objectives, and (possibly) generate a few positive examples of UN collaboration.
- - all agencies recognise the need and value of c4d in programme efforts - all agencies provide fund, staff and other support necessary for effective performance of this task - all agencies integrate c4d into programme design and process and ensure effective
- Collecting evidences as we need to prove the effectiveness of C4D on the support and acceleration of MDGs achievement. There's also a need to enhance staff capacity to proper deliver on C4D, letting communities, women and young people to take the lead of their own development process.
- C4D most successful if integrated fully in programme delivery
- None
- Indicators should be identified to assess the impact of the C4D
- -
- I have a fear that the issue we are discussing now will simply pass off in few years times. With my seven years experiences in working in communication in two UN agencies, I'm not very hopeful about a meaningful change that would occur under the current exercise. Because, not many now working in communication are from communication or media background. Communication officers offer the best advice available, but if the management doesn't act on advice, then what can be expected? Communication people do not have decision making power. Unless this gap is narrowed, I do not see any hope for communication in future. I've developed a theory of my own: Big is weak in communication. Big can be any

thing: the government, the ministry, UN, World Bank and so on. All are weak in communication, because they are big and bound to be weak! Sorry for being so utterly pessimistic, but this is the ground reality and I don't know how this can be solved sooner.

- The first thing is to stop changing terms. First it was BCC, not its C4D. Second - Always promote C4D as an integral part of any programme/project to achieve results and not as a stand alone unit or project. This is the reason why C4D/BCC units get sidelined by programmes. Third- Designated budget within every programme. Fourth - Policy from HQ on integration of C4D strategies in programmes Fifth- More trainings targeting programme managers in addition to C4D staff
- This has to be a significant piece if we have to achieve the MDG. We need to give necessary thrust to ensure that this is appreciated by staff. Organisation leadership has to take this seriously
- I believe that there is a need to create a fluid communications environment in agencies that are oriented to field action and trying to decentralize. A convergence of non-institutional forums, use of email, SMS, internal bulletin boards and simple (but enhanced) telephone system that may create
- The role of communication for development units should be to work consistently with UN staff to ensure communication and participation are adequately utilised from the planning to the evaluation phase.
- -
- C4D is always considered as production of educational material by our and partners in CO and some UN staff. There is a need to advocate among partners and UN leaders and manager the importance of having skilled staff and funds for C4D in order to change behaviour. Most of the emerging issues (obesity, road traffic accidents, violence, global warming), require behaviour change and if we continue to work the way we were in the past 20-30 years we will not be able to have and impact on the MDGs.
- Document the good examples and the bad ones, we must learn from all.
- First of all thank you for raising the issue and trying to get feedback. Hope the inputs will give valuable information. Second, the development communicators are doing a lot and we have a lot of challenges ahead. My only comment is to be more aggressive and learn from the experience of commercial communicators.
- come up with a solid and functional policy and enforcement mechanism
- C4D should be a separate post with specific requirements for educational background. There is still a misperception within the UN that knowledge and skills of a C4D post is the same as for Communication.
- It is very important the C4D know about the challenges about the diversity of languages, cultures, vision and intercultural approach in order to get a wider impact. The people in charge of this program could receive additionally basic lessons about exclusion, racism, climate change, financial crisis, food crisis, environmental crisis, war, etc. This is in order to have a balance in the type of development we need to deal with.
- The role of communication and its impact needs to be acknowledged and promoted by my agency
- Avoid the use of the C4D acronym (this transmits the idea that there is a "compact group" of people related to it, well understandable on the matter, acting against other groups). We want solid Communication Strategies supporting the

achievements of the Millennium Declaration and the MDGs. The overall support to MD and MDGs must include advocacy, networking, social mobilization and communication initiatives/activities well articulated among them. Communication activities shall include the inclusion of solid and specific contents focusing on how causes of situations, benefits of diverse attitudes, approaches, actions act in diverse contexts.

- We need convincing case studies to demonstrate how communication interventions can make a difference in the lives of people who are marginalized. These case studies must be from credible sources backed by empirical evidence for them to be taken seriously by policy makers.
- In WCAR CD4 is essential to reach the MDGs and to change the situation of children, I mean UN CO need to train staff to develop policies guidelines to promote good practices
- Necessité de plaider sur la communication pour le développement auprès des chefs d'agences du système des Nations Unies à Madagascar
- All ideas have been well articulated above.
- C4D is a good initiative and good challenge for UN to accelerate results achievement, since world changes drastically and priorities are changed with tremendous speed. If Behaviour change was target to have results by generations, C4D has to speed up the process by making very clear, specific goals through rapid assessment of the situation, analysing approaches and delivering messages for target audience
- communication for development should be both positioned at HQs level and country office level. communication for development should not be a stand alone because the unit will need material/substance for its work and this can be best provided by the program unit. Therefore I would suggest that communication staff be attached to the program unit working with all program departments/units
- C4D must be rooted in the genius of the local people. Much of the C4D language used especially in the polio programme in India is positioned as an outside albeit scientific intervention. The country has many examples of people led social innovations and we have failed to learn from those.
- The role of Communication for Development in the UN agencies goals, policy, strategies and every day work can't be over-emphasized. To institutionalise the initiative, the support of top management of the UN agencies is the most important, as they formulate trends and strategic position.
- Convene global and regional meetings (can be part of other global and regional meetings) to discuss the mainstreaming of C4D in all UN agencies.
- At WHO/PAHO we developed the Faces, Voices and Places initiative and use the Community of Practice tools to link 17 countries and 30 communities to learn from each other. We can all improve our communication with some guidelines and resources to implement communication for development.
- UN to advocate with governments to invest in C4D national expertise. UN to create better conditions for the expansion of C4D work. skilled C4D UN staff to demonstrate the added value of C4D in programming process
- For C4D to be a self-standing area of work, greater clarity is needed on roles and responsibilities as well as technical training on concepts, models and tools.
- In today's changing journalism environment, it is imperative to explore ways and means to set up a world-class C4D network that fosters an increasing emphasis on digital media and gives members insights into new development challenges and opportunities. We can't rely entirely on the UN system to reinvent the profession in

a fundamental way! generate

- Link C4D with field programs and operations rather than information, public relations or external affairs departments
- Start from scratch. Scrap the existing dysfunctional bureaucratic framework. Make the axis of collaboration the UNDG (UN Development Group) with core links to the World Bank and DPI and focal points within the offices of the agency's respective leaders (UNDP Administrator, etc). Create modest but permanent budget with staff for coordination and information sharing, but NOT C4D project management. Involve ALL the respective agency communications chiefs, who collectively understand the distinction between C4D and PR better than anyone else at that senior level, and who generally try to do both, in support of their regional and thematic development colleagues, in the absence of any structural or budgetary alternatives.
- I think the above answers cover it all. Congratulations for this initiative, we certainly need a common vision for C4D.
- It could be extremely useful to expand the partners to this cause in order to avoid that it looks like a corporative issue (raised and promoted only by C4D people). We should invite Representatives, private sector CEOs and academics (influential people) to share experiences on how C4D can make the difference. There are a number of UNICEF Representatives who really believe in C4D: Erma Manoncourt (she is already committed), Angela Kearney, Leila Pakkala and Akhil Iyer are some of them.
- My answer to question No. 5 could be a potential option to be better evaluated.
- We - the C4D community - have come a long way in the past 2-3 years. There is still too much bickering between the various schools of thoughts. A common understanding should allow for some flexibility. Ideally, there should be a C4D self-standing area of work AND strong communication capacity within development units/programme sections. If we can prove that such a combination gets results, it will be easier to convince management/donors to budget accordingly.
- It is very import to integrate this field through works. Poor countries need it. Only efforts toward real and sound development in underdeveloped could will help reduce violence around the world.
- I believe that C4D should be fully integrated in all communications units within the agencies and that it should be a stand alone unit. For most of us working for the UN are core focus is development and the achievement of the MDGs.
- I am not sure that C4D "self-standing" area of work or unit is very useful. It should be integrated into programs as appropriate.
- No ideas
- I believe in integrating C4D within programme, but due to limitations in resource especially human - it is challenging. My best example of the integration model is the continuum of care from household to health services.
- No further comments.
- C4D (or C4C) must NOT be self-standing. It has to be a means through which we achieve development outcomes (both behaviour and policy) in furtherance of the realization of human rights. It thus has to permeate all parts of our organizations.
- C4D should be more orientated, with clear guidance. C4D team in each country should indentify its members clearly and should have time to sit together to talk or discuss about C4D not just only by email. I have noticed that, many of the members just received the emails, with no ideas to reply/responses as they are not

clear of what is C4D? What is the structure? Who is the leader? What are the roles of C4D team?...

- I think C4D should be seen as an integrated component of inter-sectoral programming with other sections within the agency or with other UN agencies in order to have a greater impact on the results for children. As aforementioned, C4D staff should provide technical assistance to and coordinate with other sections so as have a common C4D plan in place.
- C4D needs a clearly defined budget - at least 10% of programme funds (in the case of UNICEF) and sometimes higher depending on the issue. Resident Coordinators should be required to report on how C4D strategies are contributing to achievement of MDG goals - including staffing, funding allocated by respective agencies to C4D. Staff exchanges between agencies would enrich experience and understanding, open the way for cross-fertilization.
- I think, C4D should not be a self standing but it should be under M&E and with support from other focal points from different sections within the country. This team need to be well trained and most of the team members should be national staff, as they will stay longer in the country.
- It would be useful to have sub-regional, even better country based resource units on C4D within the UN system (post based at resident coordinators office for UNCT). This C4D approach very often is mixed-up with existing UN information centres at country level (difference between public information and C4).
- Lack of clarity between C4D responsibilities and DOC's responsibilities (in UNICEF) and lack of Agency coherence across Regions and Country Offices
- C4D is a new tool for better implementation of all programmes. It's need a better understanding of it strategy and more advocacy aiming UN decision makers. A joint UN paper will be a way on how to advocate the initiative for easy implementation among stakeholders.
- Much work is need on these issues in our agency and others.
- UN will not institutionalize a Human Right Approach to Programming with out institutionalizing C4D.
- I think C4D should be considered as an important component of any development program subscribing to MDGs. There needs much effort to change the attitude of professionals in the field to think beyond individual behaviour change. This needs to happen at different levels (policy-programs-professionals). I believe series of advocacy and capacity building of communication professional needs to take place. We can present success stories from our youth dialogue initiatives.
- Because C4D is necessary to reach results in various areas (health, education, etc.) I am wondering how useful could be a self-standing area of work. A separate C4D institution in the UN system may be created only for reflection, advisory and policy purposes, but not for interventions on the field.
- Country Representatives should be of multi - disciplinary quality with good knowledge of C4D issues. Management should be able to set up C4D monitoring indicators and operate C4D Co-ordination committees within country offices. It should be treated as a profession with a complete budget and programmatic guidelines.
- C4D needs high level directive and guidance to institutionalize at agency or country level to have common strategy across UN agencies to achieve MDGs. Then, it is possible to influence partners to follow suite and bring to the same understanding and implementation. The advocacy work must start at different levels and trickle down accordingly.

- C4D is a must in every area of programming as programming alone is not sufficient to achieve MDG goals. Marginalised and vulnerable people not only need the materials but also need to be empowered with the information for necessary behaviour change and to get the desired results of MDG. Hence, (1) programme managers should be aware of the importance of C4D (2) programme managers as well as C4D managers should work closely (3) a network of C4D managers should work closely by sharing their experience at the country level (4) there should be a common framework for C4D in order for each country office to carry out.
- Commitment of Representatives is highly important to get the commitment of all teams working in UN System in country offices.
- The key issue to mainstream C4D within UN agencies is to, first reach consensus what is C4D (are we talking about BCC, or Advocacy, social mobilization, programme communication or everything? Isn't it too broad and ambitious? etc) then conduct capacity building at office level. The programme staff does not see what are the added value of C4D and the activity of Information and Communication. To me, one of the most important issue is the integration of C4D and Communication (PR, Medica) section, as C4D is often under programme department and Communication is under communication department.
- The best ways to promote C4D are through success stories, showing impact, and through demand from clients. You may find it useful in connection with this exercise to review a discussion paper on communication in World Bank health, nutrition, and population project in Africa; I served as lead author, and several other WB staff were involved. The paper was distributed as a WB Africa Human Development Department working paper in about 2005. A final comment to put my observations in context: I have NOT followed the C4D debate and activities within the Bank for the past several years, so some or all of my comments may no longer be relevant or should be treated only as perceptions.
- Unfortunately, unlike child immunization and antenatal care, Communications cannot (have not) prove that it can (and have) save lives definitely. It "contributes to.." it so that makes the medical professionals in the organization think that THEY are the more important people that the organization need. Frankly, C4D can't be a self-standing area of work but has to partner with other thematic programme areas to support them. The promotion (communication) in the 4 Ps of marketing is meaningless if there is no product, place of distribution and price attached to the product. The product in a C4D campaign is often intangible and hence makes it more difficult to convince even the producers that communication has a role to play in marketing their "products."
- Centralization is a word that will cause allergies and resistance; better to promote awareness, common standards, best practices and dissemination of impact evidence. Instead of trying to force extensive C4D language into the CCA/UNDAF guidelines, I would suggest the inter-agency group draft and seek UNDG adoption of a separate C4D Strategy Paper similar to the one they adopted on Indigenous peoples. I would also pick one or two of the One UN pilot countries to develop and roll out a major C4D initiative as a Joint Project.
- Unfortunately, I do not believe that C4D is a "self-standing" area of work. It is, in my view, a support function that supports programmes/policy realise better results. However, I believe it is an area of expertise that requires particular knowledge and sets of skills. The two are different issues. In short, I think you are faced with two "battles". One is the advocacy to get the right knowledge and skills to perform the functions of behaviour development to get better results for programmes aimed at

achieving MDGS; and the other is in how the function is situated in the different UN agencies. I believe the one that will be more strategic to start with is the first. Once you win that, the second will fall in place in different formats in the different organisations, depending on how they are structured or will continue to structure/restructure. Good luck!