



Division of Communications and Public Information (DCPI)

EVALUATION REPORT

Mr. Terry Collins

April 2002

Evaluation and Oversight Unit

Contents

Acronyms	4
Executive summary	5
Summary of recommendations	6
Background	8
<u>Chapter</u>	
I. EVALUATION	9
A. Mission statement and objective	9
B. Strategy	10
C. Tasks	11
D. Programme budget and leveraging	12
II. ANALYSIS OF ACTIVITIES	13
A. Publicity	13
1. Story placement	13
2. Emphasis on content for events	16
3. United Nations Days/Years	16
4. Target media	17
5. Regional information officers	17
6. News-related images	21
7. Capturing publicity results	22
B. Internet	22
C. Audio - video and graphics	24
D. Special events and outreach	26
1. Special Events and Outreach Unit	26
2. Promotional items	27
3. Children and Youth Unit	28
4. Sports and the environment	29
5. Non-governmental organizations	29
E. Joint United Nations Information Committee (JUNIC)/ United Nations Information Centre (UNIC)	30
F. Publications	31
1. Publications in general	31
2. Distribution	32
3. Our Planet magazine	33
G. Speeches	34
H. United Nations Environment Programme Library	34

Annexes

I.	Terms of reference.....	36
II.	Interviews	40
III.	Comments and recommendations, Our Planet magazine	42
IV.	Advice from Division of Early Warning and Assessment regarding the Internet service.....	43
V.	Foreign countries available (from Luce Press clippings)	43
VI.	Sample media coverage summary	45
VII.	List of publications from the Division of Policy Development and Law prepared in the years 2000 and 2001	48

Acronyms

DCPI	Division of Communications and Public Information
DEC	Division of Environmental Conventions
DEPI	Division of Environmental Policy Implementation
DEWA	Division of Early Warning and Assessment
DPDL	Division of Policy Development and Law
DPI	Department of Public Information
DRC	Division of Regional Cooperation
DTIE	Division of Technology, Industry and Economics
GEF	Global Environment Facility
GEO	Global Environment Outlook
GRASP	Great Apes Survival Project
GRID	Global Resource Information Database
IAEA	International Atomic Energy Agency
IOC	International Olympic Committee
ISBN	International Standard Book Numbers
IUC	Information Unit on Conventions (UNEP)
JUNIC	Joint United Nations Information Committee
ROAP	Regional Office for Asia and the Pacific
ROE	Regional Office for Europe
ROLAC	Regional Office for Latin America and the Caribbean
RONA	Regional Office for North America
ROWA	Regional Office for West Asia
UNEP	United Nations Environment Programme
UNIC	United Nations Information Centre
UNON	United Nations Office at Nairobi
UNU	United Nations University
WCMC	World Conservation Monitoring Centre
WHO	World Health Organization

EXECUTIVE SUMMARY

1. Of the \$2.58 million in the 2002 budget of the Division of Communications and Public Information (DCPI), 63 per cent is spent on personnel (in step with the organization overall). Of the remainder, about \$575,000 is available to implement the work programme, representing a serious mismatch between available resources and the Division's global mandate (again mirroring the United Nations Environment Programme (UNEP) as a whole). With the help of leveraging and significant supplementary spending by other divisions, UNEP is able to achieve far greater public relations results than the Division's small budget would suggest.
2. The Division has substantially achieved the planned results and outputs of its 2000-2001 work programme.
3. The quality of outputs remains consistently high, as evidenced especially by the recent series of proactive publicity efforts, the annual World Environment Day ceremonies, its children and youth conferences, publications such as the UNEP Annual Report and Our Planet magazine, the Earth Report television series on BBC World and the UNEP photographic competitions.
4. UNEP appears frequently in the international news spotlight. With a stronger journalistic capability within the Division since January 2001 and a strengthened communications presence in Europe, the number of UNEP news stories successfully placed with global media has increased to 2.5 times per month on average in 2001, compared with once a month in 2000 and twice a month in 1999. This average could continue to increase with greater input from other divisions on publicity opportunities and with the additional use of special occasions as platforms to publicize newsworthy reports or creatively crafted information analyses and briefs.
5. With limited resources the special events unit of the Division manages to produce a major annual programme of events and occasions, including World Environment Day, the UNEP Sasakawa Environment Prize, the Global 500 Award and the Clean-Up-the-World campaign. New strategies are under development to further increase the international publicity generated by these initiatives.
6. Mandated by the Governing Council, the work of the Division to engage youth and children is substantial and successful and should continue to expand, taking advantage of growing opportunities for Internet-based networking and information sharing.
7. Of more than 120 publications produced in 2000-2001, there was a roughly even split between those aimed at policy makers and those intended for the scientific community (with some publications of overlapping use and interest to both of these two principal UNEP target audiences). About one quarter of the publications produced in 2000-2001 were aimed at the private sector and a small number at the general public and youth.
8. An estimated 20 per cent of UNEP publications are produced by other divisions without the Division being involved or even notified. This represents a significant gap in the level of inter-divisional cooperation found in other areas.
9. The rapid increase in affordable high-speed Internet access worldwide is making possible virtually cost-free dissemination of UNEP documents and some of its publications and promotional materials to many parts of the world. UNEP should invest more heavily to exploit this opportunity.
10. Official UNEP documents appear to rank high among the public's most wanted information resources. There are not enough such documents published online and they are difficult to access.
11. Our Planet magazine now reaches over two million readers per year in print and online. It engages the active involvement of many politically significant UNEP constituents, serves a useful educational and informative purpose and plays an important public ambassadorial role for UNEP.

12. Likewise, UNEP's partnership with the Television Trust for the Environment (TVE) produces excellent educational and information programming, promoting environmental concern and public action. Budgetary constraints have caused the Division's contributions to drop, however, leading to concerns that the UNEP association with TVE and the Earth Report series on the BBC World Television Service may be forfeited. The UNEP relationship with TVE, which is of value in a large variety of other ways as well, should be continued and strengthened.
13. Starved of funding for acquisitions, the future function of the UNEP Library is in question.

SUMMARY OF RECOMMENDATIONS

14. UNEP should set among its highest priorities the improvement of the Internet connection and desktop access of its headquarters, the inadequacy of which currently obstructs the achievement of major efficiencies and available cost savings through the exchange of information products and services via the World Wide Web.
15. The Division strategy should be reviewed to better reflect the means employed to achieve Division goals: media outreach; the UNEP web site, magazines, books and other publications (distributed in hard copy and electronically); television productions and other audio-visual products; meetings and conferences; competitions, prize presentations and special events; goodwill ambassadors; etc. It should also more directly relate to the overall goals of UNEP as an intergovernmental and scientific organization.
16. To achieve a more complete picture than that provided by examination of the Division alone, UNEP should assess the size and effectiveness of public relations-related spending and activities by other UNEP divisions.
17. The Division should make it a priority to develop a more comprehensive report that would demonstrate its success in leveraging counterpart funding and in-kind contributions to its initiatives.
18. Programme experts and division directors should be encouraged to publicize newsworthy developments in research. Senior management meetings should highlight future opportunities to increase the public availability of the work of UNEP. The same should be done at a regional level.
19. UNEP should take more advantage of occasions such as United Nations international days, global ministerial meetings and slow news periods to increase the impact of newsworthy research and/or analysis.
20. Headquarters should continue to focus on the placement of news items about UNEP with a targeted set of major international wire services and other elite media organizations with global influence. For major stories, regional information officers should assist in global news placement through coordinated and simultaneous scheduling of media interviews.
21. UNEP regional offices should maintain a more restricted list of its most important media clients for the distribution of important news releases and personal follow-up. For the general media, full-length releases should be posted on the UNEP web site with a short notification of their availability to all newsrooms simultaneously in various languages through a commercial firm.
22. DCPI should more effectively capture and summarize the results of its publicity generation efforts, at times employing the help of a professional media monitoring service. Coverage summaries should be prepared to help analyse the success of selected major publicity initiatives, including the story length, author, page placement, and the size of audience (circulation) of the broadcaster or publisher.
23. Regional information officers and DCPI staff should meet more frequently to share best practices and help coordinate activities.

24. For non-DCPI staff with public relations-related responsibilities, the reporting and working relationship with DCPI should be clarified and strengthened. Those with responsibility for web sites, for example, should use DCPI templates to achieve coherence in web site appearance and structure, and greater consistency of quality. The same is true for staff outside DCPI involved in producing UNEP publications.
25. Led by DCPI and the Division of Early Warning and Assessment (DEWA), a task group with representatives from all divisions should be established to promote consistent standards in web site structure and appearance throughout the organization, to ensure that a high level of useful content is regularly provided. The organization should also explore a system of requiring online payment for private sector access to online research and other documentation.
26. To help evaluate UNEP web site content and structure, an analysis of web site visitors and of the information accessed is needed, augmented by an online user survey. To attract daily web site visits, UNEP should create an online news page, updated throughout the day, with links to important headlines and stories from newspapers, magazines and other information sites.
27. The creation of a mirror site for the UNEP web site, hosted on computers at the Arendal Global Resource Information Database (GRID-Arendal), should be an urgent priority to facilitate online access to UNEP information.
28. The selection committee for the UNEP Sasakawa Environment Prize should follow the example of the Nobel Prize committee, and make a political statement through its choice of recipient.
29. Promotional items from UNEP special events should be sold in gift shops at Gigiri and other major United Nations centres, and online in partnership with a commercial distribution firm.
30. The UNEP Governing Council, which is scheduled to discuss a long-term strategy for the engagement and involvement of youth at its next meeting, would do well to strengthen this important area.
31. By uniting the management of relationships with all non-governmental organizations within one division, UNEP could avoid duplication of effort and achieve financial and other efficiencies in its outreach activities. The amount of savings available could be ascertained by means of a dedicated study. And while views differ on the most appropriate division to host this work, DCPI, as the division responsible for relations with the public, seems the most obvious choice.
32. The incoming DCPI Director should continue to accord a high priority to dealings with the Joint United Nations Information Committee (JUNIC).
33. UNEP needs a tool to log and monitor publications produced UNEP-wide (e.g. an online document-sharing technology to create a rolling, constantly updated record prepared by DCPI and the other divisions collectively).
34. It should be possible to reduce the \$260,000 average annual cost of the distribution of publications by exploiting the rapid increase in affordable high-speed Internet access worldwide, offering the potential of virtually cost-free global dissemination of UNEP documents and some of its promotional materials.
35. UNEP should explore with the London-based distribution company SMI a commercial system of requiring or requesting online payments or contributions for private sector access to research and other documents (just as many media and other organizations charge a small fee payable by credit card to access news archives).
36. Our Planet magazine should be funded to appear more regularly, ideally four to six times a year.

37. The relationship of UNEP with TVE, which is of value in a variety of ways, should likewise be continued and strengthened.

38. Efforts should if possible be made to secure the long-term commitment of the Canon company to a continuing sponsorship of the popular UNEP international photographic competitions.

39. If its funding is not restored and provided the appropriate technology is made available to it, the UNEP Library should consider taking on the role of an electronic information referral center, expertly identifying, evaluating and cataloguing information available via the Internet.

Background

40. The terms of reference for this evaluation of the UNEP Division of Communications and Public Information included the following objectives¹:

(a) Assess the performance of the Communications and Public Information subprogramme elements in relation to the objectives, strategy and expected accomplishments and outputs in the programme of work;

(b) Assess the subprogramme's role and effectiveness in building greater public awareness of environmental matters and UNEP work and activities;

(c) Identify strategies and approaches that have significant impact on the subprogramme's effectiveness and productivity;

(d) Establish the extent to which DCPI activities have raised awareness and informed Governments, civil society, the media, interest groups and communities on environmental issues and UNEP work and activities;

(e) Assess the relevance, focus and impact of DCPI activities directed at specific target groups, particularly youth and sports;

(f) Assess the role and contribution of communications and public information to UNEP strategic management;

(g) Determine the effectiveness and efficiency with which DCPI has incorporated new information technologies in its communications and media strategies and activities;

(h) Determine the effectiveness and efficiency with which UNEP publications have contributed to greater awareness of environmental issues and UNEP as the global environmental authority;

(i) Identify constraints and problems affecting the subprogramme and propose practical recommendations for improvement.

41. While the focus is on the Division of Communications and Public Information, this evaluation takes note of UNEP public relations activities undertaken outside the Division. The terms of reference request the evaluator to "determine the appropriateness, effectiveness and efficiency of the organizational structure [...] with emphasis on the coordination process within UNEP, and with the United Nations and other organizations"; to "assess the impact and effectiveness of the coordination and cooperation [...] with senior management, the regional information officers and UNEP divisions and units"; and "assess the role and contribution that communications and public information has made to the strategic management of UNEP".

¹ For the complete terms of reference see annex I.

42. Provided for review at UNEP headquarters were project documents, financial reports, progress reports, policy papers and manuals. Some 27 personal interviews were conducted over 10 days in Nairobi in March 2002, with follow up contact by telephone and e-mail with several additional information sources.

43. A detailed evaluation report of approximately 30 pages was requested. While this paper draws largely on information from the 2000-2001 programme of work, it is intended to be both forward looking and practical.

I. EVALUATION

A. Mission statement and objective

44. According to its mission statement, the Division of Communications and Public Information “communicates UNEP’s core messages to all stakeholders and partners, raising environmental awareness and enhancing the profile of UNEP worldwide.”

45. Its overall objective, as outlined in the current UNEP work programme, is “to increase awareness of environmental issues and the work of UNEP among Governments, the media and environmental groups involved in the formulation and implementation of the international environmental agenda, as well as to improve the general public’s knowledge of and participation in environmental management.”

46. The Division’s “expected accomplishments” include “enhanced environmental awareness among partners and multipliers: Governments, media, industry, civil society, non-governmental organizations, children and youth, women, the sports community, learning institutions and the public at large, enabling them to make informed decisions leading to better environmentally sound policies.”

47. The main yardstick for measuring “enhanced environmental awareness” worldwide is “enhanced coverage of UNEP programmes and events” by the media. Enhanced coverage is not defined.

48. The sections below help to address the question of how effective UNEP and DCPI have been in promoting public visibility of the organization. Without opinion research across a number of sectors and countries, however, there is no credible way to determine the impact of the Division’s efforts on global levels of awareness of environmental issues or of the UNEP programme of work.

49. In this evaluation, therefore, emphasis is on the implementation of the public relations effort: the messages sent to media and the activities undertaken, for example. Information is far scarcer with respect to the number of people who receive UNEP messages and activities (the best relevant data is provided by TVE with respect to the Earth Report international television series and by Banson through Our Planet magazine).

50. To assess the impact of the programme against DCPI goals, data would be required on the number of target constituents who learn the message content, who then change opinion and attitude, behave as desired and then repeat that behaviour, indicating a lasting change.

51. The Division is assigned many (but not all) of the functions and assignments of a textbook public relations department, including:

- (a) Publicity and media relations;
- (b) Writing and editing;
- (c) Special events management;
- (d) Advertising (in the case of UNEP, public service announcements);

- (e) Liaison with special groups;
- (f) Public information response;
- (g) Representation and public speaking;
- (h) Issue analysis;
- (i) Executive briefing and training;
- (j) Production and distribution; and
- (k) Participation in management and administration.

52. Other UNEP divisions and offices have lead responsibility for the other activities of a textbook public relations department, namely public affairs (working to affect public policy), investor (donor) relations and fund development.

B. Strategy

53. According to subprogramme 7 of the 2002-2003 UNEP programme of work, subprogramme 7 - (Communications and Public Information) the four-point strategy for DCPI includes:

- (a) Designing, producing and widely disseminating information materials and publications on environmental issues of global concern and the work UNEP is doing to address those issues;
- (b) Promoting cooperation with Governments, United Nations agencies, the media, non-governmental organizations, environmental groups, the private sector and other concerned parties to communicate information on environmental issues that will influence their decisions and actions;
- (c) Enhancing the role and participation of the global media as a conduit for communicating UNEP's message and delivering environmental information in order to influence public perceptions and actions; and
- (d) Encouraging and facilitating information-sharing and public participation in environmental management by way of targeted publications and effective media communications, interactive use of the Internet and multimedia technologies, audio-visual products and participatory awareness programmes for the general public, including children, youth and the sports community.

54. The strategy is somewhat redundant and, with the exception of points (a) and (d), seems to represent more a set of goals than a strategy. Point (a) calls on DCPI to design, publish and widely disseminate environmental information and publications; point (d) adds detail about the information products to be produced but essentially adds only that by sharing information with the general public their participation in environmental management will be encouraged.

55. Point (b) says DCPI will promote cooperation with various constituencies (including Governments, the private sector, non-governmental organizations, the media, and "other concerned parties" to "communicate information on environmental issues that will influence their decisions and actions." Point (c) emphasizes the media as a target for UNEP information efforts.

56. The strategy should be reviewed to better reflect the means DCPI employs to achieve its goals, namely, media outreach; the UNEP web site, magazines, books and other publications (distributed in hard copy and electronically); television productions and other audio-visual products; meetings and conferences; competitions, prize presentations and special events; goodwill ambassadors; etc. It should also more directly relate to the overall goals of UNEP as an intergovernmental and scientific organization.

57. In 1998, after the appointment of Mr. Klaus Töpfer, the current Executive Director, the "old" media and communications strategy was re-written. The strategy document was submitted by the Executive Director to the Secretary-General in 1999. Implementation of this strategy, with an emphasis on proactive media work, web, and communications culture, finally started as DCPI was restructured and a media capacity built up. In 2001/2002 there were three professionals working on media issues. Before the present Executive Director's appointment, there was only one. Some of the fruits of the Division's current success came from the strengthening of a media presence in Europe as well as recruiting regional information officers; in 1998-1999 there were hardly any.

58. In the restructuring of DCPI in 1999, most of the public relations functions of UNEP were collected together under the heading "Communications and Public Information" (by decision UNEP/GC.20/22). A spokesperson's office and an Internet unit were also established at that time.

59. The programme of work for 2002-2003 merged the spokesperson's functions with media services, reducing the number of DCPI functional areas to four:

- (a) Spokesman and media services;
- (b) Outreach and public relations;
- (c) Publishing and web services; and
- (d) Library and query-response services.

C. Tasks

60. The DCPI mandated tasks are described as follows:

- (a) Organize UNEP global media promotional activities (i.e. publicity and media relations);
- (b) Ensure efficient media communications and services to the Governing Council, UNEP senior management and other divisions (i.e. publicity and media relations; special events management; issue analysis, executive briefing and training);
- (c) Coordinate the production, publishing, storage and distribution of UNEP publications and audio-visual materials (i.e. writing and editing; production and distribution);
- (d) Provide secretariat support to UNEP's Publication and Information Board, Editorial Committee, and Products Marketing Committees (i.e. production and distribution; participation in management and administration);
- (e) Undertake tasks in cooperation with the Information Unit for Conventions (IUC);
- (f) Coordinate public information activities in the regions, working closely with the UNEP regional and out-posted information officers;
- (g) Assume responsibility for public relations, including the joint UNEP-Habitat Library and Documentation Centre and direct contact with the general public through tours, exhibits and responses to public queries (i.e. public information response; representation and public speaking. Here the term "public relations" has been narrowly defined as immediate one-to-one interaction with the public).

61. To facilitate implementation of these activities, the Division is called upon in the programme of work for 2000-2001 to ensure that:

- (a) Communications functions are placed at the heart of the strategic management of UNEP;
- (b) New information technologies are utilized effectively;
- (c) Awareness-raising activities are undertaken through focused partnerships and directed at specific target groups;
- (d) Proactive communications and media strategies are developed and implemented;
- (e) UNEP's profile and image should be one of a dynamic organization and a unique source of authoritative information that has a real impact on the global environment;
- (f) The 'multiplier effect' approach is used for cost-efficient environmental media and information dissemination;
- (g) Collaboration with United Nations system-wide bodies is enhanced and strengthened through the Joint United Nations Information Committee (JUNIC).

D. Programme budget and leveraging

62. The UNEP 2002-2003 budget submission to the Governing Council in October 2000 showed an allocation of just 4.4 per cent to DCPI.

63. In addition to the DCPI budget, however, there is a large (but unquantified) level of public relations-related spending by the other UNEP divisions. The other divisions underwrite the costs of regional information officers and assistants, for example, as well as many publications and product launches and news conferences (notably \$100,000 for the third Global Environment Outlook report (GEO-3)) and many other public relations-related activities. To date there has been no attempt to estimate the amount of public relations-related spending by UNEP done outside DCPI, although such a summary would be useful.

64. The Division's approved budget of \$2.58 million for the year 2002 (DCPI Director's memo to professional staff dated 19 December 2001) shows \$1.6 million or 63 per cent spent on personnel (all Nairobi-based but one: the out-posted information officer in Paris). This percentage is roughly in keeping with UNEP as a whole (60 per cent of the Environment Fund is spent on posts).

65. The Division has 10 professional staff (1 D-1², 4 P-4s, 3 P-3s, 2 P-2s at a cost of \$1.2 million), down from 11 professionals in 2001. There are 18 general service staff costing \$0.43 million, down from 20 general service staff in 2001. Indeed, the Division has been cut back regularly since its peak in 1990 when the staff included 19 professionals and 16 general service staff, a junior professional officer and a United Nations volunteer. Regional information officers and assistants have a secondary reporting relationship to DCPI (see section on regional information officers). There is a \$30,000 budget for consultants (Our Planet magazine).

66. Of the remaining \$920,000, \$84,000 is earmarked for travel, \$25,000 for office supplies, \$91,000 to United Nations Office at Nairobi (UNON) for office rent, \$25,000 for equipment maintenance, \$100,000 for telephone calls and communication, and \$20,000 for internal printing and reproduction costs.

67. The amount remaining in 2002 to fund DCPI worldwide activities is \$575,000. To put it in context, that is roughly equal to Environment Canada's 2002 budget for nine new museum exhibits on climate change. There is a serious mismatch between the available resources and the Division's global mandate (a dilemma also faced

² [The United Nations Director of DCPI also serves \(unsalaried and at minimal cost to the United Nations Secretariat\) as Director of the United Nations Information Centre, Nairobi, a position related to the United Nations system-wide communications. He is also chair of the Joint United Nations Information Committee. The additional duties occupy an estimated 10 per cent of his time.](#)

by UNEP as a whole). Its greatest asset is the name of the United Nations and the authority that confers. In the circumstances, DCPI must be and is very adept at multiplying its small funds by attracting financial partners for its projects.

68. Dollars invested by UNEP in DCPI through the Environment Fund leverage substantial financial outlays by counterpart organizations and partners, as well as in-kind contributions (e.g. staff, provision of space, etc.) and product sales.

69. Examples provided (and summarized in the table below) helped substantiate the impression that DCPI is very effective at stretching its small budget and catalysing spending by others.

70. Activities in four DCPI programme activity areas alone: special events, youth/children/sports, publications, and audio-visual productions and graphics, leveraged (or are leveraging) over \$6 million on an investment of \$180,000 from UNEP in 2001-2002.

71. Estimated leveraging of funds achieved by DCPI (does not include staff time):

	UNEP (US\$)	Other sources (US\$)
2001		
World Environment Day	20,000	500,000
Sasakawa Environment Prize	0	506,000
Global 500 Award	5,000	100,000
Clean-up-the World campaign	0	100,000
Earth Reports (TVE)	30,000	780,000
2002		
UNEP International Photographic Competition on the Environment	0	2,500,000
“Heart and Soul” television programmes (fund-raising still underway for an additional	30,000 475,700)	350,000
International Children’s Conference	55,000	924,000
Global Youth Forum	40,000	250,000
Total	\$180,000	\$6,010,000

72. The Division should make it a priority to develop a more comprehensive report that would demonstrate its success in leveraging funds and counterpart contributions to its initiatives.

II. ANALYSIS OF ACTIVITIES

A. Publicity

1. Story placement

73. Awareness of UNEP and its work is achieved most cost-effectively through the media. With an investment of far less than the cost of printing 10,000 copies of a brochure, a well placed news story can wind up in several newspapers with circulation figures in the hundreds of thousands. It is therefore appropriate to emphasize DCPI publicity efforts, while recognizing that the Division’s other public relations functions are not optional or expendable, but are essential in other ways.

74. UNEP now appears frequently in the international news. With a fresh journalistic capability within DCPI since January 2001, the number of UNEP news stories successfully placed with the global media has increased significantly.

75. This increase occurred even though the number of UNEP headquarters news releases fell from 138 in 2000 to 126 in 2001. Analysis of the releases showed the following:

	2000	2001
Proactive news releases	30	69
Reactive* news releases	15	8
Information notes	77	28
Misc. (statements, Global-500 winners, etc.)	<u>16</u>	<u>21</u>
Total	138	126

* Reacting to an event or development

76. The number of individual media interviews scheduled for the Executive Director and senior UNEP staff totaled 103 in 2001, up from approximately 60 the year before. In both years, the number of individual interviews forecast³ was 60. DCPI (with the active support of the regional information officers) has thus greatly exceeded expectations recently with respect to interview numbers.

77. Large numbers of clippings were captured worldwide from publications big and small. Among the lessons learned, however, was that it is more informative, perhaps, to analyse UNEP coverage by the Reuters news wire, a London-based agency servicing virtually all of the world's newsrooms, reflecting UNEP's rate of success in reaching a global audience. Of the 14,727 environment stories distributed by Reuters from the end of 1998 to mid-March 2002, the term UNEP and/or the name of its Executive Director were referenced on average twice a month in 1999, once a month in 2000, and 2.5 times a month in 2001 (with UNEP on track to repeat last year's success rate in 2002).

78. The Planet Ark search engine, which covers 14,727 environment stories moved by the Reuters news wire from 1998 to mid-March 2002, yields the following figures::

	2002 (2.5 months only)	2001	2000 ⁴	1999
References to "UNEP" ⁵	5	19	10	19
"Toepfer/Topfer" (Duplicates)	3	23	9	9
Total references "UNEP and/or Toepfer/Töpfer" (on track for circa 30)	6	30	12	24
Average per month	2.4	2.5	1	2

79. The DCPI head of media suggests that significant potential exists to do even more, given adequate staff time, communication tools and the identification and development for popular consumption of additional

³ [Qualitative Assessment of Programme Delivery, 2000-2001.](#)

⁴ [The senior media officer position at UNEP headquarters was vacant from June 2000 to Jan. 2001.](#)

⁵ [Does not include variations such as "United Nations Environment Programme," "United Nations environmental agency" etc., which may add a few additional references to the totals.](#)

substantive program and issue-related news releases. His estimate is 60 pro-active stories per year (five per month / 120 for the biennium).

80. If realized, that pace would easily allow DCPI to surpass its goal⁶ of 80 media outreach products or efforts in 2002-2003 (including news releases, statements, articles, press conferences, media briefings and interviews, television productions, audio-visual products, video news releases, radio programmes, public service announcements, exhibits and graphics, and photo materials and services).

81. With a more widespread understanding of what constitutes news (or what can be constituted into news) and a general appreciation of the time required to successfully place a story globally, it is reasonable to expect coverage of UNEP in the international media (as measured by the frequency of coverage on the Reuters and/or Associated Press wires) on average three times a month or more.

82. UNEP programme and division managers should be guided to provide greater help to DCPI in identifying newsworthy publicity opportunities within research and other activities.

83. With the arrival of a staff member recruited from the newsroom of The Times of London in early 2001, DCPI is currently in an excellent position to help identify news-making opportunities. However, UNEP division and programme heads need to be active partners in the process. This will require them to be better attuned to the news value of their work and to consult DCPI regularly regarding potential opportunities for publicizing the organization.

84. Though most people consume a large volume of media-packaged news every day, programme experts do not commonly consider proactive publicity opportunities in everyday work. The public release of a document or publication or the hosting of an event such as a conference are obvious news-making opportunities. However, DCPI and others have demonstrated the ability to manufacture a news story of international interest from as little as a single statistic.⁷

85. Programme experts and division directors should be encouraged to publicize newsworthy developments in research to make a newsworthy (not just praiseworthy) contribution to meeting the world's environmental needs. To act on such proactive opportunities effectively, DCPI needs time (measured in weeks) to properly prepare and place the story.

86. The greatest constraint to the generation of publicity by UNEP is the time available to DCPI personnel (and the regional information officers) to:

- (a) Identify a newsworthy topic;
- (b) Research and write a release;
- (c) Pitch global media clients;
- (d) Schedule interviews;
- (e) Anticipate questions;
- (f) Brief and prepare UNEP spokesperson(s);
- (g) Facilitate the logistics for and attend interviews;

⁶ [DCPI Costed work plan, 2002-3](#)

⁷ [For example: Report: Climate change to cost the world \\$300 billion a year: AP News Wire, 02-03-01 \(UNEP proactive new story inspired by a statistic from an article in Our Planet magazine\)](#)

(h) Capture, summarize and analyse the coverage generated.

87. The amount of time required for a successful proactive publicity effort is commonly underestimated – a major story takes one to two weeks of concentrated time on the part of the media or information officer and staff, as well as many hours of availability from the Executive Director (or other UNEP or UNEP-affiliated expert spokesperson) to prepare for and carry out the interview schedule.

88. The most promising publicity opportunities were generally agreed to be found in the work of the Division of Environmental Warning and Assessment and the UNEP Global Environment Facility office.

89. The media relations officer reports good inter-divisional support for DCPI-initiated publicity outreach efforts. It would be a helpful addition to that support to include as a regular agenda item for the senior management meetings the highlighting of future opportunities to increase the public visibility of the work of UNEP. The same should be done at a regional level.

90. The Director of DCPI is a member of the UNEP Project Approval Group, and mainly gives advice on the public relations value of projects at their inception. The head of media services has also informally attended recent meetings and it is recommended that the media officer be invited to continue auditing such meetings for future publicity prospects.

2. Emphasis on content for events

91. One of the lessons learned was that the most successful UNEP news releases were those that provided some new substantive insights or ideas on an issue of public interest and concern. The occasion for raising the topic may have been a conference or some other event. However, the conference taking place (or the announcement of a product or project being undertaken) did not always in itself and should not be expected to generate media interest. Exceptions include large global events such as the World Summit on Sustainable Development which, for reasons of agenda, potential agreements and conflicts, and the attendance of world leaders, have inherent news value as the event draws near.

92. In recent months, some conferences that might have been ignored by the media have been made interesting to reporters in creative ways. A notable example is the 2002 UNEP Governing Council (Global Ministerial Environment Forum) session in Cartagena, Columbia, the central topic of which, global environmental governance, failed to excite much initial interest. However, the meeting earned references in a large number of international news reports because DCPI creatively used the gathering of environment ministers as a venue to release research showing a decline of the world dugong population.

93. Though not on the meeting agenda, that story, provided ahead of time to world media, is thought to have persuaded several editors and reporters in Latin America of the Governing Council's news value and encouraged significant attendance of media based in the region.

3. United Nations international days/years

94. United Nations international days and years⁸ do not by themselves usually represent news to major media such as wire services and international broadcasters. Many UNEP and other United Nations official statements commenting on the theme or the importance of such days typically have limited news value, though some such statements may have had significance for other important constituencies. Limited success in reaching a global audience has been achieved through such traditional means on a wide assortment of UNEP-relevant calendar dates. As in the case of the Cartagena meeting, such days can however provide a useful platform to publicize a genuinely newsworthy report or a creatively crafted analysis of information related to the occasion.

⁸ [A list of United Nations international days and other observances is online at http://www.un.org/events/ref41.htm](http://www.un.org/events/ref41.htm)

95. For example, DCPI is working to generate more coverage for the International Year of Mountains with a major story about the threat posed by melting glaciers. It will also employ this approach in 2002 when it links the release of its third Global Environment Outlook report (GEO-3) on May 27 to World Environment Day, June 5, the annual story about which, issued by the host city, usually attracts substantial local but limited international interest. Such an approach was also successfully used in a partnership created (under the Subcommittee for Freshwater Resources of the Administrative Committee for Coordination) between UNEP and the United Nations University (UNU) to promote World Day for Water 1999. Through TVE, UNEP used World Day for Water 1999 to launch a documentary, aired worldwide on BBC World and reaching a potential 180 million homes. In addition, an analysis was prepared from a variety of online United Nations information sources, including UNEP and the World Health Organization (WHO). The news release generated interviews with 16 major news organizations in Washington and New York, conducted in person and by telephone with the executive directors of UNEP and UNU.

96. The headline and lead paragraph of a joint news release issued read as follows:

“Unsafe Water: 3.3 Billion Illnesses and 5.3 Million Deaths Yearly; Price Tag for Safe Water -- \$50 to \$105 Per Person

Clean, safe water can be brought to the 1.4 billion people around the world without it for as little as \$50 per person, which can prevent many of the 3.35 billion cases of illness and 5.3 million deaths caused each year by unsafe water, says a United Nations analysis.”

97. It is recommended that UNEP division directors help DCPI identify a series of potential stories to mark the International Year of Freshwater in 2003.

98. An end-of-year review of the state of the environment, conducted on 10 December 2001, attracted a reasonable turnout of nine international and 13 local reporters in Nairobi. UNEP should take advantage of the slow news period around the start of each new year to increase the impact of some similar newsworthy analysis (narrowing this to some particular dimension of the international environment to avoid the burden of trying to prepare a comprehensive year-end overview).

4. Target media

99. Publicity efforts from Headquarters should focus largely on those media whose mandate and reach is global. Many such organizations have offices and bureaux in Nairobi. However, international reporters working in Nairobi-based operations have been known to cancel attendance at scheduled UNEP news events to pursue stories related to their primary interest, East African politics, conflicts and other regional issues.

100. For example, just six of a list of 16 reporters attended an important news conference in September 2000 on “Vital Climate Graphics – The Impacts of Climate Change.”

101. To ensure that important UNEP stories get an appropriate coverage, DCPI should regularly submit its major stories to the headquarters and larger offices of the wire services and other global media, especially those in London, New York and Washington.

102. DCPI headquarters should focus on securing interviews for the UNEP spokesperson with representatives of the global media such as the Associated Press and Reuters news wires (multiple languages), AFP (French), DPA (German), EFE (Spanish), ANSA (Italian), Xinhua (Chinese), Kyodo (Japanese), Tass (Russian), the Middle East News Service (Arabic), LUSA (Portuguese), the Press Trust of India, PANA (Africa) and IPS (Africa and Latin America) and, among broadcasters, CNN International, BBC World Service Television, ITN, AP Television, Reuters Television, TV5, BBC World Service Radio, Voice of America, AP Radio, UPI Radio, etc.

103. Elite international publications, including the Economist, the Financial Times, the New York Times, the Washington Post, the Los Angeles Times, USA Today, Time Magazine, Newsweek, the International Herald Tribune and the Times of London, are among others that could be considered in this category because of their very large international circulation and news syndication services.

104. While reporters will sometimes write a story from a news release, some form of personal interaction between the reporter and an expert programme spokesperson (by telephone or in person) is key to achieving significant coverage. As noted by the Information Officer of the Regional Office for Asia and the Pacific (ROAP): “I found when we had the press conference here for the Executive Director to announce the big Global Environment Facility (GEF) marine project, it was only through personal telephone contact that I interested reporters. They are often too busy to notice emailed or faxed press releases.”

105. The ideal situation would be to have the spokesperson in a major media center such as London or Washington; otherwise, media organizations will tend to defer stories to reporters in their nearest regional office, resulting in the difficulties cited above.

106. The role of regional information officers in strengthening the reach of stories originated at headquarters is addressed in the next section.

5. Regional information officers

107. Information officers are located at UNEP regional offices for Latin America and the Caribbean (ROLAC, Mexico City), Asia and the Pacific (ROAP, Bangkok), Europe (ROE, Geneva, to be appointed), Africa (ROA, Nairobi), North America (RONA, Washington D.C., to be appointed), and West Asia (ROWA, Bahrain). They ultimately report, through their respective regional directors, to the Director of the Division of Regional Cooperation. There is a secondary reporting relationship between regional information officers and the Director of DCPI (although the Directors of DCPI and the Division of Regional Cooperation report good inter-divisional cooperation on public relations-related efforts).

108. There are also information officers at the UNEP liaison office in New York, at the Division of Technology, Industry and Economics (DTIE) (Paris, the sole out-posted DCPI information officer), and at the Information Unit on Conventions (IUC) under the Division of Environmental Conventions (DEC), Geneva. According to the UNEP Operational Manual, support is provided by two information assistants (one in Paris, primarily assigned to publication-related matters and another in Geneva).

109. As of spring 2002, the regional information officer post at RONA in Washington remained vacant, and the relevant duties are carried out on an acting basis by the Regional Director with assistance from the New York office. The information officer post in Europe is also vacant due to the incumbent's extended illness. Those responsibilities are being covered from Geneva and Paris.

110. Regional information officers are in place to facilitate the flow of information between UNEP and its important constituencies in the regions: principally governments and their United Nations missions, non-governmental organizations, other United Nations bodies, UNEP partner organizations, the media, and the general public. Their many assignments and duties generally involve writing, editing, print and electronic publishing and distribution, representation and liaison, query response, special events management, media training workshops and, in one region, translation services. The information officers are sometimes assigned to accompany the Executive Director while travelling in the region. Some regions maintain timetables of events: conferences, reports launches, etc. In short, attempts are made in each regional office to cover with one or two people all of the UNEP public relations needs in the region.

111. Information officers are under pressure to achieve greater UNEP visibility via the media, that is, to concentrate on the publicity end of their public relations work. Results of these efforts are mixed; they appear to vary according to the nature and scope of the regional programme activity of UNEP.

112. The European office, where the UNEP programme of work has many activities, seems to enjoy the greatest success in generating publicity regionally (although clipping services are not employed, which would make a credible comparison possible). The DTIE press officer⁹ estimates that 20 to 25 per cent of the news releases and information notes that UNEP issued in 2001 were generated in Europe).

113. In Europe, UNEP releases and information notes are sent to some 400 European (including Eastern Europe) media contacts, from a list maintained by the IUC and the DTIE Paris headquarters. Efforts are underway to integrate other lists from partner organizations, especially those in the United Kingdom, the Netherlands, Norway and Russia. In addition to general lists, the European offices are making a list of key target contacts. UNEP national committees in Europe also assist with local distribution/translation, as do the European United Nations information centres. It is a very complicated and time-consuming system.

114. Changes in reporting assignments and e-mail addresses make updating a group of several hundred contacts in a single country quite a time-consuming task; in a region such as Europe or Asia the task is particularly complicated by many borders and languages.

115. UNEP offices should consider focusing on maintaining a much more narrow list of its most important media clients for the distribution of important releases and for personal follow up. For the general media, full-length releases should be posted to the UNEP web site, and a brief notification of its availability sent to all newsrooms simultaneously, in various languages through a commercial firm.¹⁰

116. To circulate a 400-word news release synopsis together with translations on PR Newswire Europe, for example, (including details of the UNEP Internet URL for those interested in the full release) would, according to a quotation given in Toronto, Canada and converted to dollars, cost as follows:

(a) Restricted European circulation:

Major media in Austria, Belgium, France, Germany, Greece, Italy, Netherlands, Spain, Switzerland and the United Kingdom. Selected coverage in Denmark, Finland, Luxembourg, Norway, Portugal and Sweden. Distributed in English, French, German and Spanish: \$816 for 400 words, \$205 for each 100 words thereafter;

(b) Wide European circulation:

Comprehensive distribution across 39 countries. Distributed in English, French, German, Greek, Italian, Dutch, Portuguese, Russian, Czech, Polish, Slovakian and Spanish: \$2,900 for 400 words, \$720 for each 100 words thereafter.

117. Regional information officers meet infrequently; the first such meeting in our six years was conducted in March 2002. More frequent meetings would assist in the sharing of best practices and the coordination of activities between the regions and headquarters.

118. With regard to other regions, ROLAC (with one information officer and two assistants) has a particularly ambitious and effective strategy that has succeeded in attracting substantial interest from the regional media in UNEP-related news and information.

119. A remarkable success unique to ROLAC has been Tierramerica, a news and information supplement reproduced in some 42 newspapers with a combined circulation (and a substantially higher readership) of 1.2 million in Bolivia, Brazil, Uruguay and Venezuela. The project, which had a difficult start-up and was nearly

⁹ In this report, the reference to UNEP out-posted information officers includes the DTIE press officer/UNEP European spokesperson.

¹⁰ [French translations of all releases, generated either in the region or by headquarters, should be provided as appropriate to the Paris and Brussels press lists.](#)

scrapped, is now complemented by the Tierramerica web site in Spanish and Portuguese, attracting a reported 35,000 to 40,000 monthly visits, and a 15-minute Tierramerica radio programme aired on 300 stations.

120. The ROLAC web site grew from 35,223 visits in 1999 to 61,056 during the first six months of 2001. ROLAC media tracking showed UNEP personnel and UNEP information on television for an aggregate total of 24 hours in 2000, with the content ranging from news interviews to full programme documentaries.

121. Asia and the Pacific is another region with many publicity opportunities. UNEP's evaluation of ROAP in June 2001 found that "the media have only recently become a target with the appointment of a regional information officer in early 2000. As the position had been vacant for some time, there was little continuity to pick up from and the main activity until now has been to build networks."

122. The regional office's web site shows 40 news releases posted since the end of 2000, most of them regional adaptations of information and news releases generated in Nairobi.

123. The information officer has commented to headquarters on the particular difficulty of circulating news releases in the Asia-Pacific region in just one or two languages. Apart from that, it is difficult and expensive to monitor the coverage achieved.

124. The 2001 evaluation of ROWA found a variety of publications, originating elsewhere within UNEP, reproduced in Arabic and distributed regionally. The evaluation reported the preparation of 20 news releases last year although they do not appear to be posted on the ROWA [web site](#). The web site itself, recently upgraded, is notably different in style and structure from the UNEP headquarters [web site](#) and should be modeled on the [template](#) recently created for regional offices.

125. ROA has a web site template comparable to that of DCPI, including information on regional projects, conferences and other events, a newsletter and a growing selection of documents and publications.

126. The UNEP North American offices in Washington and New York have primarily a liaison function, between UNEP and the United Nations Secretariat and missions, the other United Nations bodies, and the Governments of the United States and Canada. This work is very valuable to UNEP but only rarely produces publicity opportunities (one example was announcement of an environmental partnership with major North American telecommunications firms¹¹).

127. Although the RONA regional work programme may be of limited media interest, its location is of very high value as a relay point for publicity efforts initiated at UNEP headquarters.

128. To strengthen the reach of a story generated at headquarters, the overseas information officers should work simultaneously to schedule telephone briefings by the UNEP programme expert and/or the Executive Director or the relevant regional director of important target news organizations in their respective regions: Le Monde, El Figaro, Die Zeit, Singapore Straight Times, Yomiyuri Shimbun, etc.

129. The world's largest news organizations are virtually all represented by English-speaking correspondents in either New York, Washington or London (cities which, followed by Geneva and Paris, have perhaps the strongest global news orientations). One media guide lists more than 350 foreign media organizations with reporters in New York and/or Washington. UNEP may in fact find it easier and more efficient to place stories

¹¹ ["American and Canadian telecom giants sign environmental charter \(Associated Press, Feb 22, 1999\) UNITED NATIONS \(AP\) -- American and Canadian telecommunications giants signed a charter Monday night to promote a more environmentally friendly information age ..."](#)

["We view this ... as an important new model of an industry code of conduct," said Adnan Amin, director of the United Nations Environment Programme's North America office, who worked on the code with the industry, environmental and academic groups."](#)

with large regional or national media organizations via the United States or the United Kingdom news bureaux than through the UNEP regional offices.

130. Care should be taken to avoid multiple approaches to the same news organization by UNEP media officers and the overall coordination should rest with headquarters. However, if an important story is turned down for scheduling or any other reason by a news organization's office in one city, it may still be possible to succeed by approaching another bureau.

131. Headquarters should script the brief telephone pitch to reporters by the regional information officers. Such advance calls are essential to identify the appropriate recipient and confirm their availability, briefly explain the story, offer a copy of the news release on agreement to the embargo, and offer a follow up call to schedule an interview if interested. At the same time headquarters should control the interview schedule centrally, perhaps using an Internet-based document-sharing technology like "[Wiki](#)" to ensure that the spokespersons' available time is not double booked by information officers in distant time zones.

132. While it is time-consuming, this approach has been demonstrated to generate far greater media interest than traditional news conferences, which many reporters find too time-consuming compared with a 20-minute telephone interview.

133. In addition to regional information officers and assistants, the UNEP Operational Manual lists at least 20 to 30 UNEP staff around the world reporting to UNEP divisions other than DCPI that have jobs involving specific public relations-related responsibilities.

134. The job descriptions include, for example:

- (a) "Plan a media strategy and maintain a web site";
- (b) "Develop and manage publications";
- (c) "Develop awareness-raising materials";
- (d) "Publications relating to civil society/major groups";
- (e) "Develop and manage publications and training manuals";
- (f) "Outreach, query response and information";
- (g) "Manage electronic and web-based services for information gathering, analysis and dissemination".

135. For the UNEP non-DCPI staff with public relations-related responsibilities, the reporting and working relationship with DCPI should be clarified and strengthened. Those with responsibility for web sites, for example, should use DCPI templates to achieve coherence in the web site appearance and structure, and greater quality consistency (see separate section below on the Internet). The same is true for any staff outside DCPI involved in producing UNEP publications (see separate section below on publications).

6. News-related images

136. The great value of the UNEP association with TVE (described more fully in a separate section) is due in part to the access it provides to one of world's foremost libraries of environment-related video images. This permits UNEP to prepare, at minimal cost, professional quality (betacam) videotape "b-roll" related to a major story topic, to offer to television journalists and their networks. These tapes facilitate the work of television journalists and include high impact pictures essential to achieving coverage in the world's most important medium.

137. The three UNEP photographic competitions conducted to date have created a valuable portfolio of high quality pictures that can be offered to print media. These help to enhance story impact and often influence story position decisions by print media editors. Such photographs, along with the UNEP logo and photographs of the Executive Director, are now easily distributed cost-free by uploading them in high-resolution format to the UNEP web site for media download and reproduction.

7. Capturing publicity results

138. Efforts to capture and report on the success of media outreach results could be significantly improved and accomplished more easily if access to the Internet is improved at UNEP headquarters.

139. Files of news releases, individual clippings and the daily internal media scans were available for reference and possibly greater efforts could be made to analyse the relative success of UNEP story placements and assess the overall international public outreach UNEP achieves through the media.

140. Though it may be expensive¹², UNEP should employ a professional media monitoring service to see where important stories actually appear in print or on the air. Such information is basic to the internal evaluation process. If funds do not permit that, arrangements should be made to obtain clippings from member government environment departments. The UNEP information officer in New York is particularly resourceful at capturing references from media web sites on the Internet. It should be noted, however, that a “hit” on a media outlet’s Internet web site does not always indicate actual coverage in print or on the air (the New York Times, for example, automatically posts many Associated Press and Reuters wire stories online that seldom run in the print edition).

141. It would be valuable, in the case of selected major stories, to list and summarize the places where a story was published or broadcast, using a spreadsheet. Such a summary should include story lengths, author, page placement, and the size of audience (circulation) of the broadcaster/publisher. An example is shown in annex III. While such statistics reflect only outreach, not impact, they constitute a useful feedback to measure implementation, to draw lessons, to document and emphasize within UNEP the value of the work of DCPI for the achievement of organizational goals, and to demonstrate the Division’s accountability through measurable results.

142. Also, to demonstrate DCPI success internally and to ascertain publicity results, it would be useful to maintain complete records of all scheduled executive interviews and attendees at news conferences, with a breakdown of the attendance of international and local reporters.

B. Internet

143. UNEP should urgently address the problem of inadequate Internet service at headquarters, which detracts from the efficiency and cost-effectiveness of exchanging information products and services via the World Wide Web.

144. UNEP’s web site is potentially the most important and economical vehicle for delivering information products to key constituencies such as governments, media and non-governmental organizations. Although two-thirds of the estimated 544 million (and fast-growing) individual Internet users worldwide are in Europe and North America, a sizable 4.15 million are now online in Africa, more than triple the number estimated in December 2000.

145. With a staff member at DCPI dedicated to its design and maintenance, the UNEP web site is now more attractive, interesting and useful in many ways.

¹² [The Luce Press clipping service charges clients \\$258 per month plus \\$1.38 per clipping](#) for monitoring in the United States. [Its European partner, Press Clearing news service, Paris, monitors 64 countries and \(through Luce\) charges \\$200 per month plus \\$2.50 per clipping.](#) For [countries monitored](#) at that cost, see [Appendix 2](#).

146. The web site is regularly updated to feature a current news story on its homepage and has links to speeches, press releases, the web sites of regional and out-posted offices, etc. A small group of general copyright-free photographs related to UNEP and its compound at Gigiri is posted online for media download and use. The small number of images in this collection should be increased and upgraded to a high-resolution format suitable for print reproduction by newspapers and magazines.

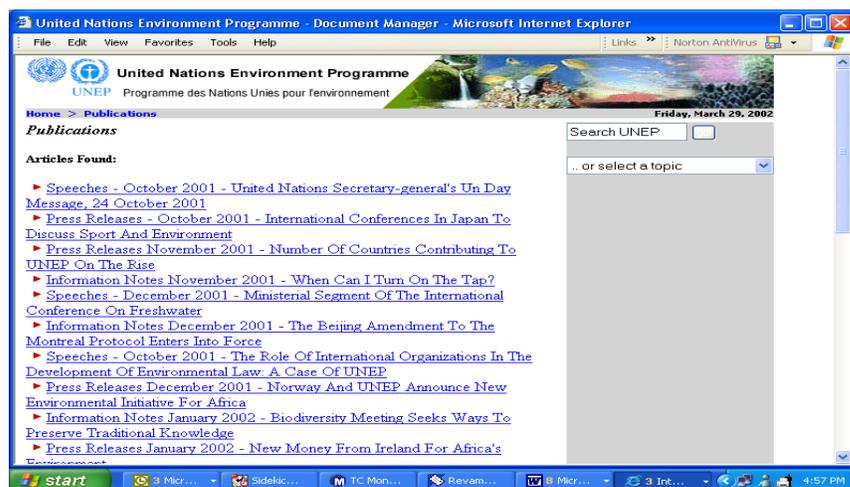
147. Although the web site was designed primarily as the DCPI electronic information portal for the general public and media, staff in some other divisions are in favour of it being expanded into a comprehensive library of UNEP documents and believe that DCPI should also meet the entire web site needs of headquarters.

148. The work of a single staff member cannot fulfil such expectations. DCPI tries to accommodate the other divisions, but its lack of capacity has prompted some of them to engage their own web site designers, both internal and external. The resulting overlapping efforts have led to an uneven appearance and quality in the UNEP web pages. It is therefore recommended that other UNEP divisions should allocate to DCPI the financial means needed to meet the large and growing Internet needs of headquarters: in essence to contract with DCPI instead of externally.

149. The overall design, structure and maintenance of the web site should be the domain of DCPI and DEWA, with DCPI responsible for design and quality consistency and DEWA responsible for all technical issues, including the structure. Using common templates (work on which is already underway) personnel in each division should be trained in how to upload important public documents so that the appearance and structure of the web site is consistent throughout UNEP, serving as a virtual filing cabinet for the organization.

150. A task group with representatives from all divisions should be established under the leadership of DCPI and DEWA to help create greater inter-divisional coordination with respect to UNEP's web site.

151. There is evidence that a substantial number of UNEP's Internet visitors are in fact looking for official documents. According to statistics from the UNEP server, between 31 May 2000 and 31 December 2001, the last page viewed by some 367,000 people, or 11 per cent of all virtual visitors, before exiting the web site, was www.unep.org/documents (see illustration below)



152. That page offers a couple of dozen links to information notes, speeches and news releases dating from October 2001 to the present day. It is doubtful whether the thousands of visitors who looked there and immediately left the UNEP site were satisfied by what they found. The data available for review showed that some 58 per cent of the UNEP 3.43 million web site visitors between 31 May 2000 and 31 December 2001, looked at one page and left. Five of the top 16 web site pages were ozone-related.

153. In order to help evaluate the web site content and structure, a more thorough analysis should be undertaken of web site visitors, to ascertain which of the UNEP constituencies (organizations, Governments, academic institutions and the private sector) most frequently visit the site and what information is accessed most often. An online survey of users and their specific interests in the web site would also help with its future design and content.

154. It is also recommended that UNEP should offer visitors the chance to register and receive information products such as news releases on topics they identify as being of interest, or perhaps a monthly electronic newsletter. This would allow UNEP to capture the addresses of and communicate regularly with people worldwide who have an interest in its work, as expressed by their web site visit.

155. To attract daily web site visits, UNEP should create a news page, updated online through the day and having links to important headlines and stories from newspaper, magazine and other information sites. If done well (cf. www.bourque.com), such a site would most likely be popular with a wide cross-section of constituencies and encourage frequent UNEP web site visits.

156. Some web site-related concerns are worth noting: for want of a CD writer (a computer hardware item valued at a few hundred dollars) the web site at headquarters reportedly has no backup. The web designer fears that the large investment in the web site might be lost in the event of a computer breakdown. The acquisition of such web-related tools should therefore be a priority for DCPI. The creation of a mirror site (perhaps employing the computers at GRID-Arendal) should also be an urgent priority.

157. The Internet access speed available during the evaluation visit was consistently slow, even while accessing the UNEP server with a direct in-house connection. Connecting to the UNEP server from overseas was frequently frustrated by the advisory: "The page you are looking for is currently unavailable. The web site might be experiencing technical difficulties, or you may need to adjust your browser settings."

158. UNEP should set among its highest priorities the improvement of the Internet connection and desktop access available at its headquarters, the inadequacy of which currently obstructs the achievement of major efficiencies and cost savings through the exchange of information products and services via the World Wide Web.

159. Information and advice provided by DEWA in this regard is appended as annex IV.

C. Audio-video and graphics

160. Since 1984, UNEP has, in partnership with the World Wildlife Fund, effectively leveraged large investments from outside sources to catalyze the production and worldwide distribution of video material by the London-based Television Trust for the Environment (TVE).

161. Since 1997, this collaboration has included "Earth Report", a high-quality television series covering a variety of environmental topics, broadcast on BBC World to 167 million homes in 170 countries each week. UNEP joined as an on-air sponsor in 1999. The award-winning series examines a different topic each week. Recent titles can be found online at <http://www.tve.org> ([Earth Reports](#))

162. In addition to its outreach through BBC World, sales of almost \$900,000 have been completed by TVE for broadcast rights to media in other countries, including the National Geographic Channel (reaching 85 million homes in 111 countries in 16 languages).

163. The UNEP logo is featured in each show broadcast by BBC World, which goes out five times weekly: Monday at 22.30, Tuesday at 09.30 and 14.30, Wednesday at 02.30 a.m. and Saturday at 19.30 (all timings Greenwich Mean Time). Video news releases have also been created from the video materials, thus reaching a wider audience through regular news programmes.

164. UNEP recently announced its sponsorship of a new Earth Report series to run from April to August 2002, to coincide with the United Nations World Summit on Sustainable Development, to be held in Johannesburg from 26 August to 4 September 2002. The new series will be fully interactive. On the eve of the Summit, TVE will stage a special Earth Report debate featuring leading players at Johannesburg. Budgetary constraints have however caused DCPI contributions to drop to zero, leading to concerns that the UNEP association with Earth Report may be forfeited. The UNEP relationship with TVE is a very useful one and should be continued and strengthened. As in the case of Our Planet magazine (see below), the UNEP involvement with TVE provides an excellent educational and information platform for motivating environmental concern and public action.

165. The UNEP association with TVE also provides inexpensive access to one of the largest environment-related video libraries in the world. For example, DCPI is preparing, at a cost of only \$20,000, two television public service announcements, in collaboration with TVE, related to the UNEP project to save the great apes (GRASP). The \$20,000 cost of producing two such advertisements seems to be very good value for money, considering the exposure achieved. The advertisements will be offered to the Cable News Network (CNN) and the BBC for use free of charge in those networks' unsold advertising time worldwide. The normal price of purchasing a 30-second commercial once on CNN in Europe alone is \$5,000.

166. Through its audio-visual unit, DCPI has led United Nations bodies in Africa in the development of a new "soap opera" television series intended to communicate information in Africa on such issues as the environment and HIV/AIDS. Modelled on a similar initiative in South Africa, the provision of educational content via popular television programming has proved to be an effective means of raising awareness and promoting social change.



167. DCPI has also enjoyed great success with international photographic competitions sponsored by the Canon Company.

168. These competitions have provided UNEP with several thousand images from professional and amateur photographers around the world. These have been put to a variety of creative uses, including:

(a) Illustration of UNEP publications and meeting other publishing needs (e.g. posters, web site, advertising);

(b) Special coffee-table photographic books;

(c) Travelling exhibitions (several have been completed worldwide to date, with a special exhibition planned for the walls of all four terminals at Heathrow Airport during the World Summit on Sustainable Development);

(d) Posted in high resolution online for newspaper download and use with UNEP-related articles and news releases.

169. The collaboration with the Canon Company has been valuable not just to UNEP but to other parts of the United Nations system, which have access to an outstanding collection of powerful international environmental images. The contests regularly engage tens of thousands of people worldwide both as photographers and target audience. Efforts should be made to secure the long-term commitment of the Canon Company to these photographic competitions.

D. Special events and outreach

1. Special Events and Outreach Unit

170. The DCPI Special Events and Outreach Unit coordinates promotional activities and the preparation of publicity materials, including press releases, speeches, messages, articles, scripts, newsletters and reports for a number of special projects and events, such as:

- (a) World Environment Day;
- (b) Global 500 Roll of Honour;
- (c) Global 500 Forum;
- (d) UNEP Sasakawa Environment Prize;
- (e) Clean-Up-the-World Campaign;
- (f) Goodwill Ambassador programme;
- (g) Special occasions (e.g. conferences of parties, Governing Council, etc.).

171. This is a remarkable level of effort and achievement given the very small number of personnel involved (one professional, one general service).

172. World Environment Day (5 June, observed in 100 countries) and the \$200,000 annual Sasakawa Environment Prize constitute the two leading events on UNEP's special events timetable.

173. A different capital city is chosen by UNEP each year for the World Environment Day celebrations, and the host country helps to select the theme on which are based information materials produced by UNEP (and by other United Nations bodies¹³). In addition to the major events of the celebration, the host government agrees to cover the cost of travel and accommodation for the presentation of the Global 500 Award to 10 or 12 new laureates from developing countries. The cost to a host government is over \$300,000.

¹³ Click on the hyperlinks to see, for example, the 2001 World Environment Day statements by the United Nations Development Programme (UNDP) and the United Nations Educational, Scientific and Cultural Organization (UNESCO).

174. The investiture of the Global 500 laureates on World Environment Day represents a recognition of international leadership in environmental affairs and is good publicity for UNEP, especially in the countries of origin of the recipients. It also creates a bond between UNEP and a large group of dedicated environmental leaders worldwide, connected through a newsletter and an attractive web site and supported by the Alcoa Company of Australia (which received the award in 1990). The large returns from this programme are achieved with a \$5,000 investment by UNEP.

175. The 2001 World Environment Day, hosted by Italy and Cuba, yielded a large number of newspaper clippings from Italy and an impressive enumeration of activities worldwide, organized by non-governmental organizations, industry and the general public (especially schools), the aggregate value of which is inestimable.

176. The UNEP server data showed the single most active day on the web site was 5 June 2001, World Environment Day, with 13,481 virtual visitors, double the daily average. The smaller than average number of "requests", or pages visited, however, suggests that there is an opportunity to satisfy public demand for more World Environment Day content on the web site.

177. One of the drawbacks affecting publicity efforts for World Environment Day is the annual celebration by North America of Earth Day just beforehand, on 22 April. There is little chance of World Environment Day rivalling Earth Day for attention in North America in the immediate future and attempts should continue to link Earth Day and World Environment Day.

178. As mentioned above, efforts will be made to link the launch of the UNEP GEO-3 report to the 2002 World Environment Day. This should help to raise the day's worldwide profile.

179. The UNEP Sasakawa Environment Prize represents recognition by the United Nations of the world's foremost environmentalists. The award ceremony is well organized but has failed to achieve the public profile that might be expected, given the size and prestige of the award. Ideas are under consideration to promote the prize as a lifetime achievement award for service to the environment. The selection committee should consider following the lead of the Nobel Prize Committee and make a political statement through its choice of recipient.

180. The Goodwill Ambassador programme was revived recently with the addition of two new ambassadors, folk singer Tokiko Kato of Japan (October 2000), and the late yachtsman Sir Peter Blake of New Zealand (July 2001), who died within six months of his appointment. Efforts are underway to add leading sports figures as ambassadors for UNEP and an ambassador for the "Great Apes" project.

181. Handicapping this programme is the lack of any budget to underwrite the efforts of UNEP goodwill ambassadors. Devoting only limited staff time and funding to the programme, UNEP has seen correspondingly limited publicity benefits from the appointments. Given the lack of funding, the recent change in strategy could help raise the profile of the programme: the association of celebrities with UNEP issues and projects like the Great Apes Project, rather than with UNEP as an organization. This indirect approach seems more likely to achieve a level of publicity closer to that enjoyed by the UNICEF goodwill ambassador programme.

2. Promotional items

182. UNEP should sell promotional items from its special events (and items related to projects such as the Great Apes Project), including umbrellas, mugs, caps, posters, photographic competition books, t-shirts, etc., in the gift shops at Gigiri and other major United Nations centres, and online, in partnership with a commercial distribution firm. There are online stores that make small enterprises of this kind virtually effortless (cf. cafepress.com)

3. Children and Youth Unit

183. Among the most important and successful DCPI efforts are children and youth-related activities.

184. The central feature of the unit's work is the organization of youth and children's conferences and forums. Four such events are slated for the current biennium, and are expected to leverage \$3.55 million in spending from other sources, with an investment by UNEP of \$120,000.

185. DCPI organizes these events and networks for young people to share ideas, experiences and enthusiasm. Publications by and for youth have been created, most notably Pachamama, a children's edition of the UNEP Global Environment Outlook and a magazine entitled Leave It To Us.

186. The Global Youth Retreat, started in 1999, elects a council to advise UNEP on youth-related matters. Youth Advisory Council members assisted in the development of the Global Environment Outlook publication and took part in preparatory meetings for the World Summit on Sustainable Development. Retreat participants have made opening statements at the last two sessions of the UNEP Governing Council, challenging Governments to strengthen UNEP work with youth.

187. The Children and Youth Unit also runs international campaigns (promoting tree-planting and sustainable consumption, for example), and manages electronic list-servers for regular information sharing with children and youth groups having access to Internet or e-mails. Relevant environmental information, including publications and media releases on emerging environmental issues and negotiations, are shared with groups on the network and list-servers. The network also serves as a bridge between children and youth groups for the exchange of information and experiences.

188. The network is divided into a children's network, with 620 participants representing every world region, and a youth network, with 1,633 addresses from all regions.

189. The youth category of the Global 500 Roll of Honour for Environmental Achievement (run by the Special Events Unit) has attracted a growing number of nominations and winners, as follows:

1999	26 nominations, 4 winners
2000	35 nominations, 3 winners
2001	49 nominations, 6 winners

190. The International Children's Painting Competition on the Environment conducted from September to December each year attracts substantial worldwide participation by children aged from 6 to 15 years (the average participation over the past four years was 9,200 entries from 47 countries).

191. Mandated by the Governing Council, the work by DCPI to engage youth and children is substantial and successful. It appears ready to continue expanding by taking advantage of the greater opportunities for networking and information sharing created by the Internet. The staff responsible, however, fears that recent budget cutbacks may lead to fewer publications for distribution in developing countries where Internet access is difficult.

192. The UNEP Governing Council is scheduled at its next meeting to discuss a long-term strategy on the engagement and involvement of youth in environmental issues and debate. The strategy might seek to strengthen this important area.

4. Sports and the environment

193. DCPI can take pride in its leadership in putting the environment on the agenda of the international Olympic movement. During the recent opening ceremonies for the winter games in Salt Lake City, one of the five rings on the Olympic flag was introduced as a symbol of the Olympic connection with the environment, an innovation said to have evolved only since emphasis was placed on the issue at the 1994 games in Lillehammer, Norway.

194. The motivation for the UNEP initiative in this area was the major burden placed on the environment by sporting venues and events (national sports centres in the United Kingdom consume close to \$1 million worth of energy every year; some 30,000 to 50,000 disposable cups are sent to landfills after a United States professional football or baseball game; Canadian hockey and curling rinks consume more than 1 million megawatt-hours of electricity, etc.). On the other hand, efforts are under way to enlist sports figures as environmental role models and goodwill ambassadors and to raise funds for environmental programs through sports events.

195. With support from UNEP, the International Olympic Committee (IOC) organizes biennial world conferences on sport and environment, at which current efforts in the field and best practices are reviewed and experiences compared by representatives from national Olympic committees, associations of Olympians, representatives of international sport federations, representatives of Olympic venues (past, present and future) and other interested organizations. UNEP and the Global Sport Alliance Japan organized a similar event in Tokyo in 2001, the Global Forum for Sport and the Environment, and aim to hold it every two years (cf. www.G-Forse.com).

196. UNEP and other partners in Japan have for the past five years organized an annual Tennis Forum for the Global Environment in Tokyo, both as an awareness-raising vehicle and to raise funds (\$15,000 per year, on average) for UNEP children activities. Amateur tennis players participate in this event, drawing thousands of spectators. A similar event will take place in Beijing in 2002.

197. In 2000, a UNEP electronic mail network started with 95 addresses to reach out to the global sport fraternity to promote green games and enhance environmental awareness through sport.

198. The work of UNEP with the Sport and Environment Commission of the International Olympic Committee has had a limited public profile and received little credit. IOC publications on the subject do not reflect the UNEP involvement particularly well.

199. The international profile of UNEP in this area could be quite high if the organization issued an independent evaluation of the relative environmental merits of bids by cities offering to host the Olympic games. This might, however, be a controversial issue.

5. Non-governmental organizations

200. While dealings with youth and youth organizations are the responsibility of DCPI, the Division of Policy Development and Law (DPDL) manages relations with all other non-governmental organizations and major groups.

201. This seems to reflect a view that “major groups” and adult non-governmental organizations are more relevant in policy setting at UNEP while youth and their organizations are more in need of information and capacity building. Yet the UNEP Governing Council formally solicits policy input from youth, just as UNEP seeks to build capacity and provide information throughout the non-governmental organization community, not just to youth, especially in the developing world.

202. DPDL is responsible for ensuring the active engagement of civil society in the work of UNEP, and accessing its input on UNEP policy questions, for the civil society components of the forthcoming World Summit on Sustainable Development, for regional cooperation and networking with non-governmental organizations, and for publications relating to civil society/major groups and UNEP. This closely parallels the work of DCPI with youth organizations (which also involves ensuring youth and youth organization input to the UNEP Governing Council and its policy decisions, developing strategies for engaging children and youth in UNEP programme activities, developing and facilitating the development of information materials, facilitating youth involvement in the World Summit process, etc.).

203. An organizational distinction is drawn between non-governmental organizations on the basis of age, although the UNEP objectives and activities in regard to non-governmental organizations are similar throughout, leading a debate as to whether the Civil Society and Non-governmental Organizations Unit of DPDL and the Children and Youth Unit of DCPI should unite under one division. Assigning separate divisions to the management of UNEP relations with youth and adult non-governmental organizations may be supported by governments, but in view of its financial situation, UNEP needs to pursue all potential savings.

204. Uniting the management of relations with all non-governmental organizations within one division seems to be a way of avoiding duplication of effort and achieving financial and other efficiencies within UNEP outreach activities. The amount of possible savings should be identified through a detailed study. While views differ on which division to host this work, DCPI, as the division responsible for relations with the public, seems the most appropriate.

E. Joint United Nations Information Committee/United Nations Information Centre

205. DCPI works closely with the Joint United Nations Information Committee(JUNIC), a forum for consultation and coordination between public information professionals of the United Nations system.

206. With meetings once a year, the JUNIC mandate includes the following:

- (a) Advise on general public information policy and coordination for the United Nations system;
- (b) Provide general policy advice in public information matters of common interest;
- (c) Jointly plan public information operations, as warranted, including the establishment of cooperative arrangements for special projects and events;
- (d) Enhance modern information knowledge and skills development, practical experience sharing, and shared activities on themes of inter-agency and/or system-wide interest;
- (e) Foster efficient information services, including shared use of facilities and resources, throughout the system.

207. JUNIC is the governing body for the Non-governmental Liaison Service, a small inter-agency programme with offices in Geneva and New York and a combined staff of 10. It was established in 1975 to strengthen dialogue and between United Nations and non-governmental organization cooperation in the fields of development education, information and policy advocacy on global sustainable development issues. The DCPI Director currently serves as the international chair of JUNIC, showing the high level of cooperation between UNEP and this coordinating body during his tenure.

208. The current DCPI Director also acts as the unpaid Director of the United Nations Information Centre (UNIC) for Nairobi, overseeing two staff members dedicated to the work of UNIC. Given that UNEP is by far the most dominant presence at Gigiri, it is useful for the DCPI Director to serve in both capacities and it makes additional resources available to him, including a driver. Among its other public relations functions, UNIC issues news releases on matters related to United Nations operations in Nairobi (e.g. the 'Garden of Remembrance' to be planted at Gigiri for victims of the Nairobi bomb blast of 20 August 1998) and maintains a library of United Nations information materials.

209. The time taken by DPI Director's additional JUNIC and UNIC-related responsibilities represent an investment by UNEP that has produced significant dividends (for example, JUNIC support proved useful in the establishment of the UNEP photographic competitions).

210. The DCPI director retires in May and it is recommended that his successor should also assume the role of UNIC Director. The incoming DCPI Director should continue to accord high priority to JUNIC.

F. Publications

1. Publications in general

211. DCPI helps UNEP divisions produce publications and other promotional materials. It monitors the use of the UNEP logo and copyright, works to place UNEP publication reviews in the international and specialized media, distributes books directly and markets and sells UNEP publications through a London-based distribution firm, SMI. Some 700 UNEP titles are available through SMI, which has opened an [online UNEP bookshop](#), linked to the UNEP homepage. DCPI also promotes UNEP publications at several annual book fairs, and functions as the secretariat for the UNEP Publications Board. This very extensive mandate is expertly carried out by two professionals with the help of a small number of support staff.

212. Analysis of the publications programme for 2000-2001 showed that of over 120 publications in the pipeline, there was a roughly even split between those aimed at policy makers and those aimed at the scientific community (with some publications obviously overlapping and of interest to both target groups).

213. With these intended target audiences, the main buyers of UNEP publications (according to SMI) are:

- (a) Consultants;
- (b) Universities and research institutes;
- (c) Industrial companies;
- (d) Governments; and
- (e) Non-governmental organizations.

214. About one quarter of the publications scheduled for 2000-2001 were aimed at the private sector and a small number were aimed at the general public and youth (examples include Pachamama, a children's edition of the GEO-2 report, the Our Planet and Leave It To Us magazines, and the UNEP Sasakawa Environment prize and Global 500 booklets).

215. Not surprisingly, publications from the Division of Early Warning and Assessment (DEWA) and the World Conservation Monitoring Centre (WCMC) were for the most part science-orientated (the Global Environment Outlook, the World Atlas of Coral Reefs, and Biodiversity Inventory, Assessment and Monitoring, for example).

216. Titles of publications listed by the Division of Environmental Policy Implementation appeared aimed largely at policy makers and legal experts.

217. The most prolific publisher was the Division of Technology, Industry and Economics and its branches and units. Its publications include technical reports and guidelines, guidelines on environmental management and emergency preparedness, manuals on environmental management, reports on workshops and expert meetings, industry codes of practice, publications on voluntary initiatives, brochures, newsletters, handbooks and training kits. The publication titles suggest the target audiences are mostly policy makers, followed by scientific experts, the private sector and the general public.

218. Among regional offices, the most prolific publishers were those of Europe and Latin America and the Caribbean, with most publications aimed at policy makers.

UNEP Publications Programme 2000-2001, broken down by division

Office of the Executive Director	1
DEWA	18
WCMC	<u>7</u>
	<u>25</u>
Division of Environmental Policy Implementation:	13
DCPI	3
Division of Environmental Conventions	1
Division of Technology, Industry and Economics	6
Economics and Trade Unit	15
International Environmental Technology Centre	18
Chemicals branch	13
Ozone unit	<u>6</u>
	<u>58</u>
Information Unit on Conventions	4
Regional Office for Europe	9
Regional Office for North America	1
Regional Office for Latin America and the Caribbean	<u>9</u>
Total	<u>124</u>

219. The above list is not complete (at least nine publications were produced by the Division of Policy Development and Law in 2000-2001, for example), which indicates the need for a better, more systematic way to capture and monitor publications production UNEP-wide¹⁴. An estimated 20 per cent of UNEP publications are produced by divisions without DCPI involvement or any notification to DCPI. This constitutes a significant gap in the level of inter-divisional cooperation found in other areas. While some decentralization is needed to service regional needs and those of the overseas offices, DCPI is responsible for ensuring the consistent quality of UNEP products, to catch redundancies and to achieve cost efficiencies where possible. DCPI needs to maintain control over this important aspect of its organizational mandate and senior UNEP management should be involved as needed to correct the situation.

2. Distribution

220. Figures provided by the DCPI Production Distribution Unit show the annual cost of distributing UNEP publications as follows:

Year:	US\$
1998	214,994
1999	219,429
2000	313,388
2001	<u>290,603</u>
Total	<u>\$1,038,414</u>

221. The average annual amount of almost \$260,000 represents a high cost to UNEP and could be lowered with the rapid increase in affordable high-speed Internet access worldwide, offering virtually cost-free dissemination of UNEP documents and some of its promotional materials to many parts of the world (World Environment Day press kits, for example). It is currently possible to upload a range of UNEP publications and enable users, even those in developing countries, to download and search them, and to print them out in whole or in part as required.

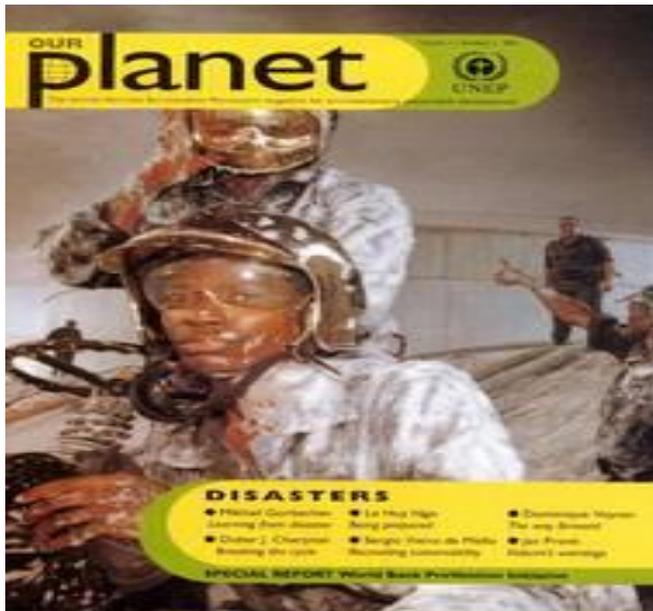
¹⁴ As for potential solutions, an online document sharing technology would help overcome problems of distance and time zones, improve transparency in the organization and create a rolling, constantly updated record prepared by DCPI and the other divisions collectively.

222. Inadequate Internet service at UNEP headquarters means that many publications still need to be printed and mailed to addresses in North America, large parts of Europe and other developed parts of the world.

223. UNEP should explore a commercial system, with the London-based distribution company SMI, for requiring or requesting online payments or contributions for private sector access to research and other documents (just as many media and other organizations charge a small fee using credit cards to access news archives).

3. Our Planet magazine

224. Our Planet is the flagship publication of DCPI, described in glowing terms by a host of important figures in the international environmental movement, many of whom have contributed articles. The long list of distinguished past contributors is online at <http://www.ourplanet.com> (under the link: "contributors"). The United States and German Governments have asked the Executive Director for more invitations to write.



225. Comments received include such phrases as: "Increasingly important magazine" (Claude Martin, Chief Executive Officer of the World Wildlife Fund); "Distinguished magazine" (Kjell Larsson, Environment Minister, Sweden); and "An ideal briefing document" (Ian Johnson, World Bank).

226. The magazine provides a clear briefing from major policy players on issues of current concern. It is easy to read and well designed with a huge portfolio of photos to draw on, thanks to the UNEP international photographic competitions.

227. The paper edition (in English, French and Spanish) has a combined circulation of 15,000 and an estimated readership (conservatively estimated at 4 per copy) of 60,000 per issue. For the World Environment Day edition, the figures increase to 25,000 circulation and 100,000 readers.

228. In the most recent 12-month period available (March 2001 to February 2002 inclusive), the number of online readers via the [Our Planet web site](http://www.ourplanet.com) was 2.21 million, on 15 to 18 times the number of readers in 1998 when the web site began (10,000 to 12,000 a month or 120,000 to 144,000 a year).¹⁵ Users each month now reach a figure in excess of 320,000 and for the last quarter (equivalent to one issue of the magazine) at almost

¹⁵ [Spanish and French versions of the magazine went online in November. Since then, access from Spanish and French speaking countries has increased over 60 per cent](#)

800,000. Almost half of the magazine's web readers are regulars; over 2,000 now request notification of a new issue. The average online reader accesses the site for three to five minutes, accesses four separate items (articles, diagram, etc.) and downloads at least one.

229. Despite its success, Our Planet is currently funded at just two issues a year and has the goal of raising funds from foundations and the private sector. The magazine engages the active involvement of important UNEP constituents, serves a useful educational and informative purpose and serves as an important ambassador for UNEP. It should be funded to appear more regularly, ideally four to six times per year.

230. DCPI should also consider making further use of the large number of e-mail contacts reached through Our Planet as the basis for the circulation worldwide of a monthly summary of UNEP news, including an advance look at the latest Our Planet article. (An online example of such an electronic newsletter is <http://update.unu.edu>)

G. Speeches

231. Speeches are produced at UNEP at an estimated average of 10 per month (though only 17 were posted on the UNEP web site in a 13-month period ending in March 2002). Speeches are prepared without the benefit of drafts from expert programme personnel. However, the speechwriter has developed good working relationships with key contacts within the other divisions to obtain research and assistance and has regular access to the Executive Director, and both conditions are essential to her work.

232. In addition to speeches, the speechwriter produces a variety of other written materials on behalf of the organization, including book forwards, magazine articles and statements (representing about 15 per cent of her time). Like virtually all DCPI professionals, the speechwriter also finds much of her time consumed in writing letters and replies, both for her own signature and for signature by other officials.

233. DCPI representatives or regional information staff do not always accompany the Executive Director to speaking appearances and therefore not all of his public remarks are captured for distribution, online or otherwise. This can occasionally cause problems when there are subsequent requests for remarks added extemporaneously, for clarification, or to correct misquotes. Speeches should always be taped for the record.

H. United Nations Environment Programme Library

234. Located near the entrance to the United Nations compound, the UNEP Library attracts a large number of visitors. In the year 2000 the Library was closed from March to September and the number of visitors was 9,556. Last year visitors numbered 18,221, an average of over 70 per day.

235. In addition to their role as librarians and researchers, the Library's personnel (four librarians, a researcher and an administrative assistant), serve as hosts and tour guides. Library personnel last year also prepared and provided some 2,442 responses to queries from staff and the public, almost two-thirds of which fell into just five topic categories: the atmosphere (16 per cent of queries), environmental information (14 per cent), environmental management (11 per cent), energy (11 per cent), and agriculture (10 per cent). There were 30 per cent more queries in 2001 than the year before.

236. The number of queries can reasonably be expected to rise even more. With the growing public profile of UNEP through the Internet¹⁶ and the media, Library staff (and others at UNEP who respond to public queries) can anticipate an increased number of electronic inquiries, further straining its already diminished resources.

¹⁶ www.unep.org tops the list of results when one enters the term "environment" into the Yahoo search engine, the Internet's most popular. Using the Google search engine, UNEP comes up in fifth place, while Lycos produces UNEP.ch (UNEP's Geneva-based programme offices and secretariats) in tenth place among results for a search of "environment".

237. The importance of access to current information materials for UNEP staff is very great. Starved of funding, the continued viability of the Library is questionable. Cutbacks have all but eliminated the Library budget to acquire publications. It is currently subscribed to 20 local and international newspapers and magazines, purchased through a Nairobi retailer at a cost of \$3,300 in the first quarter of 2002. Previously subscribed to 450 technical journals, it subscribes to none in 2001-2002.

238. Most of the newspapers and periodicals subscribed to by the Library are available online. The Library might therefore consider abandoning its small set of newspaper and magazine subscriptions and instead invest in online subscriptions and computers for users to scan online for news and information of interest within the organization.

239. If its funding is not restored (and provided the appropriate technology is made available to it), the UNEP Library should consider taking on the role of an information referral centre, expertly identifying, evaluating and cataloguing information available via the Internet.

240. The evaluation and recommendation by UNEP of authoritative environment-related content on the Internet could make a particularly useful contribution to public information. The Library web site would provide links for the general public to online information sources related to the most common and popular query topics, allowing the Library to reorient its service to that of a clearing-house for public information and as a reference center, directing inquiries to appropriate sites on the World Wide Web. This work would complement [UNEP.net](#), which started in September 2000, and create a single gateway through which the public could access the wealth of scientific information on offer through the Internet from specialized environmental institutions worldwide.

241. Run by UNEP GRID-Arendal, UNEP.net compiles and catalogues scientific environmental information from a wide variety of institutions and web sites. Environmental research and best practices in many countries are featured, creating a forum for peer review, new insights on environmental issues and the exchange of ideas. It is an excellent site and an important part of UNEP's public communications effort.

Annex I

TERMS OF REFERENCE FOR THE EVALUATION OF THE DIVISION OF COMMUNICATIONS AND PUBLIC INFORMATION

(Subprogramme 7 of the programme of work 1998-1999 and 2000-2001)

Under the guidance of the Chief of the Evaluation and Oversight Unit (EOU) and in close cooperation with the units in Communications and Public Information, this evaluation shall undertake a detailed review and evaluation of activities implemented in relation to subprogramme 7 "Communications and Public Information" of the programmes of work (1998-1999 and 2000-2001). The evaluation will be conducted during the period of March-April 2002.

1. Background

The overall goal of UNEP's communication policy is to increase the awareness of environmental issues and the work of UNEP in accordance with the Stockholm Declaration and revitalized by the Nairobi declaration.

The subprogramme remains the centerpiece of institutional communications. The main areas of activities are to:

- (a) Organize UNEP global media promotional activities;
- (b) Ensure efficient media communications and services to the Governing Council and UNEP's senior management and Programme;
- (c) Coordinate the production, publishing, storage and distribution of UNEP publications and audio-visual materials;
- (d) Provide secretariat support to UNEP's Publication and Information Board, Editorial Committee, and Products Marketing Committees;
- (e) Undertake tasks as Information Unit for Conventions (IUC);
- (f) Coordinate public information activities in the regions working closely with UNEP's Regional Information Officers;
- (g) Resume responsibility for public relations, including the joint UNEP-Habitat Library and Documentation Center and direct contact with general public through tours, exhibits and responses to public queries.

For the fulfillment of the objectives of communications and public information it is planned that:

- (a) Communications functions be placed at the heart of the strategic management of United Nations Environment Programme;
- (b) New information technologies are utilized effectively;
- (c) Awareness-raising activities are undertaken through focused partnerships and directed at specific target groups;
- (d) Proactive communications and media strategies are developed and implemented;

(e) UNEP's profile/image should one of a dynamic organization and a unique source of authoritative information that has a real impact on the global environment;

(f) The 'multiplier effect' approach is used for cost-efficient environmental media and information dissemination;

(g) Collaboration of UNEP with UN system-wide bodies is enhanced and strengthened through the mechanism of the Joint UN Information's Committee (JUNIC).

Before the structural reform of UNEP in 1999 awareness activities was scattered under components of subprogramme 5 Global and Regional Servicing and Support and centered on component 5.3.1 "Public Awareness, Education, including Environmental Citizenship and Outreach to major groups and non-governmental organizations" (Programme of Work 1998-1999, pp. 75ff).

The introduction of UNEP's Functional Structure in 1999 ensured that activities in communication, media and information were confined under subprogramme 7 "Communications and Public Information" (UNEP/GC.20/22 pp. 176-198). A Spokesperson's office and an Information and Internet web unit were also established. This functional structure made sure that there is coherence between the subprogramme and its programme elements and the functional organization at UNEP Headquarters in Nairobi.

The five programme elements of Subprogramme 7:

- (a) 7.1 Spokeperson's functions;
- (b) 7.2 Media Services;
- (c) 7.3 Public Affairs;
- (d) 7.4 Publications and Writing/Editorial Services;
- (e) 7.5 Public Query Reponse and Library Services.

It is to be noted that in the Programme of Work for 2002-2003 the Spokesperson's functions and media services have been merged, reducing the number of functional areas to four namely:

- (a) Spokesman and Media Services;
- (b) Outreach and Public Relations;
- (c) Publishing and Web Services;
- (d) Library and Query-response Services.

The performance of each subprogramme element and functional areas will be evaluated against the objective, strategy and planned results and outputs of these in the Programme of Work.

1.1 LEGISLATIVE MANDATE

General Assembly resolution 2997 (XXVII), Governing Council decisions 19/1, 19/7, SS.V/4, chapters 24-30 and 38, sections 38.22 (a, b, m) of Agenda 21. (Programme of Work 2000-2001).

[General Assembly resolutions 2997 (XXVII), 47/190, 50/81, S-19/2 and Governing Council decisions 18/4, 19/1, 20/19 and SS.VI/1.(Programme of Work 2002-2003)].

1.2 SCOPE OF THE EVALUATION

The evaluation shall be performed as an in-depth evaluation. The evaluation will comprise an assessment of the performance of activities undertaken in Communications and Public Information according to each subprogramme element against the objectives of the Programme of work 2000-2001. The activities of biennium of 1998-1999 will be evaluated with reference to the functional structure introduced in 1999. The Evaluation will also assess the effects of restructure made in CPI in the 1999 and in the 2000-2001 Programmes of work.

Relevant documents will be reviewed at UNEP Headquarters including project documents, financial reports, progress reports, policy papers, manuals and self-evaluation fact sheets. Interviews will be conducted during the period of the evaluation. Travel to Nairobi for 2 weeks to be included.

2. TERMS OF REFERENCE

(a) Determine the relevance and appropriateness of the subprogramme for Communications and Public Information in relation to UNEP's mandate and the objectives and strategies stated in the Programmes of Work;

(b) Determine how the activities undertaken contribute to the attainment of the subprogramme's overall objectives and subprogramme element objectives;

(c) Assess the role and effectiveness with which the subprogramme has played in building greater public awareness on environmental matters and UNEP's work and activities;

(d) Identify the strategies and approaches employed by the subprogramme as well as partnerships, which have significant impact for the effectiveness and productivity of the subprogramme;

(e) Determine the appropriateness, effectiveness and efficiency of the organizational structure of the subprogramme through investigating institutional procedures and operational mechanisms as well as staffing and administrative arrangements with emphasis on the coordination process within UNEP, and with the UN and other organizations;

(f) Assess the impact and effectiveness of the coordination and co-operation undertaken for the implementation of UNEP's communications policy and media strategy with the senior management, the regional information officers and UNEP's divisions and units;

(g) Establish the extent to which CPI activities have had an impact in awareness raising and informing governments, civil society, the media, interest groups and communities on environmental issues and UNEP's work and activities;

(h) Assess the relevance, focus and impact of CPI activities directed at specific target groups particularly youth and sports;

(i) Assess the role and contribution that communications and public information has made to the strategic management of United Nations Environment Programme;

(j) Determine the effectiveness and efficiency to which CPI has incorporated new information technologies in its communications and media strategies and activities;

(k) Determine the impact of the spokesperson's unit for media dissemination of UNEP's work and activities;

(l) Determine the effectiveness and efficiency to which UNEP publications have contributed to greater awareness of environmental issues and UNEP as the global environmental authority;

(m) Identify the best practices and assess the cost effectiveness of CPI activities in using the “multiplier effect” in media dissemination;

(n) Review the activities undertaken by CPI for the planning and preparatory phases leading up to World Summit on Sustainable Development;

(o) Identify the constraints and problems affecting the delivery of the subprogramme and identify the lessons learned in the implementation of the subprogramme activities and propose practical recommendations that may improve the policy and subprogramme delivery.

3. EVALUATION REPORT FORMAT AND PROCEDURES

The evaluation report shall be a detailed evaluation report of no more than 30 pages and include:

- (a) A concise summary (no more than 2 pages);
- (b) Separate chapter on lessons learned;
- (c) Separate chapter on findings and recommendations;
- (d) All annexes should be typed.

The contract will begin on 2 March 2002 – 13 April 2002 (1 month spread over 6 weeks) and will be produced and commented by CPI and EOU staff. The consultant will submit a first draft on the 29th March 2002. Hereafter a draft version of the evaluation report will be shared with all other divisions and units in UNEP for comments. Comments will be sent to the Consultant after 2 weeks to incorporate and the consultant will then send the final report.

The recommendations of the final evaluation report shall be presented by EOU for CPI staff and further subject to an implementation follow-up plan.

The final report shall be submitted by 13 April 2002 and printed in hard copy and shall also be up loaded on the EOU web site, if there are no other disagreements.

Consultants will be penalized if they do not meet the dates of submission of draft report and final report, unless they request for an extension of the contract showing that the delays are beyond them and giving valid reasons.

22 February 2002

Annex II

INTERVIEWS

Division of Communications and Public Information (DCPI)

- Tore Brevik, Director
- Elizabeth Guilbaud-Cox, Head, Outreach and Special Events Unit
- Nick Nuttall, Head, Media Services Unit
- Steve Jackson, Head, Audio Visual and Graphic Unit
- Robert Bisset, Spokesperson of UNEP for Europe
- Manyahleshal Kebede, Head, Production and Distribution Unit
- Theodore Oben, Head, Children and Youth / Sport and the Environment Unit
- Naomi Poulton, Head, Publishing Unit
- Catherine Beltrandi, Head, Website design
- Patricia Jacobs, Responsible Officer, Media Services Unit
- Avril Roberts, Speechwriter, Speechwriting Unit
- Samuel Mwaniki, Librarian, Library
- Jeanette Songe, Associate Administrative Officer

ODED

- Shafqat Kakakhel, Deputy Executive Director
- Sergei Khromov, Chief, Resource Mobilization Unit
- Beverly Miller, Head, Secretariat for Governing Bodies

Division of Regional Coordination

- Christina Boeleke, Director
- Sheila Edwards, Programme Officer (ROE), Regional Coordination and Service
- Jim Sniffen, Information Officer, UNEP Liaison Office, New York
- Tim Higham, Information and Media Activities, ROAP

Division of Environmental Conventions

- Jorge Illueca, Director
- Michael Williams, Head, Information Unit on Conventions
- Vijay Samnotra, Head, Interlinkages and Synergies

Division of Environmental Warning and Assessment

- Marion Cheatle, Senior Environmental Affairs Officer, GEO
- Beth Ingraham, Head, Assessment Documentation
- Richard Ondari, Associate Programme Officer, Web Tools Development

Division of Policy Development and Law

- Subramonia Anathakrishnan, Head, Civil Society and NGO Unit
- Meryem Amar-Samnotra, NGO Unit

Division of Global Environmental Facility

- Neil Pratt, Programme Officer, Data Management and Communications

Evaluation and Oversight Unit

- Segbedzi Norgbey, Officer in Charge
- Mela Shah, Administrative Assistant
- Susanne Bech, Junior Professional Officer

Private sector

- Bart Ullsten, Head, Banson
- Anthony Polak, Head, SMI
- Various reporters

Annex III

COMMENTS AND COMMENDATIONS, OUR PLANET MAGAZINE

“An outstanding job ... without question the best of its kind.” Maurice F. Strong, Secretary-General UNCED, Executive Director for Reform, United Nations.

“Our Planet is a contribution to the larger effort of saving planet Earth. Without its periodic reminders of our endangered state, that effort for sustainability would be diminished.” Sir Shridath Ramphal, Chairman, Commission on Global Governance.

“It looks, and reads, very well.” Mohamed T El-Ashry, Chairman of the Global Environment Facility.

“I am impressed by the comprehensive worldwide distribution of Our Planet.” Baroness Chalker of Wallasey, Minister of State for Overseas Development, United Kingdom.

“Thanks for the issue and keep up your great work.” Molly Harriss Olson, Executive Director of the President’s Council on Sustainable Development, United States.

“It is the best single way to keep up-to-date with influential thinking about the environment.” Professor Robert Chambers, Institute of Development Studies, University of Sussex, United Kingdom.

“Concise, lively and to the point, it is a valuable read for business leaders, enabling them to survey the trends and opinions that will test their innovative and competitive capacity. They will find inspiration in it, too.” Claude Fussler, Vice President, Ventures and Environment, Health and Safety, Dow Europe

“A wonderful magazine...” M S Swaminathan, Sasakawa Environment Prize winner.

“I would like to take this opportunity to thank you for thinking of the Inuit world in terms of global pollution affecting our way of life. As we are far and few, this type of exposure to the rest of the world is greatly appreciated and again on behalf of my people I thank you for showing this respect to us. I am delighted by the issue, and moved by it.” Sheila Watt-Cloutier, President, ICC Canada.

Annex IV

ADVICE FROM DIVISION OF EARLY WARNING AND ASSESSMENT REGARDING THE INTERNET SERVICE

“The organization has tended to directly relate any slow accesses to the HQ Web site to bandwidth. However, note that the bandwidth distributed on the MERCURE links is almost at T1 capacity and some of these problems continue to persist. The speed at which a browser (end-user) accesses a site is directly dependent on the slowest link in the route from the site (HQ, regional or out-posted Office) to the end-user. Therefore, a fast link from the UNEP servers to the Internet backbone will still not solve all the access problems that users are currently experiencing – as the outgoing links are on average about 30% utilized. However, if the two links (incoming and outgoing) can be decoupled – not the case currently - and only the incoming capacity increased, end-users will notice a substantial improvement in the download of pages from UNEP.org. This is because the incoming link is almost saturated and, therefore, any request to the servers takes some time to reach the server and be acknowledged. Once the user reaches the server the response is very rapid.

“Slow access to UNEP’s sites is caused by the following factors:

- (a) Contention with Gigiri campus electronic mail, and Web surfers;
- (b) Any Gigiri network problems that may occur in routing, traffic congestion, cables, NIC, and other infrastructure failures, etc.
- (c) Heavy graphic pages – poor balance between graphics versus content (on some sites);
- (d) Long – static routing paths (forced) – too many hops to the end-user. This is as a result of delays introduced by routers between UNEP.Org and the end-user;
- (e) Software configuration and optimization problems that may arise from time to time due to corruption of software on the server side;
- (f) Browser configuration and HTTP version in use, etc.

“UNEP should invest more resources (both human and financial) in improving the content on it’s network of Web sites; the site navigation and browsing structure; search access to content; institutional processes to ensure that all outreach content is placed on the Web as soon as it is available; and increase of bandwidth for incoming traffic; etc.”

Annex V

Foreign Countries Available (from Luce Press clippings)

August 15,2001

Argentina	India	Philippines
Australia	Indonesia	Poland
Austria	Ireland	Portugal
Belgium	Israel	Qatar
Bosnia	Italy	Saudi Arabia
Botswana	Japan	Senegal
Brazil	Kuwait	Serbia
Bulgaria	Latvia	Singapore
China	Lesotho	Slovakia
Colombia	Libyan Arab Jamahiriya	Slovenia
Croatia	Luxembourg	South Africa
Cyprus	Malaysia	South Korea
Czech Republic	Mexico	Spain
Denmark	Morocco	Sweden
Egypt	Namibia	Switzerland
France	Netherlands	Taiwan
Finland	New Zealand	Thailand
Germany	Nigeria	Tunisia
Greece	Norway	Turkey
Hong Kong	Oman	United Arab Emirates
Hungary	Pakistan	United Kingdom of Great Britain and Northern Ireland
		Venezuela

Annex VI

SAMPLE MEDIA COVERAGE SUMMARY

Media coverage, Mountain Ecosystems Endangered
--

Medium	Name	Audience	Words	Page	Comment
For news release, click here					
Wire services					
1	Associated Press	Worldwide	550		Multiple languages; 20,000 newsrooms
2	Reuters	Worldwide	599		Multiple languages
3	Inter Press Service	Worldwide	916		English
4	Agence France Presse	Worldwide	490		French
5	EFE	Worldwide	713		Spanish
6	Xinhua	Worldwide	139		Chinese
7	Deutsche Press (DPA)	Worldwide	335		German
8	ANSA	Worldwide	230		Italian
9	Kyodo	Worldwide	246		Japanese
10	Scripps Howard News Service	USA	611		English
11	Canadian Press	Canada	436		English and French

[To view stories, click here](#)

Newspapers

Canada

1	Toronto Star	453,034		A3	Staff
2	Globe and Mail	395,285		A5	Staff
3	La Presse	187,400		E3	CP
4	Vancouver Sun	183,075		A4	CP
5	Vancouver Province	160,597		A11	CP
6	Edmonton Journal	137,326		A4	Staff
7	Calgary Herald	83,840		A4	Staff
8	Calgary Herald	83,840			Editorial
9	Edmonton Sun	73,576		A16	Staff
10	Calgary Sun	70,344		A10	Staff
11	Saskatoon Star Phoenix	54,516		A7	CP
12	Le Devoir	26,799		B5	Staff
13	Brantford Expositor	23,252		A8	CP
14	Peterborough Examiner	22,483		A12	CP
15	Sault Star	21,970		A5	CP
16	Niagara Falls Review	18,165		A8	AP
17	Barrie Examiner	9,399		A5	AP

18	Fort McMurray Today	4,861	A3 CP
19	Whitehorse Daily Star	2,236	A16 AP
	Total reach	2,009,762	
Japan			
1	Yomiuri Shimbun	Japan	
2	Mainichi Shimbun	Japan	
3	Asahi Shimbun	Tokyo, Japan	
4	Asahi Shimbun	Nagoya, Japan	
5	Nihon Keizai Shimbun	Japan	
6	Akita Sakigake Shimpo	Japan	
7	Fukushima Mimpo	Japan	
8	Kahoku Shimpo	Japan	
9	Niigata Nippo	Japan	
10	Kumamoto Nichinichi Shimbun	Japan	
11	Minami Nippon Shimbun	Japan	
12	Gifu Shimbun	Japan	
13	Shinano Mainichi Shimbun	Japan	
14	Nara Shimbun	Japan	
15	San-in Chuo Shimpo	Japan	
International			
	Sydney Morning Herald	Australia	
	The Age	Australia	
	Chicago Tribune	661,669	
Magazines			
	Nature		
	New Scientist		
	Newsweek	4 million	
	L'Express	France	
TV			
	CBC National TV	Canada	The National
	CBC TV Newsworld	Canada	
	CTV National News	Canada	
	MX Television	Japan	
Radio			
	Associated Press Radio	USA	1,600 stations
	Broadcast News	Canada	
	UN Radio	Worldwide	
	Radio International	Singapore	

Internet	UN Wire	Internet
	National Geographic.com	Internet
	CBS News.com	Internet
	Environmental News Network	Internet
	Nando Times	Internet
	MSNBC.com	Internet
	CNN.com	Internet
	Contra Costa Times.com	Internet
	Seattle Times	Internet
	Minneapolis Star Tribune	Internet
	Baltimore Sun	Internet
	Detroit Free Press	Internet
	Environmental News Service	Internet
	Environmental News Network	Internet
	Greenwire	Internet
	Planet Ark	Internet
	Yahoo.com	Internet

Annex VII

LIST OF PUBLICATIONS FROM THE DIVISION OF POLICY DEVELOPMENT AND LAW PREPARED
IN THE YEARS 2000 AND 2001

1. Environmental Law Publications:
 - i. Biannual Bulletin of Environmental Law Volume 15 January - June 2001;
 - ii. Dispute Avoidance and Dispute Settlement in international Environmental Law - Complication of Documents;
 - iii. The Programme for the Development and Periodic Review of Environmental Law for the 1st Decade of 21st Century.

2. Freshwater:
 - i. The Liquidity Crises of the Poor - Water and Equity in Africa;
 - ii. Water A Key for Sustainable Development in Africa: Key Issues and Constraints International Conference on Freshwater, Bonn 3 - 7 December 2001;
 - iii. The Fair Share Water Strategy in the context of Sustainable Development and Poverty Alleviation in Africa: Options for Action International Conference on Freshwater, Bonn, 3 - 7 December 2001.

3. Biological Diversity:

Biological Diversity and the Urban Environment.

4. UNEP Policy Series:

Vulnerability Indices: Climate Change impacts and Adaptation

5. Regional Seas
Status of Regional Seas Conventions - Rev. 5
