

GOODWILL AMBASSADORS IN THE UNITED NATIONS SYSTEM

Prepared by

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Joint Inspection Unit

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United Nations

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ABBREVIATIONS

DSA	daily subsistence allowance
FAO	Food and Agriculture Organization
HIV/AIDS	Human Immunodeficiency Virus/ Acquired Immune Deficiency Syndrome
IAEA	International Atomic Energy Agency
JIU	Joint Inspection Unit
MoU	Memoranda of Understanding
NGO	non-governmental organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
PAHO	Pan American Health Organization
PSA	Public service announcement
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UN-Habitat	United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organization
UNIFEM	United Nations Development Fund for Women
UNODC	United Nations Office on Drugs and Crime
UNRWA	United Nations Relief and Works Agency for Palestine Refugees
WFP	World Food Programme
WHO	World Health Organization

EXECUTIVE SUMMARY

- A. The Joint Inspection Unit (JIU) conducted an evaluation of the Goodwill Ambassadors programmes in the United Nations system from March to May 2006. The subject matter stems from a suggestion by the Food and Agriculture Organization (FAO). The evaluation was conducted in line with the JIU standards and guidelines and internal working procedures.
- B. While Goodwill Ambassadors are not new to the United Nations, with the first appointment going back to 1954 at the United Nations Children's Fund (UNICEF), the idea has proliferated across the system in recent years. With the launching of the Messengers of Peace programme by the Secretary-General in 1997, and the promulgation of "Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace" in 2003, new programmes have appeared and old ones have been revamped.
- C. Since 1954, a total of 16 United Nations system organizations have at some time had such a programme in place, including most funds and programmes and four of the specialized agencies. These programmes are, however, at different stages of development and consolidation. Some, such as those at FAO, UNICEF, the United Nations Development Programme (UNDP), the Office of the United Nations High Commissioner for Refugees (UNHCR), the World Health Organization (WHO), and the United Nations Educational, Scientific and Cultural Organization (UNESCO), are fully fledged programmes. Others, such as those at the World Food Programme (WFP), the United Nations Development Fund for Women (UNIFEM) and the United Nations Industrial Development Organization (UNIDO), are quite new.
- D. At the Joint United Nations Programme on HIV/AIDS (UNAIDS), the United Nations Office on Drugs and Crime (UNODC), the United Nations Population Fund (UNFPA), FAO and WHO, the programmes have been repositioned. Two organizations, namely the United Nations Environment Programme (UNEP) and the United Nations Human Settlements Programme (UN-Habitat), have put their programmes on hold. The Office of the United Nations High Commissioner for Human Rights (OHCHR) set up an "ad-hoc programme" in 2001 whereas two others, the International Atomic Energy Agency (IAEA) and the United Nations Relief and Works Agency for Palestine Refugees (UNRWA), have recently shown interest in the idea.
- E. The number of Goodwill Ambassadors and Messengers of Peace currently exceeds 400, under some 15 different titles and 3 categories (international, regional and national), according to their area of work.
- F. The objectives of the present JIU review were threefold:
- To assess the level of financial and human resources needed to meet established objectives effectively and to achieve a return on investment;
 - To identify best practices and performance indicators for the use and administration of these programmes;
 - To make recommendations to rationalize, harmonize and improve current practices.
- G. The Inspectors observed that generally results achieved were commensurate with the strategic positioning of the programme in each organization; the existence of an effective communication and funding strategy; the linkage between objectives pursued and the actual work of Goodwill Ambassadors; the level of staff and other resources assigned to the programmes; and last but not least, the availability and commitment of these celebrities.

H. The Inspectors highly prize the valuable contribution of these talented people, who stand by the noble aims of the United Nations. Notwithstanding the above, there is still need for improvement. They found that there are too many Goodwill Ambassadors, while resources to administer them are modest. Further, not all Goodwill Ambassadors are active, and their years of service are not restricted so as to prevent inevitable fatigue and weariness, whereas rotation and diversity to reach out to all types of audiences is not always ensured. Also, as numerous celebrities defend the same causes in different organizations under many different titles, their work may be duplicative and the message sometimes blurred. In the opinion of the Inspectors, it is necessary to rationalize, focus and raise the profile of these programmes; to set up indicators of success, and introduce monitoring and reporting systems to effectively measure impact; and to achieve better coordination among United Nations system organizations and to encourage joint activities. Therefore, it is the opinion of the Inspectors that the Goodwill Ambassador programmes in the United Nations system are conducive to the attainment of objectives of the United Nations system organizations, if properly administered.

The Inspectors recommend that:

- **The Guidelines should be complemented with more guidance for the effective management and implementation of the relevant programmes across the United Nations system (Recommendation 1, paras. 13-16);**
- **The number of Goodwill Ambassadors should be rationalized and designations/renewals of their services limited to only highly committed and available personalities of high calibre and renown. The practice by some organizations of adding new nominations of Goodwill Ambassadors systematically every year should be stopped, and services should be limited to a two-year period and be renewable subject to an end-of-term evaluation of the job carried out by the Goodwill Ambassador and its impact, up to a maximum of 10 years. Based on merits and operational needs, rare exceptions could be granted, on a case-by-case basis (Recommendation 2, paras. 17-24);**
- **Only one title should be used to designate celebrities nominated for a two-year period of time, namely “Goodwill Ambassador”. Other titles may exceptionally be used for royalty, such as “Patron”, or to differentiate the less active role of honorary ambassadors and celebrities working on ad hoc assignments. The titles “Messenger of Peace” and “Special Envoy” should be reserved exclusively for designations by the Secretary-General, to preserve their exceptional character (Recommendation 3, paras. 25-30);**
- **No United Nations laissez-passers should be provided to Goodwill Ambassadors. Travel Certificates should be issued instead (Recommendation 4, paras. 31-32);**
- **Self-financing of travel by Goodwill Ambassadors should be encouraged whenever possible, and other no-cost arrangements promoted to save at least US\$ 200,000 recurrently per biennium, for instance, at UNICEF (Recommendation 5, paras. 33-34);**
- **Diversity both in terms of the profile of Goodwill Ambassadors and representation from all geographical/cultural regions be ensured, and no nomination of active political figures and their spouses be made (Recommendation 6, paras. 35-38);**
- **The role of these celebrities should be reflected in the communications strategy of the organizations. Terms of reference, annual plan of activities and indicators of success should be clearly defined in line with programmatic priorities at the time of designation/renewal of services and monitored with the participation of substantive offices (Recommendation 7, paras. 39-49);**

- **Systems to track and report on activities of Goodwill Ambassadors and Messengers of Peace should be developed. Periodic evaluations should be regularly conducted to assess the results of the programmes (Recommendation 8, paras. 50-56);**
 - **The funding of the Goodwill Ambassadors' programmes should be related to the impact and return on investment of those programmes, as a percentage of funds directly or indirectly generated by them. Pro bono services, such as partnerships with the private sector, should be regulated in consultation with the relevant legal offices, under the modality of Memoranda of Understanding (MoUs). The administration of the programmes should be decentralized, as appropriate, to regional/country offices whereas the headquarters should play a coordinating, advisory and monitoring role (Recommendation 9, paras. 57-69);**
 - **Videoconferences of coordinators of the Goodwill Ambassadors' programmes across the system should be organized at least once a year. The subject should also be periodically included on the agenda of meetings of the United Nations Communications Group (Recommendation 10, paras. 70-75);**
 - **Joint activities of Goodwill Ambassadors should be organized among organizations with common strategic goals and priorities (Recommendation 11, paras. 76-78).**
- I. The above recommendations are addressed to executive heads. The table in Annex II indicates their relevance by organization, for information, or for easy tracking and reporting on their acceptance and implementation. The Inspectors request executive heads to take prompt action, as appropriate. Were these recommendations implemented, the effectiveness and efficiency of the management of the Goodwill Ambassadors programmes in the United Nations system would be improved through better processes and controls, sharing best practices and savings. The accountability of managers for the results of programmes would be enhanced, and coordination among organizations fostered.
- J. The findings and recommendations in this note have been discussed with the officials responsible, who have also been given the opportunity to provide comments on the draft report. The Inspectors would like to thank them for their valuable contribution.

I. OBJECTIVES AND SCOPE

1. The Joint Inspection Unit (JIU) undertook an evaluation of the Goodwill Ambassador programmes in the United Nations system from March to May 2006. This was the first time that a comprehensive system-wide evaluation of the programme was conducted. The evaluation was conducted in accordance with the JIU standards and guidelines and internal working procedures.

2. The objectives of this evaluation, included in the Unit's 2006 programme of work at the suggestion of FAO, were to:

- Assess the level of financial and human resources needed to meet established objectives effectively and to achieve a return on investment;
- Identify best practices and performance indicators for the use and administration of Goodwill Ambassador programmes;
- Recommend where necessary general guidelines for improvement, rationalization and harmonization of current practices within the system.

3. The Inspectors sent questionnaires to 27 organizations and interviewed the officials responsible from 14 organizations across the system with experience in the management of Goodwill Ambassador programmes. Comments from Goodwill Ambassadors were also sought.

4. A draft note was circulated to these organizations for comments, and these comments have been taken into account in finalizing the note.

5. In addition, in accordance with article 11.2 of the JIU Statute, conclusions and recommendations in this note have been tested against the collective wisdom of the Unit.

6. To facilitate the handling of the note and the follow-up on the implementation of its recommendations, annex II contains a table indicating, by organization, whether the note is submitted for information or for action, identifying the recommendations relevant for each organization, and the action required either by legislative organs or executive heads.

7. The Inspectors wish to thank all those who contributed with their knowledge and expertise to the preparation of this note. Their contribution is highly appreciated.

II. BACKGROUND

8. The United Nations Children's Fund (UNICEF) was the first organization of the United Nations system to establish a Goodwill Ambassadors programme in 1954, followed by the United Nations High Commissioner for Refugees (UNHCR) in the early 1980s. Over the years, the idea has proliferated to 16 United Nations system organizations, and this phenomenon has, in the opinion of some, grown out of control. Today, 13 organizations, including most funds and programmes and four of the specialized agencies, have such programmes in place (annex I).

9. At the World Health Organization (WHO) and UNODC, the programmes were created with the support of the governing bodies;¹ the United Nations Environment Programme (UNEP), and UN-Habitat have put their programmes on hold; the United Nations High Commissioner for Human Rights (OHCHR) set up an ad hoc "programme" in connection with the World Conference against Racism in 2001; and the International Atomic Energy Agency (IAEA) and the United Nations Relief and Works Agency for Palestine Refugees (UNRWA) have recently shown interest in the idea.

10. Goodwill Ambassadors of the United Nations are renowned individuals from the arts, music, cinema, sport, literature and the sciences who have been enlisted as advocates of the Organization's

¹ EB83/1989/REC/2, fourth and fifth meetings; A/RES/47/102, para. I.5.

causes, to work at international, regional and national level in raising public awareness and sometimes also raising funds while drawing public and political attention to the different United Nations programmes in areas such as peace and security, education and culture, health, development, poverty alleviation, hunger eradication, family planning, drug abuse and trafficking, human rights, and women's, children's and refugees' rights.

11. In 1997, the Secretary-General, Kofi Annan, established a special category of Goodwill Ambassadors among figures with widely recognized talents, the so-called "Messengers of Peace", nine of whom have been appointed so far for their valued work in focusing worldwide attention on what the United Nations is doing.

12. Messengers of Peace and Goodwill Ambassadors may have different titles at each organization. At the time of writing the present JIU review, there were more than four hundred persons under the different existing categories and titles. For the purposes of this note, the term Goodwill Ambassadors encompasses all these celebrities of all categories and titles.

III. DETAILED FINDINGS AND RECOMMENDATIONS

Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace

13. In 2003, the Secretary-General issued the first ever "Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace" that provides a definition and specifies their role, conditions of service and termination. The United Nations Communications Group and the Senior Management Group endorsed the Guidelines, which were further distributed to the Secretariat and the Funds and Programmes for implementation, and to the specialized agencies for guidance. A large number of them had already been consulted when the Guidelines were being prepared.

14. The Inspectors consider the introduction of such Guidelines as an important milestone in the process of rationalizing and creating synergies among the various Goodwill Ambassadors programmes in the United Nations system. Although the Guidelines are not applied equally, as discussed later in this note, they are certainly a baseline reference used by all organizations, and many acknowledge having used them to develop their own guidelines and/or to revamp their programmes (UNAIDS, UNICEF, UNIFEM, UNHCR, FAO, UNDP, UNFPA, UNODC, WHO). The Inspectors are of the opinion that the Guidelines could have more impact if they were published and disseminated as a Secretary-General's bulletin.

15. The Inspectors notice, however, that these Guidelines do not provide guidance on how to make the best use of the talents of Goodwill Ambassadors after their designation. For instance, the UNICEF manual "A Guide to Working with Goodwill Ambassadors" dedicates separate chapters to providing advice on how to build a rewarding relationship with Goodwill Ambassadors, how to plan and manage successful visits and events and how to maximize publicity. The UNHCR document, entitled "Goodwill Ambassadors/Celebrity Advocates Guidelines for UNHCR", builds on past experience and includes lessons learned in managing celebrities.

16. Furthermore, the Secretary-General's Guidelines are only available in English. In commenting on our draft note, the Coordinator of the Messengers of Peace Programme has indicated that they have now started working on French translation.

Recommendation 1**The Secretary-General should:**

(a) Complement the Guidelines for the Designation of Goodwill Ambassadors and Messengers of Peace with more guidance for effective management and implementation of the relevant programmes across the United Nations system;

(b) Make the Guidelines available in at least the two working languages of the United Nations Secretariat in order to improve their effectiveness.

Number and commitment of Goodwill Ambassadors

17. There are currently over 400 Goodwill Ambassadors and Messengers of Peace in the United Nations system. Around half of these are international Goodwill Ambassadors. A few regional and numerous national Goodwill Ambassadors also exist, particularly at UNICEF (annex I).

18. The competition among organizations to capture new celebrities results in new designations year after year. As stated in the Guidelines, (international) Goodwill Ambassadors should be selected among widely recognized talents with a demonstrated ability to reach out to significant audiences, possessing the personality and dignity required for such high-level representation, and influential beyond their national borders. However, this is not always the case, at least for some international Goodwill Ambassadors who are not known worldwide.

19. In other instances, either their popularity and tight working schedule make their availability so limited that the title they hold is symbolic or honorary, or the title is used as a means to boost their image. A review of the activities of Goodwill Ambassadors at organizations with numerous of these celebrities appointed at international level, such as UNESCO (41), FAO (25) and UNDP (19), showed only a handful of genuinely involved personalities.

20. Further, since Goodwill Ambassadors are generally designated for a term of two years, renewable indefinitely, most “contracts” are automatically extended at the end of each two-year period. This is generally done without due regard to the satisfactory fulfilment of duties, as requested in the Guidelines, and without taking into consideration the fatigue and weariness that uninterrupted years of service may cause, both for the celebrity and the public. In fact, the Inspectors came across very few cases of termination. The Inspectors understand that it is a sensitive issue for any organization to discontinue the service of these celebrities. This problem would not occur if at the end of each term an evaluation of the job of the celebrity and its impact is jointly carried out and the total number of years of service generally limited to 10 years, with rare exceptions as those based on the “iconic” role of some Goodwill Ambassadors.

21. UNIFEM, UNFPA, UNHCR and UNESCO have ended the services of some Goodwill Ambassadors in the past. UNHCR has established the practice of posting on its website the names of former Goodwill Ambassadors, in recognition of services rendered.

22. The United Nations Communications Group has pointed out that “adding new Goodwill Ambassadors without regard to their quality, both in terms of their stature and commitment, could be counterproductive”². Based on their review, the Inspectors fully support this statement. Building a fruitful relationship with celebrities is time-consuming; a lot of time is invested in following their careers, in seeking opportunities for activities and in briefings. Therefore, the higher the number of celebrities an organization has to deal with, the less efficiently can the work be performed. If the celebrities do not have the dedication, the availability and the fame to reach big audiences, the effectiveness of their work is diminished.

² Report of the Secretary-General on the Activities of the Group in 2003, A/AC.198/2004/5, para. 7(b).

23. In this connection, UNHCR has opted for a reduced number of Goodwill Ambassadors (three international and two regional as of April/May 2006), with a high degree of commitment reflected in the pre-engagement requirements and conditions of service. The title is never offered upfront; the celebrities must have a proven commitment to refugees and the ability to work effectively on awareness or fundraising projects with the organization, and self-finance their activities. UNIFEM and WFP are following a similar pattern.

24. In contrast, UNICEF had as many as 27 international Goodwill Ambassadors, 5 regional and 202 national. Although the appointment and management of regional and national ambassadors have been delegated to the field offices, the burden placed on the headquarters is still considerable, particularly since the number of international appointees has doubled in the last five years and in its advisory role in serving so many regional/country offices. Similarly, UNFPA had 18 international and 2 honorary Goodwill Ambassadors, but their administration has been outsourced, not without cost, as discussed later in this note.

Recommendation 2

In order to enhance the efficiency and effectiveness of Goodwill Ambassadors programmes, executive heads of the organizations concerned should:

- (a) Rationalize their number;**
- (b) Limit designations and renewal of services to only highly committed and available personalities of high calibre and renown;**
- (c) Stop the practice of systematically adding new nominations each year;**
- (d) Prior to renewing each two-year mandate, evaluate the job carried out by the Goodwill Ambassador, and its impact;**
- (e) Limit total services to a maximum of 10 years, with exceptions granted on a case-by-case basis, based on merit and operational needs.**

Diversity of titles

25. The Inspectors identified no less than 15 different titles used by organizations to designate celebrities:

- Goodwill Ambassadors (all organizations)
- Special Envoys (WHO, UNAIDS, UNESCO, UNEP)
- Special Representatives (UNAIDS, UNICEF)
- Honorary Ambassadors (UNDP, UNFPA, UNESCO)
- Ambassadors against Hunger (WFP)
- Messengers of Peace (Secretary-General of the United Nations)
- Artists for Peace (UNESCO)
- Scientists for Peace (UNESCO)
- Champions of Sport (UNESCO)
- Champions of Health (Pan American Health Organization (PAHO/WHO))
- Extraordinary Ambassadors (FAO)
- Supporters (UNAIDS)
- Youth Emissaries (UNDP)
- Spokesman for Sport for Development and Peace (United Nations)
- Patrons (UNFPA, WHO).

26. The titles of “Extraordinary” or “Honorary” ambassador and “Patron” are normally reserved for political figures or royalty. Other titles refer to the area or field of work, or to ad hoc functions undertaken for a certain period of time.

27. In some instances, the underlying reason for adopting a different title, as acknowledged by at least one organization, was to avoid the four-week notice period, which is established by the Guidelines for the United Nations offices and the funds and programmes, to inform the Secretary-General of their intention to designate an individual before any commitment is made. In the view of the Inspectors, this is not a valid reason to circumvent the Guidelines. Alternative workable arrangements can be sought with the Coordinator of the programme at United Nations Headquarters to expedite the process, as necessary.

28. The result of applying such a variety of titles to hundreds of celebrities, designated by as many as 13 different United Nations organizations, is that the public and the media get confused.

29. The Inspectors therefore propose that designations be harmonized across the system through the use of only one title, namely “Goodwill Ambassador”, preceded by the name of the organization and followed by the region, country or area of work, as applicable for branding purposes, as well as for targeting a particular audience. For example, “FAO Goodwill Ambassador for Water”, or “UNDP Goodwill Ambassador for the Arab Region”.

30. The title of “Messenger of Peace” should be reserved for the Secretary-General’s nominations only. The use by other organizations of similar titles, such as Artists for Peace, or Scientists for Peace, may impact negatively on the exceptional character of nominations by the Secretary-General. Similarly, the title of “Special Envoy” should be avoided because of its political notoriety. However, the Inspectors acknowledge the need to use other titles to distinguish royalty such as “Patron” and to differentiate the permanent engagement of Goodwill Ambassadors from the less active role of honorary ambassadors and the ad hoc work of some celebrities.

Recommendation 3

To increase the impact and effectiveness of their communication strategy and avoid confusion within the targeted audience, executive heads should:

(a) Apply, system-wide, solely the title of Goodwill Ambassador to celebrities designated to work on behalf of the Organization for a two-year period; other titles may be used exceptionally to designate royalty and celebrities working on ad hoc assignments;

(b) Reserve the titles of “Messenger of Peace” and “Special Envoy” exclusively for nominations by the Secretary-General and avoid the use of any similar title to preserve its exceptional character.

Conditions of service

31. As stated in the Guidelines, in performing functions for the United Nations, Goodwill Ambassadors are considered “Experts on Mission”, under article VI, section 22, of the Convention on the Privileges and Immunities of the United Nations. Accordingly, when travelling on behalf of the organizations, they are entitled to a United Nations Travel Certificate.

32. In the past, however, some organizations provided their celebrities with United Nations laissez-passer, which, in principle, should be reserved for staff members and elected officials. Although controls have been reinforced with the promulgation of the Guidelines, and most laissez-passer have not been renewed after expiration, some Goodwill Ambassadors are still exceptionally granted such a privilege. Moreover, as “Experts on Mission”, they cannot be assigned any grade, and definitely not at D-2 level, to be entitled to a red laissez-passer. The Inspectors are of the opinion that all Goodwill Ambassadors should receive uniform treatment in this regard.

Recommendation 4

The United Nations offices responsible for the issuance of United Nations laissez-passers should stop issuing and renewing these for Goodwill Ambassadors so as to comply with existing rules and procedures and ensure that all enjoy equal benefits. United Nations Travel Certificates should be issued instead.

33. Further, a clarification note to the Guidelines provides that the travel entitlements of Goodwill Ambassadors are those accorded to senior officials of the Secretariat (i.e. business class travel and daily subsistence allowance (DSA) entitlement at Assistant Secretary-General level). No reference is made to the travel of companions. At present, the travel entitlements of Goodwill Ambassadors and their companions are differently applied across the system. For instance:

- UNICEF: travel is in business class, or first class upon authorization³, hotel expenses and the travel costs of one companion may be covered;
- FAO: may pay ticket expenditures upon designation, and has entered into special arrangements with hotels for free lodging;
- WHO: meets appropriate mutually agreed expenses, but encourages self-financing;
- WFP: also encourages self-financing while the travel entitlement is the same as that of the staff, namely, economy class and normal DSA;
- UNIFEM, UNHCR, UNESCO: do not cover any travel costs.

34. The Inspectors praise the commitment of those who dedicate their precious time to the United Nations without any compensation, and request organizations to encourage other Goodwill Ambassadors to follow such examples whenever possible, or to negotiate alternative arrangements at no cost, as done by FAO. Considering that UNICEF dedicates about two thirds of its Goodwill Ambassadors programme budget to this purpose, relevant recurrent savings could be estimated at US\$ 200,000 for this organization alone. UNICEF has pointed out that since it has been paying the field trips of its Goodwill Ambassadors for many years, it would be extremely difficult to change this practice. However, newly appointed celebrities are encouraged to self-finance their trips. The Inspectors are of the opinion that this practice can be gradually changed, especially among those who can afford it, who are highly committed to their work and would like to follow the example set by others. In the Inspectors' view, differences in treatment benefiting a group of Goodwill Ambassadors should be avoided.

Recommendation 5

Executive heads should encourage self-financing by Goodwill Ambassadors of all travel-related expenditures whenever possible, and promote other no-cost arrangements in order to achieve recurrent savings that could be significant for some organizations.

Profile of Goodwill Ambassadors

35. All organizations except UNIDO apply the celebrity criteria in selecting Goodwill Ambassadors. Traditionally, most of the persons chosen belong to show business. More recently, in order to reach out to more varied audiences, sports stars, royalty, first ladies, politicians, journalists, top models and "Miss Universe" have been nominated at FAO, UNDP, UNFPA, UNHCR, WFP and UNESCO.

³ A/59/523 of 21 October 2004 and A/61/188 of 28 July 2006 on Standards of accommodation for air travel.

Musicians, artists, writers, scientists and Nobel Laureates are also represented, particularly at UNESCO.

36. At UNIDO, on the contrary, Goodwill Ambassadors are selected for their experience in the private sector and international trade, to play an advisory role, in addition to the customary advocacy function. They are bankers, industrialists and business persons.

37. The Inspectors recognize the benefit of diversifying the profile of Goodwill Ambassadors to target specific audiences, but take exception to the appointment of active political figures and their spouses who may have vested political interests, and whose nominations may be perceived as being the result of “external” influence, despite their no less valuable contribution.

38. Achieving cultural diversity is also important. UNICEF, UNDP, UNHCR and WHO have succeeded in this respect, with the designation of regional and national Goodwill Ambassadors, who, incidentally, can have a greater impact on a particular population. There is, nevertheless, among international Goodwill Ambassadors in some organizations a predominance of celebrities from host countries or from specific geographical or linguistic areas. In such cases, the message disseminated may not have the same influence, since either the personalities are not well known abroad, or they are not representative of the cultural values of the audience.

Recommendation 6

To increase effectiveness in reaching out to all kinds of audiences, executive heads with the vested authority to designate Goodwill Ambassadors should pay due regard to ensuring cultural and geographical diversity, and should decline nominations of active political figures and their spouses.

Programming objectives and activities

39. In principle, in line with the results-based management approach for planning and programming, every organization should develop a communication strategy, objectives, policies and plans that respond to strategic programmatic goals and priorities. As important actors in the communication strategy, Goodwill Ambassadors should be informed of the priorities established for the year and be invited to make concrete proposals for activities that, once agreed upon, should be included in individual annual plans, with baselines and indicators to monitor progress, measure impact and report thereon.

40. However, the Inspectors found that not all organizations are equipped with a communication strategy, or that the strategy does not integrate the Goodwill Ambassadors programmes e.g. at UNODC. Moreover, the contribution of each celebrity is not always well identified, planned, quantified or reported, and therefore could sometimes be unsatisfactorily perceived.

41. The objectives of the Goodwill Ambassadors programmes are clearly defined. Across the system, the main objectives are advocacy, awareness and mobilization of public/political opinion in support of the strategic goals of the respective organizations. At UNAIDS, UNICEF and UNIFEM advocacy is, of itself, a strategic goal of the organizations.

42. Branding is an aim at organizations that are relatively unknown by the public at large, such as WFP or UNHCR, whereas fund-raising is actively pursued at organizations fully or highly dependent on voluntary contributions, such as UNICEF, UNIFEM, UNDP, UNHCR, and WHO.

43. Roles are designed, taking into account the celebrity’s audience and preferences, by reference to the different areas of work and priority themes of the organizations. UNESCO, for instance, has designated Goodwill Ambassadors for Basic Education in Latin America, for the Promotion of Linguistic Diversity, for the Preservation of Intangible Cultural Heritage, etc. UNIDO has Goodwill

Ambassadors in key areas such as trade capacity, poverty and energy. At the United Nations, Messengers of Peace are involved in the promotion of the Millennium Development Goals and the themes of the year, established by the Department of Public Information.

44. In most organizations, terms of reference are prepared to guide the work of Goodwill Ambassadors. They can be quite general or very specific, such as at WHO, where they are prepared prior to the designation of Goodwill Ambassadors, and tailored to meet specific programme objectives (e.g. the elimination of leprosy or the fight against malaria), with the participation of the relevant substantive offices. At WHO, the substantive offices participate, not only in designing the terms of reference, but also in implementing and monitoring the impact of related activities. UNAIDS has developed a similar system through a network of focal points at headquarters and in the region or country. In the view of the Inspectors, this practice of finding a niche for the work of each celebrity within a specific programme among established priorities is a critical factor for success.

45. Further, in order to translate objectives into concrete results, a variety of activities are organized, which are not only for the most part free of cost to the organizations, but which may generate resources as well. These include nomination ceremonies, press conferences, speeches, parliamentary interventions, publications, television presentations, public service announcements (PSAs), advertisements, field visits, gatherings on special occasions, such as the observance of United Nations Day, galas, dinners, concerts and events like “TeleFood” and the “Match against Poverty”.

46. The TeleFood event, in particular, has proved to be such a significant media and fund-raising success that it was decided to replicate it at the regional and national levels. With the participation of FAO Goodwill Ambassadors, some US\$ 1.7 million is collected every year, and is fully dedicated to funding small projects in rural areas of developing countries. In the same vein, Ronaldo and Zidane, as UNDP Goodwill Ambassadors, have organized three soccer matches since 2003, proceeds from which have benefited several anti-poverty projects around the world.

47. In general, activities over the course of each year are built up around the celebrities’ schedules, where possible incorporating specific requests of the organizations. In the opinion of the Inspectors, this process is at risk of becoming reactive rather than proactive, with a lot of scope for improvisation. In fact, the Inspectors found that UNHCR was the only organization that not only develops an annual work plan for each Goodwill Ambassador but also reviews its implementation prior to establishing a new action plan for the following year, in collaboration with the celebrity. Other organizations prepare action plans at the time of designation or a flexible schedule of activities for the year (UNESCO, UNIFEM, United Nations). The Inspectors view these individual work plans as flexible planning tools that can be modified as necessary to reschedule or include new activities.

48. Further, the Inspectors note that most organizations do not use indicators to measure the impact of these activities. In the absence of indicators, it is not possible to determine the return on investment of the Goodwill Ambassadors programmes. The officials responsible argue that it is difficult to measure results achieved from advocacy/awareness activities.

49. Notwithstanding such constraints, the Inspectors underscore the importance of indicators to enhance the effectiveness and visibility of the programmes and to ensure increased financial support from internal management and stakeholders. Consequently, the Inspectors undertook to identify, in discussions with the officials responsible, a number of possible indicators to be used, as appropriate, within existing resources. These are:

- Number of activities by type
- Number of readers and viewers
- Type of audience and countries outreached
- Estimated value of PSAs, advertisements, etc

- Impact on legislation
- Behavioural changes
- Partnerships entered into and estimated value
- Number of hits on the websites
- Dollar value of funds raised
- Dollar value of donations
- Number of individual donors.

Recommendation 7

In order to improve the effectiveness of Goodwill Ambassadors programmes, executive heads should ensure that:

- (a) The role of these celebrities is clearly established within the communication strategy of the organization;**
- (b) Terms of reference, annual plan of activities and indicators of success are defined in line with programmatic priorities and agreed upon prior to the nomination/renewal of contracts, with the participation of substantive offices.**

Monitoring, reporting and evaluation

50. Although the offices and officers responsible report the results of the programmes through different means in accordance with relevant organizational requirements, effective comprehensive monitoring and reporting is lacking due to the above-mentioned absence of success indicators, as well as of adequate tracking systems to keep a record of activities.

51. Only UNICEF has developed a computerized tool to account for each output by Goodwill Ambassadors. The system is simple, and inexpensive to develop and maintain; and in the view of the Inspectors, it could be easily reproduced. In fact, UNICEF stands ready to share it with other system organizations.

52. On top of suitable reporting systems, self-evaluations and more far-reaching internal/external evaluations of the programmes are needed to assess their effectiveness. The UNICEF Guide to Working with Goodwill Ambassadors provides for an annual review by the Celebrity Relations Section with the involvement of senior management and specific divisions; National Committees should be invited to participate, as well as the Goodwill Ambassadors themselves, whenever possible. In fact, three major internal evaluations have been carried out in the past five years, which in the opinion of the officials responsible have been useful in identifying weaknesses and strengths of the programme.

53. Similarly, the 2004 UNFPA external evaluation of advocacy work by non-governmental organizations (NGOs), parliamentary groups and Goodwill Ambassadors concludes that they are delivering good value and that their funding should continue, with some adjustments. As a result, a strategy is being prepared to use Goodwill Ambassadors more effectively for public and political advocacy.⁴

54. The “Evaluation of the Cross-organizational Strategy on Communicating FAO’s Messages”, submitted to the Programme Committee in September 2005,⁵ recommends focusing on a smaller number of the most active Goodwill Ambassadors, and developing contractual agreements for their duties and responsibilities. It further notes that FAO Representatives rate the impact of field visits of

⁴ DP/FPA/2004/12, paras. 25 and 26.

⁵ PC94/5, paras. 12, 114-121.

(international) Goodwill Ambassadors as low, and suggests that national Goodwill Ambassadors could have a higher impact.

55. During the UNDP Global Staff Forum in 2001, it was suggested that the messages and selection of activities for international Goodwill Ambassadors needed to be more closely aligned with UNDP corporate messages and overall goals, whereas National Goodwill Ambassadors should play a specific geographic and topical role in disseminating the strategic mission of UNDP.

56. IAEA, UNRWA, WFP, UNIFEM, UNHCR, UNODC and WHO should evaluate lessons learned in the process of establishing/revamping their respective programmes.

Recommendation 8

Executive heads should:

- (a) Develop systems to track and report regularly on the impact of the activities of the Goodwill Ambassadors and Messengers of Peace;**
- (b) Conduct periodic evaluations of the programmes to improve their efficiency.**

Funding and staffing

57. The Inspectors attempted to estimate and compare the running costs of the Goodwill Ambassadors programmes in terms of financial resources and staffing. However, all reasonable comparisons across the system were rendered impossible due to the variety of funding arrangements and actors involved in implementation of the programmes.

58. The level of resources assigned to the programmes is significantly uneven. It reflects the importance attached to these programmes by top management at each organization, as well as the contribution of these programmes to fundraising.

59. All organizations reported constraints in adequately financing the programmes. None of them except UNICEF have a separate biennial budget assigned to implement advocacy, fundraising and related media activities (US\$ 350,000). At UNODC (US\$ 240,000), UNESCO (US\$ 90,000), UNIDO (US\$ 70,000), WFP (US\$ 50,000) and FAO (US\$ 34,500), the programmes draw on the budget (regular or extrabudgetary, or a combination of both) of the relevant divisions (Communication, Public Affairs) or of the Director General's office to meet non-staff costs. At United Nations Headquarters, funds have been assigned for the first time in the present biennium (US\$ 200,000 from voluntary contributions).

60. As for staff resources dedicated to administer the programmes at the headquarters of each organization, they are dissimilar, even among organizations with a similar number of Goodwill Ambassadors: two Professional and two General Service staff at UNICEF headquarters; two Professional staff members and one General Service staff member at UNESCO, one Professional staff member at the United Nations, UNAIDS, UNHCR and WFP; and one General Service staff member at FAO.

61. No personnel are specifically allocated to the programme at UNODC, UNIDO, UNIFEM UNFPA, UNDP or WHO, where the staff responsible combine this task with other duties. It is of note that UNFPA, UNDP and WHO have delegated the selection and management of Goodwill Ambassadors to the heads of regional and country offices, while the headquarters retain the approval authority for designation and termination, in addition to playing an advisory and monitoring role. The Inspectors believe this is a cost-effective management practice that should be replicated by other organizations. This practice may be more economical and functional, given the proximity of the regional and country offices to the celebrity in question.

62. For its part, UNFPA has outsourced to an NGO, the administration of its Goodwill Ambassadors programme, including travel and impact analysis. The economy of such an arrangement is under review, and the hiring of a full-time employee to manage the programme is being considered. In the opinion of the Inspectors, prior to taking any decision, value for money for these services should be examined, the costs determined and other less costly alternative identified.

63. Generally, funding for the Goodwill Ambassador programmes shows a stable or increasing trend across the system, except at UNFPA, where it has suffered a drastic reduction from US\$ 500,000 in 2001 to US\$ 175,000 in 2005 (extrabudgetary funding from private sources such as foundations).

64. Despite this trend, the level of budgeted expenditures is still relatively modest for the most part, and will continue to be so, given the budgetary restrictions imposed on the organizations. In this context, self-financing by Goodwill Ambassadors should be encouraged, as already explained, building on the celebrities' schedule of concerts, interviews and other public appearances to communicate, promulgate, publicize, or promote the desired message. Organizations that regularly cover costs incurred by Goodwill Ambassadors should align to this suggested practice to ensure uniform treatment for all, whenever possible.

65. Alternatively, additional external financial support to their programmes could be sought through partnerships with the private sector, provided it is of no commercial nature. The Inspectors noticed, however, certain hesitations among managers to resort to such arrangements, owing to the existing restrictions on the use of the name or logo of organizations by third parties.

66. The Office of the United Nations Special Envoy for Sports and Development has managed to challenge these obstacles, and constitutes a good example of successful partnership with the private sector to carry out advocacy by association. Usually, companies provide the necessary funding and the Special Envoy's Office acknowledges their role as co-sponsors in press releases, posters and other means of communication. The rights of each party are regulated through the signature of a MoU cleared by the United Nations Office of Legal Affairs.

67. The Secretary-General's bulletin ST/SGB/2006/5 entitled "Acceptance of pro bono goods and services", issued in March 2006, provides the necessary guidance for the Secretariat, funds and programmes. It regulates that pro bono contributions offered by the private sector should not be accepted if they would compromise the integrity of the recipient, create a conflict of interest, a further need for such goods and services, or an advantage to the donor in the decision-making process (paras. 13-17). The Controller or equivalent officers should be consulted for any resulting costs or liabilities, and a written agreement signed, with the advice of the relevant legal offices (paras. 17-18). In recognizing the donor's contribution or in exceptionally authorizing the use of the name and emblems of the organizations, no endorsement, preference, or promotion of the donors, their activities, goods or services, must be implied (paras. 20-22).

68. The officials responsible can therefore refer to the foregoing example and guidance to engage with the private sector, legislate as appropriate, and enter into mutually beneficial arrangements with private entities.

69. The Inspectors believe that any further resource increase in the Goodwill Ambassadors programmes should be correlated to their added value and should come from funds and services that have been directly or indirectly generated by these non-core, non-strategic programmes.

Recommendation 9

With the purpose of enhancing accountability among programme managers and increase cost-effectiveness, executive heads should:

- (a) Relate the funding of the Goodwill Ambassadors programmes to its measurable impact and return on investment, as a percentage of funds directly or indirectly generated by them;**
- (b) Regulate pro bono services, such as partnerships with the private sector, at no cost to the organizations, in consultation with the respective legal offices, under the modality of Memoranda of Understanding;**
- (c) Decentralize, as appropriate, the administration of the programmes to regional/country offices, whereas the headquarters should play a coordinating, advisory and monitoring role.**

Coordination and cooperation among programmes

70. The Coordinator of the Messengers of Peace Programme within the Department of Public Information (DPI) of the United Nations (formerly part of the Office for External Relations in the Executive Office of the Secretary-General) acts as the focal point for consultation and communication on policy issues relating to Goodwill Ambassadors, Messengers of Peace and other celebrity advocates, including their designation and status, on behalf of the Under-Secretary-General for Communications and Public Information. It also facilitates the sharing of information and best practices in the management of relationships with Goodwill Ambassadors and Messengers of Peace.

71. With regard to the focal point function, the heads of United Nations offices, funds and programmes should inform the Secretary-General of their intention to designate an individual not less than four weeks prior to the announcement. In fact, the Guidelines have not vested the Under-Secretary-General for Communications and Public Information with the authority to deny or to make any reservation to the designation of Goodwill Ambassadors, even those whose celebrity is not known worldwide or who do not meet the requirement of "rare and exceptional". It is up to the designating office to ensure that the number of Goodwill Ambassadors is not excessive, in order to maintain the value attached to the designation.

72. The function of sharing information and best practice is ensured, for the United Nations and its funds and programmes based in New York, through the holding of meetings of the coordinators of Goodwill Ambassadors programmes. So far, DPI has organized two of such meetings per year. At the most recent meeting, in April 2006, the coordinators of the Goodwill Ambassadors programmes at the United Nations in Geneva, Vienna and Nairobi were invited to participate through videoconference. This is a useful exercise that, in the opinion of the Inspectors, should be regularized and extended to the participation of representatives from all funds and programmes and specialized agencies.

73. The annual meetings of directors of communication of the United Nations system also provide an opportunity to discuss, at a higher level, important policy issues concerning the Goodwill Ambassadors programmes, and therefore they should constitute a periodic agenda item.

74. In addition, the Secretary-General hosted, in 2000 in New York, a first meeting of Messengers of Peace and Goodwill Ambassadors, a big media event attended by 48 personalities to discuss ways of raising public awareness to support United Nations goals and activities. A second meeting, "Celebrity Advocacy for the New Millennium", was organized in 2002.

75. Among the specialized agencies, FAO held a Round Table of Goodwill Ambassadors in 2003 in Rome to acknowledge the contribution of its celebrities, discuss ways of raising public awareness and support for FAO goals and activities. The event concluded with the signing of an "Appeal to End Hunger". UNESCO organizes annual meetings of Goodwill Ambassadors to brief them on major policy issues, with attendance costs borne by the participants. UNFPA is of the opinion that the value added of such events does not correlate with the time and resources spent by the organization on arranging them, and a more cost-effective method is for country offices to provide briefings. The

Inspectors think that on this issue it is for each organization to determine the means by which programme objectives are met and invite the officials responsible to share their experiences in this regard with peers from other organizations.

Recommendation 10

In order to enhance coordination, sharing of best practices and compliance with the Guidelines for the selection of Goodwill Ambassadors and Messengers of Peace, the Office of Messengers of Peace within the Department of Public Information of the United Nations should:

- (a) Organize videoconferences with all coordinators of Goodwill Ambassadors programmes across the system at least once a year;**
- (b) Ensure that the directors of communication of the United Nations system periodically include the subject in their agenda of meetings.**

76. During the course of their review, the Inspectors came across several instances where organizations agreed to “lend” the services of a Goodwill Ambassador to a sister organization for an activity, upon request.

77. However, there have been fewer successful experiences among system organizations of joint activities by Goodwill Ambassadors, such as the television public service announcement recently produced by UNICEF, FAO and WHO whereby, a Goodwill Ambassador alerts children and their families about the dangers of avian flu.

78. In the view of the Inspectors, working together will create synergies, multiply results and enhance cost effectiveness. Messengers of Peace are not assigned to any programme and can be engaged in advocacy on behalf of the wider purposes and principles of the United Nations and its Charter. In advocating for the Millennium Development Goals, opportunities should be looked at to nurture cooperation among United Nations system organizations. Therefore, rather than working in isolation, the Inspectors suggest that:

- WFP, FAO, UNICEF and UNDP should combine the efforts of Goodwill Ambassadors to fight hunger;
- UNAIDS, WHO and UNICEF should join forces to raise awareness about HIV/AIDS;
- UNIFEM and UNICEF should use their Goodwill Ambassadors to advocate together for women’s and children’s rights.

Recommendation 11

Executive heads of organizations with common strategic goals and objectives should cooperate in organizing joint activities for Goodwill Ambassadors in order to target larger audiences and achieve greater impact at lower cost.

ANNEX I: GOODWILL AMBASSADORS PROGRAMMES IN THE UNITED NATIONS SYSTEM

Organization	Programme created	Objective	Number, category, profiles and geographical distribution of Goodwill Ambassadors (as of April/May 2006)	Focal point office	Criteria	Budget and staff	Reporting evaluation system
UNITED NATIONS, ITS FUNDS AND PROGRAMMES							
United Nations	1998	To involve prominent, internationally known personalities in promoting peace and other aims of the Charter of the United Nations. To promote the work of the United Nations in areas where there is a need to focus worldwide attention.	9 Messengers of Peace (1 opera singer, 1 champion boxer, 1 actor, 1 author, 1 Nobel Laureate, 1 tennis player, 1 environmentalist, 1 entertainer and 1 jazz artist). (5 USA, 3 Western Europe, 1 Asia.)	Partnerships Unit, Outreach Division, Department of Public Information.	United Nations Guidelines for the designation of Goodwill Ambassadors and Messengers of Peace.	US\$ 200,000 from extrabudgetary funds, allocated for the first time in 2006-2007	Never formally evaluated. Internal self-evaluation for specific projects and appearances. Reports of activities prepared for Secretary-General at year-end.
UNHCR	Early 1980s	Branding; building broad public support for refugees; advocacy vis-à-vis broad public and governmental sectors; to assist fund-raising endeavours; to mobilize public awareness and response to refugee emergency operations.	3 international and 2 regional Goodwill Ambassadors (2 actors, 2 musicians and 1 businessman). (1 USA, 3 Western Europe, 1 Middle East.)	Private Sector and Public Affairs, Division of External Relations.	United Nations Guidelines. UNHCR Guidelines.	Between US\$ 50,000 and US\$ 35,000 a year since 2002. For staff and other costs, the budget is US\$ 257,403.	Has never been evaluated, but an internal self-evaluation is on going.
UNAIDS	1998	Effectively raise the profile of the epidemic and increase the visibility of UNAIDS.	15 Special representatives (3 princesses, 3 businessmen, 2 actors, 2 singers, 2 politicians, 2 artists, 1 soccer player and 1 charity worker). (1 Pakistan, 1 Germany, 2 China, 1 Fiji, 1 USA, 1 Greece, 1 Belgium, 1 Norway, 1 Monaco, 1 United Kingdom, 1 Russia, 1 Thailand, 1 United Kingdom, 1 Australia, 1 Bangladesh). UNAIDS supporters ⁶	Advocacy, Communication and Leadership Department. Communication and Public Information Division.	United Nations Guidelines. UNAIDS Guidelines on Intranet.	No specific budget Focal points to provide any budgetary support needed. A P-4 Communication Officer assigned to coordinate the programme	Programme assessed for repositioning in Spring 2006. Not evaluated in writing.

⁶ As of October 2006 after programme revamping

Organization	Programme created	Objective	Number, category, profiles and geographical distribution of Goodwill Ambassadors (as of April/May 2006)	Focal point office	Criteria	Budget and staff	Reporting evaluation system
UNDP	1998	To advocate and mobilize partners to promote the Millennium Development Goals and raise public awareness locally and internationally.	<p>5 Global Goodwill Ambassadors (2 athletes, 1 actress, 1 Nobel Laureate and 1 crown prince). (2 Western Europe, 1 Asia, 1 Latin America and 1 Africa.) 1 Regional Goodwill Ambassador (actor from the Middle East).</p> <p>1 Honorary Human Development Ambassador (princess from the Middle East). 3 Youth Emissaries (Basketball player, singer and athlete, all from Africa).</p> <p>9 National Goodwill Ambassadors (1 queen, 1 actress, 2 musicians, 1 soccer player, 1 squash player, 1 historian and 2 athletes). (5 Africa, 1 Eastern Europe, 1 Middle East, 1 Latin America and 1 Asia.)</p>	Office of Communications.	<p>United Nations Guidelines.</p> <p>Selection and Administration delegated to the field.</p>	No budget allocated for this purpose at headquarters level. 50 per cent of time of a P-4 staff member.	The job of one Goodwill Ambassador evaluated.
UNFPA	1992	To bring to the attention of the public and decision-makers throughout the world the needs of people in developing countries, especially for reproductive health, including family planning, sexual health and reproductive rights. To remind donor governments of their Cairo commitment to increase their financial contributions so that the Cairo consensus could be fully implemented.	18 Goodwill Ambassadors plus 2 Honorary Ambassadors (1 Olympic medal winner, 2 parliamentarians, 1 author, 1 singer, 3 actresses, 1 actor, 1 television producer, 1 astronaut, 2 journalists, 3 "Miss Universe", 1 princess, 1 queen, 1 doctor and 1 media personality). (7 Asia, 9 Western Europe, 2 Middle East, 2 Africa.)	Information, Executive Board and Resources Division	United Nations Guidelines.	US\$ 358,000 extrabudgetary funds per biennium 2004 - 2005. 20 per cent of one P-5 and 1 G-5.	External evaluation DP/FPA/2004/12, paras. 25 and 26.
UNEP	1986	To raise awareness of environmental issues.	1 Special Envoy for Asia and Pacific (singer from Japan).	Division of Communications and Public Information, Special Events Unit.			Programme put on hold.

Organization	Programme created	Objective	Number, category, profiles and geographical distribution of Goodwill Ambassadors (as of April/May 2006)	Focal point office	Criteria	Budget and staff	Reporting evaluation system
UNICEF	1954	<p>To mobilize support for children among the general public, the donor community and society at large.</p> <p>To advocate and raise awareness on specific issues, including children's rights, with policy makers, politicians and government officials.</p>	<p>27 International Ambassadors (9 actors, 8 singers, 3 athletes, 3 musicians, 1 Lord, 1 television personality, 1 journalist and 1 model). (5 Asia, 9 Europe, 7 USA, 3 Latin America and 3 Africa.)</p> <p>5 Regional Ambassadors (1 chess player, 2 actors, 2 singers). (2 Eastern Europe, 1 Latin- America, 1 Middle East, 1 Africa)</p> <p>202 National Ambassadors (singers, actors, athletes, writers, explorers, musicians, models, authors, astronauts, and journalists). (1 Argentina, 1 Armenia, 7 Australia, 2 Austria, 8 Belgium, 2 Brazil, 3 Canada, 1 Chile, 1 Colombia, 1 Cote d'Ivoire, 2 Croatia, 1 Czech Republic, 4 Denmark, 3 Estonia, 2 Ethiopia, 14 Finland, 2 France, 2 Germany, 2 Greece, 3 Hong Kong/China, 2 Hungary, 3 India, 2 Indonesia, 6 Ireland, 1 Israel, 13 Italy, 1 Japan, 1 Kenya, 8 South Korea, 1 Kuwait, 1 Macedonia, 1 Mexico, 2 Mongolia, 4 Morocco, 2 Namibia, 2 Netherlands, 1 New Zealand, 1 Nigeria, 2 Norway, 1 Oman, 1 Pakistan, 1 Panama, 1 Paraguay, 1 Peru, 1 Philippines, 5 Poland, 2 Portugal, 1 Russian Federation, 2 Serbia and Montenegro, 4 Slovakia, 6 Slovenia, 1 South Africa, 15 Spain, 4 Sweden, 1 Switzerland, 2 Thailand, 1 Turkey, 1 Ukraine, 13 United Kingdom, 18 USA, 2 Uruguay, 1 Venezuela, 1 Viet Nam.)</p>	Celebrity Relations and Special Events Section, Division of Communication.	United Nations Guidelines. UNICEF "A Guide to working with Goodwill Ambassadors".	US\$ 350,000 in 2004 - 2005, most from regular budget (non staff costs). One P-5, one P-4, one G-7, one G-5.	Three internal evaluations on the programme carried out in past 5 years

Organization	Programme created	Objective	Number, category, profiles and geographical distribution of Goodwill Ambassadors (as of April/May 2006)	Focal point office	Criteria	Budget and staff	Reporting evaluation system
UNIFEM	1996	Raise UNIFEM visibility, awareness of need to achieve women's human rights and equality, increase support for UNIFEM-managed UN Trust Fund to Eliminate Violence Against Women	1 International Goodwill Ambassador (Actress, North America) 1 National Goodwill (Parliamentarian, Africa) Ambassador 1 Regional Goodwill Ambassador (Princess, Middle East).	Strategic Partnerships and Communications (SPC)	United Nations Guidelines.		Major GWA launch in 2005; integrated in ongoing section work, will be evaluated in that context.
UNODC	1999	Raising awareness about drugs and crime.	3 international Goodwill Ambassadors (1 actress, 1 gymnast and 1 photographer, all from Europe).	Advocacy Section, Division for Policy Analysis and Public Affairs (DPA).	United Nations Guidelines.	No specific budget. US\$ 200,000 extrabudgetary funds from DPA for publishing. No staff dedicated to the programme.	Recently revamped
WFP	2001	Generate awareness of the food emergencies throughout the world. Raise WFP visibility. Promote advocacy activities. Support the work of WFP through a variety of promotional activities. Increase contributions from the public to WFP operations and activities.	3 international Goodwill Ambassadors (2 princesses and 1 rugby player). (1 Australia, 1 Middle East and 1 Thailand.) 5 Ambassadors Against Hunger (1 singer, 1 athlete, 1 actor, 2 football players). (2 Africa, 1 Middle East, 2 Latin America.)	Goodwill Ambassadors Programme and Special Events, Celebrity Relations, Communications Division.	United Nations Guidelines.	No specific budget. US\$ 50,000 from Division budget 75 per cent of time of one P-4. One intern.	Recently created.
SPECIALIZED AGENCIES							
FAO	1999	To increase public awareness and to disseminate information on issues related to food security and hunger in the world. To mobilize increased support and enhance the understanding of the public for the cause of "Food for All".	24 Goodwill Ambassadors (1 Nobel Laureate, 13 singers, 2 football players, 2 athletes, 2 actresses, 1 "Miss Universe", 1 Latin rock band, 1 dancer, 1 Singer's Soccer team). (9 Europe, 5 Africa, 1 Asia, 2 USA, 2 Middle East, 1 Oceania, 3 Latin America, 1 Caribbean.) 1 Extraordinary Ambassador (First Lady, Paraguay).	Office of Follow-up to World Food Summit and Alliances.	United Nations Guidelines.	No specific budget formally allocated to the programme One G-6 fully dedicated to the programme and 10 per cent of D-1 (supervision).	External evaluation in 2005.

Organization	Programme created	Objective	Number, category, profiles and geographical distribution of Goodwill Ambassadors (as of April/May 2006)	Focal point office	Criteria	Budget and staff	Reporting evaluation system
UNESCO	1988	To spread the ideals of the organization and seek support for their programmes.	<p>41 Goodwill Ambassadors (3 former presidents, duchess, 4 princesses, 8 musicians, representative of civil society, ballerina, astronaut, 2 fashion designers, actress, scientist, politician, 2 painters, 2 artists, 2 Nobel Laureates, navigator, 3 humanitarians, peace activist, 3 businessmen, writer). (21 Europe, 2 Africa, 4 Asia, 6 Middle East, 8 Latin America.)</p> <p>2 Special Envoys (Prince and Consort of Emir, from Saudi Arabia and Qatar).</p> <p>1 Honorary Ambassador (first lady, USA).</p> <p>In addition to 61 Artists for Peace, and 5 Champions for Sport.</p>	Programme of UNESCO Goodwill Ambassadors and Arab Funding Sources. Office of the Director-General.	United Nations Guidelines.	<p>US\$ 100,000 from regular resources for 2004 - 2005 (non staff).</p> <p>70% of one P-4, 75% of one P1 one temporary P-2. One part-time G-5 and one intern.</p>	Self-evaluation.
UNIDO	2004	To improve the visibility of UNIDO and its activities, and strengthen the validity of its sustainable industrial development goals and programmes, particularly in the fields of trade, capacity building, private sector development and energy and environment, with emphasis on agro-related industries, within the overall context of promoting sustainable industrial development and productivity.	4 Goodwill Ambassadors (2 industrialists, 1 businessman, 1 former government minister). (1 Europe, 2 Africa, 1 Asia.)	Strategic partnership and Funds Mobilization Group, Bureau for Organizational Strategy and Learning.	United Nations Guidelines used as reference, but celebrity criteria not applied. Instead, UNIDO selects leading industrialists and businessmen who have made significant contributions to industrial development and can play an advisory role.	US\$ 71,680 from regular budget for 2004 - 2005. No full-time staff dedicated to the programme.	Recently created.

Organization	Programme created	Objective	Number, category, profiles and geographical distribution of Goodwill Ambassadors (as of April/May 2006)	Focal point office	Criteria	Budget and staff	Reporting evaluation system
WHO	1989, by Executive Board Decision.	To promote the visibility of the organization to help achieve its objectives.	<p>2 Goodwill Ambassadors (1 businessman, 1 top model). (1 Asia, 1 Africa.) In addition, the Vienna Philharmonic Orchestra.</p> <p>6 Regional Goodwill Ambassadors (patrons and envoys) (1 former prime minister, 1 baroness, 2 princesses, 1 queen, 1 singer). (1 Africa, 3 Western Europe, 2 Middle East.)</p>	Governing Bodies and External Relations, Office of the Director-General.	WHO Guidelines, based on United Nations Guidelines.	No specific budget. Expenditures and staff costs borne by technical units or regional offices concerned.	<p>Working group set up in April 2006 to review, on a regular basis, cases and proposals submitted by technical units and regional offices, and ensure consistency with the WHO Guidelines.</p> <p>No evaluation undertaken. Programme revamped in 2006.</p>

**ANNEX II
OVERVIEW OF ACTION TO BE TAKEN BY PARTICIPATING ORGANIZATIONS ON JIU RECOMMENDATIONS**

		United Nations and its Funds and Programmes											Specialized Agencies and IAEA													
		United Nations *	UNCTAD	UNODC	UNEP	UN-Habitat	UNHCR	UNWRA	UNDP	UNFPA	UNICEF	WFP	[OTHER]	ILO	FAO	UNESCO	ICAO	WHO	UPU	ITU	WMO	IMO	WIPO	UNIDO	UNWTO	IAEA
Report	For action	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
	For information and review	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Recommendation 1		E																								
Recommendation 2		E		E		E		E	E	E	E			E	E		E							E		
Recommendation 3				E	E		E		E	E	E	E			E	E		E						E		
Recommendation 4		E																								
Recommendation 5				E	E				E	E	E	E			E									E		
Recommendation 6		E		E	E		E		E						E	E										
Recommendation 7				E	E		E		E	E	E	E			E	E		E						E		
Recommendation 8		E		E	E		E		E	E	E	E			E	E		E						E		
Recommendation 9		E		E	E		E		E	E					E	E		E						E		
Recommendation 10		E																								
Recommendation 11		E		E	E		E		E	E	E	E			E	E		E						E		

Legend:
L: Recommendation for decision by legislative organ
E: Recommendation for action by executive head
Blank: Recommendation does not require action by this organization

* Covers all entities listed in ST/SGB/2002/11 other than UNCTAD, UNODC, UNEP, UN-Habitat, UNHCR, and UNRWA.