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Director

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**Summary**

Mr. Bouhafa is a strategic communication authority with more than 30 years of experience in development. The organization that he founded is currently a significant source of capability in the fields of communication for development, working with more than twenty UN agencies, including the funds and programmes, governments, and civil society to build skills and knowledge in the strategic use of communication in order to build stronger alliances for development issues, and deal with reputation management issues. Mr. Bouhafa is also a senior coach to Executive Heads of Agencies, Heads of Government, and Resident Coordinators of the UN System. He designs and implements learning programmes in the field of communication, and designed ground breaking programmes for the United Nations in the field of rapid public information responses in peace keeping, humanitarian programmes, and reputation management for the UN in the Middle East and in Africa. Prior to founding CDC he was a long serving UN official in UNICEF, and a Senior Specialist with The Johns Hopkins University's Center for Communication Programmes (CCP), one of the leading institutions in social marketing and communication for behavior change. While a Middle East and Africa specialist, Mr. Bouhafa has worked in more than 50 countries worldwide, in Africa, Asia, Europe, and Latin America and the Caribbean.

Areas of Proficiency and Results achieved***Strategic Communication Design***

Mr. Bouhafa has designed communication strategies for many different social issues, including reproductive health, girls' education, urban development, macro economic policy issues, economic reform and privatization, polio eradication and immunization, and others. Mr. Bouhafa has also designed communication strategies for organizations including for UNICEF in the Middle East and North Africa, for the UN in the Arab World and in Africa, for the government of Syria and others.

Recent Activity

Media and Communication Strategy for the WWF Macro Economics Policy Office. Mr. Bouhafa helped the organization develop an outreach strategy designed to promote the key messages of the organization as it seeks to influence macro economic policy in the World Bank and other Bretton Woods Organizations.

Communication Strategy for Cultural Heritage Promotion in Abu Dhabi. Mr. Bouhafa was a member of ten person expert team under the guidance of UNESCO to assess the situation and develop a strategy to promote cultural heritage in the Abu Dhabi Emirate. (2004)

Communication Strategy for UNICEF in the Middle East. Working the regional office, Mr. Bouhafa developed a communication strategy for UNICEF to build understanding and support for child related issues and engage the regional media in a more effective way.

Currency Conversion – Afghanistan. Worked closely with the Ministry of Finance through USAID and the Financial Services Volunteer Corps, to design a communication plan for the introduction of the new Afghani bank notes. Plan included both media and non media tactics to provide public education and awareness. (2002)

Evaluation and Monitoring

Mr. Bouhafa has served as a team leader or a communication expert on a number of evaluations of communication projects, including for USAID in the field of Polio Eradication and for the CHANGE project. CDC has also done evaluations in the field of children's programmes in Africa.

Recent Activity

- Evaluation for UNICEF of the regional newsdesk that was established to channel media interest during the Iraq War.
- Evaluation of the USAID funded "CHANGE" project.
- Evaluation of the USAID component of the Global Polio Eradication Programme

Governance and Communication

Mr. Bouhafa has designed strategic communication interventions in the area of governance by, for and in the media. He has designed a course on communication and governance that is delivered annually by the Center for Development Communication. He has worked on strategies to strengthen the role of the media in emerging democracies to support public debate and discussion. In 2003 a strategy was developed for UNDP and UNIC in Kenya to build capacity in investigative journalism. In 2004 he worked with the authorities in Malawi to set up a system for the NGO community to monitor the national media's coverage of the elections. In the same year he developed a strategy for the donor community to support the development of a free and independent press.

Communication Training Design

Mr. Bouhafa is an expert in learning needs assessments and design. He has developed new learning in the areas of communication and peace-keeping and humanitarian

operations as well as strategic communication as a reform tool for the UN, and others. Using rapid assessment methods Mr. Bouhafa is able to assess individual learning needs as well the management objectives of the organization and design tailor made learning that is both effective and within the budgetary allocations of the organization.

Among the courses that Mr. Bouhafa has designed are:

- Department of Public Information – Rapid Public Information Responses for Peace-Keeping – A six day course that simulates the rapid deployment of a communication team to a peace keeping mission
- Office for the Coordination of Humanitarian Affairs – Information Workshop for Heads of Offices and Information Staff.
- UNDP – Learning design for Deputy Resident Representatives and Resident Representatives and Resident Coordinators.
- United Nations System Staff College (UNSSC) – Assessment and Design of Learning “Communication as a reform tool for the United Nations”

Media Training

Mr. Bouhafa is the lead facilitator for the Center for Development Communication. Running an average of 30 learning events a year CDC has become a reference in the area of media training for agencies involved in international affairs and development. Working with over 20 agencies of the UN system, hundreds of spokespersons, practitioners and programme staff have attended CDC learning events. In participant level one evaluations, Mr. Bouhafa has ranked near the top consistently. CDC is also one of only four companies that have been short listed to provide media skills training to World Bank officials.

Recent Courses

Media Training for Senior Managers of the World Meteorological Organization (WMO). Mr. Bouhafa led a team that trained more than 60 percent of the senior staff of the organization in 2004-2005

Media Training for Senior Managers of the International Labor Organization (ILO). Mr. Bouhafa has worked with the ILO since 2002 and trained senior managers in Africa, Asia, the Middle East and at the Geneva Headquarters. In addition he led a special workshop for the Director General and the top six executive directors (2005)

Media Training for UNAIDS spokespersons at the International Aids Conference. A special workshop was held in 2004 for the Executive Director and his team ahead of the Bangkok conference.

Media Training for Vaccines and Biologicals at the World Health Organization. Mr Bouhafa led a week long workshop designed to provide technical staff with the skills needed to engage the media around issues of Vaccine Safety in 2002.

Media Training for Interim Government of Haiti. Working through the World Bank, Mr. Bouhafa led a CDC team that trained the Prime Minister and the Cabinet of Haiti. A special workshop was also convened for the Director Generals from all the Ministries.

Special Workshop for UN Country Team in Dakar. A special (French-language) workshop was held for representatives from the more than two dozen agencies represented in Senegal. (2005) Similar training was conducted for UNCT's in Cameroon, Fiji, Syria and The Gambia among others.

Special Workshop for the UNICEF Country Team in Pakistan. Media Skills training was provided for the Representative and all the senior UNICEF programme staff in-country in Islamabad. (2005)

Media Training for OCHA staff (Nairobi and Bali) 2004.

Media Training for Diplomats (DESA courses and the Italian Diplomats)

Media Training for ESSD and World Bank. Designed a special course on environmental issues for ESSD staff in 2004 and 2005.

Development of learning tools

Mr. Bouhafa designs and produces learning tools for use by agencies in delivering their own in house training based on international norms and standards. Training manuals have been produced for the United Nations Department of Public Information; the UNDP; IOM, CGIAR and the WWF.

Recent publications

- Rapid Public Information Responses in Peace Keeping
- Building Bridges with the Media - A tool kit for IOM Media Focal Points
- Background Briefings for WWF
- Media Skills Course for the CGIAR
- Pocket Guide for Practitioners, produced for the United Nations System Staff College (UNSSC)

Studies

Mr. Bouhafa has expertise in the area of design and coordination of qualitative and quantitative research related to communication

Recent Activities

Designed an opinion poll on perceptions of UNICEF in the Middle East and North Africa and managed the survey in nine countries in the region (2006)

Designed a research brief for a study on knowledge, attitudes and practices for the Abu Dhabi Authority for Culture and Heritage

Executive Coaching

A key part of CDC's business is to provide coaching to very senior officials. Due to confidentiality it is not possible to mention the names, but they have included:

- Heads of State
- Heads of Government
- Cabinet Ministers
- Chief Executives of UN Agencies
- Heads of Economic Reform Commissions in the Middle East
- Under Secretaries General of the United Nations

Mr. Bouhafa has a distinctive approach to working with these very senior people. He helps them identify strong points to reinforce and weak areas with a road map on how to improve. In many cases that staff are able to see dramatic changes in a relatively short period of time.

Professional Experience

**July 1997- Present Director, Center for Development Communication (CDC)
Washington DC**

Established and directs CDC which:

- Provides advisory services in the field of strategic planning, project design, materials development, advocacy and resource mobilization strategies and training for development communication programs.
- Publishes lessons learned and findings through conferences, and peer journals.
- Collaborates with a network of highly skilled and diversified partners in developing countries on communication related issues
- Conceives, and implements market research through participation with clients. Analyses research data to formulate appropriate behavior change and/or media strategies.

CDC clients include (as of June 2006)

List of Clients 2006

Governments

- *Government of Albania (Directors of Communication)*
- *Government of Guinea, Office of the Prime Minister*

- *Government of Haiti, Office of the Prime Minister*
- *Government of Syria (Office of the President, Ministry of Expatriates)*
- *Government of UAE, Al Ain Economic Development Authority*
- *Ministry of Education, Conakry, Guinea*
- *Ministry of Health, Conakry, Guinea*
- *United States Agency for International Development (USAID)*

Private Sector and Non Governmental Organizations

- *Academy for Educational Development (AED) Washington DC*
- *Coca-Cola EURASIA, Istanbul, Turkey, Zagreb, Croatia*
- *Consultative Group on International Agricultural Research (CGIAR), Washington DC*
- *International Baccalaureate Organization (Geneva, New York, Cardiff)*
- *Management Systems International , Washington DC*
- *Plan International, Dakar, Senegal*
- *The Futures Group International (TFGI), Washington DC*
- *World Vision (Ethiopia)*
- *World Wide Fund for Nature (WWF) Macro Economics Program Office, Washington DC*

Multi-lateral Organizations

- *Economic Commission for Africa (ECA) Addis Abeba, Ethiopia*
- *Economic Commission for Asia and the Pacific (ESCAP). Bangkok, Thailand*
- *Global Environment Facility (GEF), Washington DC*
- *Human Development Report Office, UNDP, New York*
- *International Labor Organization (ILO) Geneva, Asia, Middle East, Africa, Turin Centre, Beijing Office*
- *International Labor Organization, International Training Centre, Turin, Italy*
- *International Organization for Migration (IOM) Geneva, Switzerland*
- *Joint United Nations Programme on HIV/AIDS (UNAIDS), Geneva, Bangkok, Jakarta*
- *The United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA)*
- *The World Bank Group Washington DC, Bangkok, and Haiti*
- *United Nations – Department of Public Information (Strategic Communication Division) New York*
- *United Nations - Office of the Coordinator for Humanitarian Affairs (OCHA)*
- *United Nations - Special Representatives of the Secretary General (SRSG) with UNITAR and DPI*
- *United Nations Children’s Fund (UNICEF), Abidjan, Amman, Baghdad, Conakry, Damascus, Islamabad, Khartoum, Monrovia, New York, Niamey, Sana’a, Cairo, Moscow, Dhaka,*
- *United Nations Country Teams (Cambodia, Damascus, Fiji, Ukraine, Mongolia, Cameroon, Nigeria, Senegal, The Gambia, Guinea Bissau)*
- *United Nations -Department of Economic and Social Affairs (DESA)*
- *United Nations Development Fund for Women (UNIFEM), New York*

- *United Nations Development Programme (UNDP), Kiev, Suva, Yaoundé, Gambia, Niamey, Phnom Penh, Port au Prince, Ulaan Bator, New York, Washington DC, Conakry, Bissau, Zagreb, Colombo, Tirana*
- *United Nations Development Programme (UNDP), Learning Resources Centre, New York – New Resident Coordinators*
- *United Nations Development Programme, Communication Office of the Administrator, New York*
- *United Nations Environment Programme (UNEP), Geneva*
- *United Nations Organization for Drugs and Crime (UNODC)*
- *United Nations Office for Procurement Services (UNOPS)*
- *United Nations Population Fund (UNFPA) New York, Fiji, Asia Bureau, Nouakchott, Amman CST, Beijing, Suva, Vientiane*
- *United Nations System Staff College (UNSSC), Turin, Italy*
- *World Health Organization (WHO), Department of Vaccines and Biologicals*
- *World Meteorological Organization (WMO)*

May 1996 – July 1997

Senior Communication Advisor, *Comprehensive Post Partum Project, Amman Jordan*

Established (as an in-country advisor to the Ministry of Health in Jordan through USAID), from inception systems for a major communication project including:

- Design of communication strategy, creative brief and issued sub-contracts for an eleven million dollar project funded through USAID, which is providing maternal health services through 13 hospitals in Jordan.
- Conception and Production of Client Materials including an all methods flip-chart to support counseling; all methods brochure and other print materials, in collaboration with PATH, Washington.

March 1991-June 1996 **Chief, Communication Section** *United Nations Children's Fund (UNICEF) Regional Office for West & Central Africa Abidjan, Cote d'Ivoire*

- Supported Fund Raising efforts by Unicef field offices for regular and emergency supplementary funding, including developing country level strategies as well as coordinating production of information support materials.
- Developed and executed Program Communication & Social Mobilization & Resource Mobilization (including Private Sector) strategies for the 23 countries in the region.
- Managed and supervised a regional network of communication and information officers

- Advised the Regional Director and other senior staff on matters of information and resource mobilization policy.
- Spokesperson for UNICEF during Rwanda Emergency Program in GOMA, Zaire. Media work included rapid assessment for UNICEF and publication of lessons learned paper. (July-August 1994). A post mission press conference in Europe helped generate close to 500,000 dollars for relief work.
- Organized the first West African Consultation of the impact of armed conflict on children, which generated worldwide coverage through such media outlets as the BBC, Reuters, and CNN.
- Coordinated the first ministerial level conference on implementation of the CRC in West and Central Africa held in N'djamena, Chad. As a result of the conference, implementation was accelerated in five countries in the region.

April 1988-March 1991 **Chief, Europe & Near East Division**, *The Johns Hopkins University/Center for Communication Programs. (JHU/CCP), Baltimore, Maryland. USA*

- Responsible for program development and implementation in the field of population communication for the Near East region for USAID funded population programs.
- Developed communication projects in Egypt, Morocco, Tunisia, Turkey, and Yemen funded mainly by The United States Agency for International Development (USAID) Office of Population and led population needs assessments in Chad, Pakistan, Morocco, and Yemen, which in some cases led to significant involvement by PCS.

July 1987 April 1988 **Communication Consultant** *Communication Advisory Services Int'l, (CASI), Washington DC*

Major Assignments included:

- Mid term evaluation of communication component in USAID funded child survival and development program--Morocco (through POPTECH) (March 1988)
- Developed modular training package on inter-personal communication for service providers in Ministry of Health in Egypt. (with the Population Communication Services) (January 1988)
- Developed Strategy for Child Survival and made presentation to Senior Government Officials in Yemen Arab Republic, for the Academy for Educational Development (AED)

July 1974- July 1987 **United Nations Children's Fund (UNICEF)** 3 UN Plaza,
New York 10017, USA

Feb. 1984- July 1987 **Regional Advisor, Nairobi, Kenya** (*Social Mobilization & Program Communication*)

- Advised 19 Countries in Eastern & Southern Africa on project formulation for Social Mobilization, Social Marketing, and management to increase effectiveness of government Programs in social development, particularly child health.
- Included negotiations with government, project formulation, budgeting, recruitment of experts, and identification of training institutions.
- Assigned to Senegal as Special Coordinator of Presidential Program to triple immunization rates over a six-month period. Developed and implemented multi- media strategy that helped Senegal become first Sub- Saharan country to achieve 75% coverage of under-ones against six major childhood diseases.

Sept. 1977- Feb. 1984 **Chief, Support Services Unit, New York (USA)** *Division of Information & Public Affairs (D.I.P.A.)*

- Headed a special unit within the office of the director providing technical support to UNICEF field offices worldwide, establishing policy, and implementing marketing strategies as well as distribution services. Prepared and administered a 6.7 million dollar budget covering information activities worldwide.
- Designed and implemented an innovative user-friendly computerized mailing system (UNICAS) controlling names from 130 countries. System greatly enhanced agency's ability to target audiences worldwide in a cost effective manner.
- Provided consultative services to UNICEF offices worldwide in the strategic use of media to influence national policies affecting public health and children. This involved advocacy work, fund-raising support, message design, audience and market research, and production decisions.
- Assigned as Senior Press Advisor to H.R.H. Prince Talal Ibn Abdul Aziz then Special Envoy to UNICEF.

Jan. 1975 - Sept. 1977 **Chief, Communications and Information Service (C.I.S.), Dhaka Bangladesh**

- Established an information and communication service from inception. Staffed office and designed all internal systems.
- Responsible for coordinating media relations during continuing series of crises
- Produced first magazine for children titled "Shishu Diganta" and co-produced award winning BBC documentary.

PERSONAL DATA

Citizenship: U.S.A. and Tunisia

Languages: English, French, and Arabic

Education:

Master of Arts (International Economics) **Monterey Institute for International Studies (M.I.I.S.)**,

B.A. Mass Communications & Political Science **University of Denver**, Colorado Graduate, **Trinity School**.

Honors: Deans List MIIS

Special :

- Member International Jury on Primary Health Care for Bi-Annual prize awarded to African radio station (Sponsored by Red Cross and Union des Radios et Televisions Nationales Africaines (URTNA) (1987)
- Member Global Health Council and Public Relations Society of America (PRSA)
- Volunteer, Fund Raising for WAMU Public Radio Station, Washington DC. Spring and Fall 1998, and 1999 campaigns

SELECTED PUBLICATIONS

1. Mid Term Evaluation of the Population and Family Planning Support Project, Phase III, in Morocco, April 1988 (C. Leighton et al)
2. Training of Trainers Curriculum in Information Education and Communication (IEC), Alexandria Egypt, March 1988 (J.G. Rimon II, M. Zimmerman, M. Bouhafa and L. Kreiger)
3. Social Mobilization in Eastern and Southern Africa: Learning & Doing, A UNICEF REPORT, June 1987 (M. Bouhafa, and M. Kamau)
4. Social Mobilization for Universal Childhood Immunization in Senegal, Trip Report, March 1987
5. Accelerated Programming Training Curriculum, APT Workshops in East Africa, UNICEF, April 1986. (S. Hadji Ahmed, Gary Gleason et al)

6. "Communication Pour le bien-être familial, Leçons à tirer de l'expérience africaine favorisant une approche systématique", conference paper, N'Djamena, Chad, November 1988
7. "Family Planning Needs Assessment - Chad", February 1989
8. "Population Welfare Division Communication Programme - an assessment based on results of the survey of the Population Welfare Communication Programme". Islamabad, Pakistan. February 1, 1989.
9. " Identifying & Selecting Grass Root Alliances" Article for Development Communication Review (DCR) 1992
10. The Cotonou Trilogy-- Special Report on Implementation of the Mid Decade Goals in the West and Central Africa Region with R. Knippenberg and K. Liman Tinguiri
11. Grassroots Media and Community Empowerment, with S. Ammassari and Frederic Bernard. Presented to the International Conference on Media and Politics in Brussels (1997) and the Second International Conference on Enter - Education at Ohio University (1997)
12. Reducing the Gap from Knowledge to Use: Lessons Learned in Social Marketing the IUD, The Futures Group International, Washington DC. (1997)
13. Child Survival and Broadcasting. -Opportunities and Challenges Presented to the International Conference on Broadcasting for Child Survival, organized by the Voice of America and USAID. 20-21 April 1998. Washington D.C
14. "Media Ten Dienste Van Het Volk En Van Gemeenschapsopbouw in West-Afrika" in Noord Zuid Cahier, Issue Mensen Maken de Media. Jan Servaes (Editor) Antwerp, Belgium 1998
15. " Assessment of the Private Health Care Sector in Morocco" POPTECH, with Dr. Hugh Waters USAID September 1998