

DIVISION OF COMMUNICATION (DOC)

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# ANNUAL REPORT 2010

unite for  
children

unicef 

## Acronyms

COP 16	16th edition of the Conference of the Parties of the United Nations Framework Convention on Climate Change (COP)
DOC	Division of Communication
DPP	Division of Policy and Practice
EMOPS	Office of Emergency Programmes
FC Barcelona	Barcelona Football Club
FGM/C	female genital mutilation/cutting
MDGs	Millennium Development Goals
MTSP	Medium-Term Strategic Plan
NGO	non-governmental organization
OED	Office of the Executive Director
OPAC	Optional Protocol on the involvement of children in armed conflict
OPSC	Optional Protocol on the sale of children, child prostitution and child pornography
OR	Other Resources
PARMO	Public Sector Alliances and Resources Mobilization Office
PD	Programme Division
PFC	<i>Progress for Children</i>
PFP	Private Fundraising and Partnerships
RR	Regular Resources
SOP	standard operating procedures
SOWC	<i>The State of the World's Children</i>
SRSG	Special Representative of the Secretary-General
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNDP	United Nations Development Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFPA	United Nations Population Fund
UNGEI	United Nations Girls' Education Initiative
VOY	Voices of Youth

**WASH**      Water, Sanitation and Hygiene

**WHO**      World Health Organization

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## 1. Executive summary

### 1.1 Achievements

**Strategy – Communication and public advocacy strategy:** The single most important achievement of the Division of Communication (DOC) has been the initiation of a DOC-led, but UNICEF-owned, process for establishing a global communication and public advocacy strategy. Though widely recognized as a communication leader in the United Nations system, UNICEF has been without a corporate strategy for nearly 13 years, at a time of exponential change in the world of communication, a more challenging global financial environment and significant shifts in the aid and development landscapes. With the full support and encouragement of the Office of the Executive Director (OED), the strategy formulation process began in September 2010 and should be finalized in 2011. The new strategy will drive a more sharply articulated UNICEF agenda for children. It also aims to ensure that the organization meets its own objective of being a knowledge leader for children by effectively leveraging communication platforms for authentic engagement, participation and advocacy worldwide.

**Normative leadership – Digital citizenship and safety for children and young people in developing countries:** The Division continued to strengthen its role in normative standard setting through ground breaking research done with Harvard's Berkman Center for Internet and Society. Acknowledging the near-ubiquitous nature of digital technologies worldwide and taking into account a shrinking digital divide, this work aims to empower children and young people in developing countries with knowledge on digital safety. The Convention on the Rights of the Child was drafted before the implications of digital technology were fully appreciated or understood. The standard-setting nature of this project is key to mitigating risks while supporting national policies that embrace the digital age.

**Reaching the Millennium Development Goals with equity:** With the arrival of a new UNICEF Executive Director and in the lead-up to the High-level Plenary Meeting of the General Assembly on the Millennium Development Goals (MDG Summit) in September, DOC helped UNICEF articulate a vision aimed at refocusing efforts to advance the MDGs. Before the summit, UNICEF and Save the Children joined to launch respective studies highlighting the importance of equity in achieving the MDGs. With a five-year countdown to the 2015 deadline, this call to action – based on evidence provided by Programme Division (PD) colleagues in health – shows that reaching the MDGs with equity is right not only in principle, but also in practice. An internal communication strategy rolling out the equity concept complemented the external communication effort.

**Public advocacy in emergencies – Juggling reputational risk and opportunity – The case of Haiti:** The devastating earthquake in Haiti was the kind of televisual emergency that dominated the public eye, the public heart and public debate throughout much of 2010. It commanded global headlines and triggered a spontaneous public outpouring of funds, along with a requisite scrutiny of how those funds were channelled to improve the lives of Haiti's children. All of this has provided an opportunity (though accompanied by risk) to profile UNICEF's work. Public advocacy in the early days of the emergency significantly shifted the focus of media coverage on child protection issues around international adoption – profiling UNICEF's position and the reasons for it.

### 1.2 Shortfalls

**Making the investment case for children to donors:** The financial crisis challenged DOC in important ways in 2010. In a time of fiscal restraint, our ability to build a coherent and convincing investment case for children is crucial. The Division began work on this in 2010, but these efforts

need to be fast-tracked in 2011. Government donors have expressed their confidence in UNICEF's work by asking us to help them build the case for official development assistance; we need to fill this role and take up this responsibility, for both government and private sector donors in this era of transparency.

**Developing a social media culture at UNICEF:** The Division has made strategic choices to ensure that UNICEF has a significant presence on key Web and social media platforms and that it uses new media technologies in innovative ways, as with social media platforms in emergencies, digital mapping technologies and SMS technology used with youth audiences in 2010. As important as these efforts are, they are merely technical answers to a more complex challenge – adapting to a new culture. Advocacy efforts and awareness-raising in the current communication context will require systemic changes in how UNICEF engages with others. While this responsibility does not belong to DOC alone, the Division should be instrumental in encouraging this shift in culture through well-documented pilot projects inside UNICEF and by profiling the comparable experience of others. As a step in that direction in 2010, DOC initiated desk research and an options paper for UNICEF social media guidelines.

**Profiling and sharing communication expertise:** Conveying the UNICEF mission and mandate in powerful ways is a vital skill for staff across the organization, and it is crucial to the growing number of countries whose programmes are focused on upstream advocacy work. As a recognized leader of technical expertise, DOC can and should dedicate more effort to sharing that knowledge, enabling more UNICEF staff to build compelling narratives through powerful presentation, public speaking and media skills. In 2010, it did so by providing media training to attendees of the induction course for UNICEF Representatives and participants in the New Emerging Talent Initiative programme, through a complete revamp of the Communication page on ICON, and by providing skills-building sessions at the Global Communication Team meeting.

### **1.3 Partnerships**

**Noteworthy external partnerships – BBC World Service Trust and the Communication Initiative:** The process of building a global communication strategy for the organization has benefited from the involvement of two important external partners, the BBC World Service Trust and the Communication Initiative. Each has generously offered insight, value and perspective to a process that needs to reflect internal UNICEF priorities while also taking into account important external dynamics. DOC, together with UNICEF Brussels, has also created a microsite 'portal' on the UNICEF Web site – <[www.unicef.org/ec](http://www.unicef.org/ec)> – to profile UNICEF's multifaceted programming partnership with the European Union, covering both humanitarian and development projects carried out within a child rights framework.

**Noteworthy internal partnerships – The 'strategic triangle' of Division of Communication, Public Sector Alliances and Resources Mobilization Office, and Private Fundraising and Partnerships:** UNICEF's brand benefits from and is partly shaped by the cohesive efforts of these three divisions, each of which engages with crucial audiences. In the case of Private Fundraising and Partnerships (PFP), audience engagement is through the substantive efforts of UNICEF's National Committees. Agreements around a 'one-country approach' for our work in donor countries in 2010 provided a framework for such efforts and an expressed acknowledgment of the value of this more integrated approach.

## 2. Key divisional targets and strategies

### 2.1 Functions, result areas and strategies

<p><b>Critical function 1</b> Provide strategic communication guidance to position UNICEF and children, support the achievement of results for children, and sharpen the formulation and focus of the communication strategy.</p>	
<p><b>Expected results</b></p>	<p><b>Major strategies</b></p>
<p>1. Develop and implement communication and advocacy strategies in support of key MTSP and MDG priorities.</p> <p>2. Position UNICEF to respond proactively to new reputational risks.</p>	<ul style="list-style-type: none"> <li>• Identify communication priorities for MTSP areas in partnership with PD, DPP.</li> <li>• Formalize a system to enhance the strategic approach to communication planning in DOC.</li> <li>• Engage key partners, including Goodwill Ambassadors and National Committees, in advocacy for children.</li> <li>• Integrate messaging on child rights and gender equality into internal and external communication.</li> <li>• Map emerging reputational risks and establish accountabilities for monitoring and response.</li> <li>• Provide tools and guidance to the organization and partners to ensure that the integrity of UNICEF's voice, brand and mission is reflected in all communication activities.</li> </ul>
<p><b>Critical function 2</b> Make UNICEF the 'go-to' place for global knowledge on children, and ensure that children's voices and experiences have a leading role in shaping the global development agenda.</p>	
<p><b>Expected results</b></p>	<p><b>Major strategies</b></p>
<p>3. Increase outreach to and engagement with key audience groups using traditional and emerging channels of communication, and make UNICEF more accessible to these key groups.</p> <p>4. Use new Web opportunities and new technologies to mobilize advocacy and bridge the digital divide.</p>	<ul style="list-style-type: none"> <li>• Develop more sophisticated (more diverse and better targeted) distribution of key UNICEF knowledge sources.</li> <li>• Reorient &lt;www.unicef.org&gt; to make it a primary place for knowledge on children, and create dedicated space for major audience groups within the site.</li> <li>• Identify how content and distribution platforms can be used as new means of communication to reach audience groups.</li> <li>• Develop a strategy and guidance for the use of social media, and increase the capacity of UNICEF staff and partners to take advantage of new media opportunities.</li> <li>• Take new technologies 'to the field' by developing resource centres, building local capacity to service UNICEF and partners, and training staff.</li> <li>• Integrate the use of new technologies and platforms into our emergency preparedness and crisis response.</li> </ul>
<p><b>Critical function 3</b> Optimize the use and impact of communication resources to deliver quality results, manage for efficiency and enhance partnerships.</p>	
<p><b>Expected results</b></p>	<p><b>Major strategies</b></p>
<p>5. Strategically allocate communication platforms and services in support of corporate communication priorities, while identifying new ways to move the provision of communication resources 'upstream'.</p> <p>6. Strengthen systems to measure communication activities and impact using the balanced scorecard and online monitoring tools.</p> <p>7. Support capacity-building initiatives for UNICEF staff and partners.</p>	<ul style="list-style-type: none"> <li>• Focus the provision of communication resources on corporate priorities, including key advocacy areas and the Improve 360° initiatives.</li> <li>• Ensure that communication services and platforms are made available to UNICEF globally through the development and provision of self-service tools, guidelines and capacity-building.</li> <li>• Provide a higher level of service by retaining professional skills and core technical competencies in DOC while outsourcing key support services as required.</li> <li>• Undertake analysis of volume and tone of online and social media conversations as well as in-depth analysis of key campaigns and corporate communication priorities.</li> <li>• Engage internal and external partners in the identification of capacity-building needs and opportunities for communication.</li> <li>• Support initiatives to strengthen joint United Nations communication at the global and country level, including in emergencies.</li> </ul>

## **2.2 Key performance indicators**

A balanced scorecard system, developed for the Division during the 2008–2009 biennium, was updated in early 2010 and used to track key performance indicators. The indicators in the scorecard cut across the Division's critical functions, expected results and major strategies in order to capture outreach to each of our audience groups.

## **3. Analysis of strategies and results**

### **3.1 Main results achieved by the Division in 2010**

#### **3.1.1 Result area 1: Develop and implement communication and advocacy strategies in support of key Medium-Term Strategic Plan and Millennium Development Goal priorities.**

##### **i) External – Leveraging UNICEF's knowledge leadership in the lead-up to the MDG Summit**

As a lead-up to the MDG Summit held in New York in September 2010, a special issue of *Progress for Children* (PFC) was launched on 8 September, allowing UNICEF to position the issue of equity prior to the Summit. A total of 44,272 copies of the PFC report were printed (in three languages) and 37,171 copies distributed. A separate publication titled *Narrowing the Gaps to Meet the Goals* accompanied the report. This publication documented how an equity-focused approach to child survival and development is the most practical and cost-effective way of meeting the health MDGs. A total of 19,390 copies were printed and 14,627 distributed. A multimedia version of PFC was developed by the Statistics and Monitoring Section of the Division of Policy and Practice (DPP) and placed on <[www.childinfo.org](http://www.childinfo.org)>. The 2010 communication strategy for the two publications included an e-announcement to more than 300 contacts, liaison with other Headquarters (HQ) divisions that wished to similarly e-announce the publications to their contacts, distribution of a *New York Times* editorial entitled 'UNICEF's idea', and engagement with a community of experts and scholars on the topic. The latter involved interviews with experts on the topic of equity; these were packaged as stories, photos, audio interviews and transcripts, then placed on both the UNICEF website and external websites.

##### **ii) Internal – Dedicated effort to roll out the equity approach**

The Division created and implemented the first phase of the internal communication strategy and plan for refocusing UNICEF's attention on equity. All documents pertaining to the renewed focus were disseminated to staff members via internal communication vehicles such as ICON, transcripts and translations of the Executive Director's all-staff meetings, Global Broadcast Messages and the ICON Newsletter (sent weekly to all staff outside of the New York Headquarters). This is an ongoing effort in collaboration with PD, DPP and other HQ divisions.

##### **iii) Communication and advocacy strategies in support of key Medium-Term Strategic Plan focus areas**

#### **Medium-Term Strategic Plan focus area 1: Child survival and development**

**Polio and vaccines:** The launch of the new strategic plan for polio eradication in Geneva on 18 June 2010, attended by UNICEF Executive Director Anthony Lake, established his early engagement with the issue of polio. Coverage in response to national and regional immunization drives supported by UNICEF focused largely on countries of sub-Saharan Africa and Central Asia in which polio has re-emerged. Regular posting of press releases and 14 news notes on the global UNICEF website maintained interest in and attention to polio eradication efforts. Some 35 Web

stories provided valuable resources for sharing with partners and others. Goodwill Ambassador Mia Farrow visited Chad to participate in the launch of polio vaccination campaigns at the national and West and Central Africa regional levels and to raise awareness of the importance of polio eradication globally. UNICEF's National Ambassador for Nigeria, Nwankwo Kanu, appeared in a 'Kick Polio Out of Nigeria' PSA that further raised awareness.

**Water, sanitation and hygiene:** The Division developed and facilitated the campaign for Global Handwashing Day, observed in over 80 countries. Activities included a media advisory; distribution of press releases to 400 journalists; a UNICEF radio campaign; design and production of the Water, Sanitation and Hygiene (WASH) in Schools Web portal; design of the logo for WASH in Schools programmes; and videos on the household water treatment and safe water storage programme. In addition, extensive WASH coverage was included in reports on emergency responses to the earthquake and cholera outbreak in Haiti and the floods in Benin and Pakistan. A series of videos was also produced on programmatic responses pertaining to water and sanitation in partnership with the European Union. Goodwill Ambassadors Angelique Kidjo, Mia Farrow, Sir Roger Moore and all-star Leo Messi of the Barcelona Football Club (FC Barcelona) communicated WASH messages during various engagements and visits.

**Maternal mortality:** The report *Countdown to 2015 Decade Report (2000–2010): Taking stock of maternal, newborn and child survival* was launched in June in partnership with other international leaders in maternal health and child survival. The report tracks coverage levels for health interventions proven to reduce maternal, newborn and child mortality. In 2010, UNICEF Goodwill Ambassadors provided extensive support in raising awareness of maternal mortality: Mia Farrow visited a hospital that performs C-sections as well as other health clinics to advocate for maternal health in Guinea and Uganda; Maria Guleghina visited a specialized maternal clinic in Minsk, Belarus; messages on maternal mortality were shared by Angelique Kidjo in media interviews during her 2010 music tour; Sir Roger Moore filmed a message and signed a letter for the Kiwanis/UNICEF partnership on maternal and neonatal tetanus elimination; and Whoopi Goldberg filmed a message for the Believe in Zero campaign in the Czech Republic. Messaging on maternal and child health was further strengthened by the development of a 'Healthy Women, Better World' multimedia Web portal and relevant portions of the redesigned MDGs microsite.

#### Medium-Term Strategic Plan focus area 2: Basic education and gender equality

Four communication priorities for education and gender equality were identified in early 2010: education in emergencies and post-crisis transition; child-friendly schools; early childhood development and school readiness; and the United Nations Girls' Education Initiative (UNGEI). An additional priority, the Global Initiative on Out-of-School Children, was introduced in April 2010. Highlights of these efforts include:

**Child-friendly schools:** A documentary series consisting of six 22-minute films (focusing on Bosnia and Herzegovina, Cambodia, Egypt, Ghana, Nicaragua and the Sudan) and a 60-minute compilation were produced and distributed to major networks. Six Student Profiles (2–3 minute advocacy videos and feature stories with photos) were also developed. A Web portal – <[www.unicef.org/cfs](http://www.unicef.org/cfs)> – has been created and is updated regularly to serve as a central portal for key resources on child-friendly schools, such as a manual and accompanying pieces.

**Education in emergencies and post-crisis transition:** The 'Beyond School Books' podcast series on education in emergencies and post-crisis transition continued into its fourth year, with 11 additional podcasts produced and disseminated. Additionally, the Nobel Peace Prize podcast series produced a new episode featuring the peace activist and 1997 laureate Jody

Williams. Owing to its wide-ranging and provocative discussions on the role of education in humanitarian responses to conflict and post-crisis countries, the series generally attracts the most responses and success in terms of outreach in all MTSP focus areas. Outreach led to 190 placements on external sites in 2010.

**Early childhood development and school readiness:** The ‘Getting Ready for School’ internal website continued to be maintained and updated regularly, and a public Web portal is currently being developed. As this pilot initiative enters its mainstreaming and expansion stages, a video series is being produced to highlight programme results in Bangladesh, the Democratic Republic of the Congo, Ethiopia and Yemen and to encourage expansion to other regions and countries.

**United Nations Girls’ Education Initiative conference:** The communication strategy for the UNGEI 10th anniversary conference held in May included wide dissemination of press releases, Web articles, celebrity interviews, and outreach and coordination with local and international media. The attendance of the Executive Director, and his first visit to a programme country, drew attention to the importance of girls’ education. A range of products was developed to promote both quality education for all and UNGEI’s mandate. These include the ‘Leaders for Education’ series; podcasts; an UNGEI music CD compilation; *To Educate a Girl*, a documentary on UNGEI’s achievements over the last 10 years in girls’ education, with a focus on Nepal and Uganda; and the UNGEI 10-year commemorative report, *UNGEI at 10: A journey to gender equality in education*. Her Majesty Queen Rania of Jordan participated in the documentary, which was screened at the UNGEI conference. Significant time and effort went into rebranding and redesigning the UNGEI logo and website in the run-up to the UNGEI conference. An op-ed by Anthony Lake, titled ‘For Children, Education Is Almost Everything’, was published in *This Is Africa (Financial Times)* ahead of the launch of the MDG Summit.

**Out-of-school children:** UNICEF and the United Nations Educational, Scientific and Cultural Organization (UNESCO) Institute for Statistics launched a joint Global Initiative on Out-of-School Children in 2010 to renew efforts towards universal primary education by 2015. The goal of the initiative is to support a ‘quantum leap’ in reducing the number of out-of-school children. To support the goals of the initiative, a communication strategy was developed that seeks to share lessons learned and disseminate tools that countries can adopt.

#### Medium-Term Strategic Plan focus area 3: HIV and AIDS and children

**Prevention of mother-to-child transmission of HIV:** Coverage generated by the Zambia photography project continues to offer moving testimony of both the success of prevention of mother-to-child transmission as a programme and the complexity of the experiences of HIV-positive women as mothers facing poverty, AIDS-related stigma and gender discrimination. The coverage has been disseminated globally, profiled on <[www.unicef.org](http://www.unicef.org)> and utilized for a range of advocacy and fundraising initiatives, especially by national committees.

**Children and AIDS: Fifth Stocktaking Report:** The report was produced as a co-publication with the Joint United Nations Programme on HIV/AIDS (UNAIDS), UNESCO, the United Nations Population Fund (UNFPA) and the World Health Organization (WHO); it was launched on 30 November in connection with World AIDS Day 2010. This is an annual accountability report in connection with the Unite for Children, Unite against AIDS campaign, reporting on the four programme areas (the ‘four Ps’). The launch was supported by online coverage as well as a redesign of the HIV/AIDS Web portal on <[www.unicef.org](http://www.unicef.org)>, which saw 1.1 million page views in 2010. Goodwill Ambassador Vanessa Redgrave participated in the launch of the report in New York.

**Children and AIDS:** Major coverage was generated throughout the year, peaking during the MDG Summit and alongside the launches of the 2010 *Towards Universal Access* report (WHO, UNAIDS and UNICEF), the 2010 UNAIDS *Report on the Global AIDS Epidemic*, and the *Fifth Stocktaking Report*. A short video produced for the Unite for Children, Unite against AIDS campaign was distributed to key film festivals and used in key interviews, including one in Hong Kong in November, prior to World AIDS Day, and one conducted by the BBC during the MDG Summit. Joint op-eds were drafted for the launch of the Mother-Baby Packs (with UNITAID) and World AIDS Day (by Desmond Tutu and Anthony Lake); these were placed in key international and regional media outlets. Other key publications also received media attention, including the *Blame and Banishment* report launched at the International AIDS Conference in Vienna, which also highlighted UNICEF's work in prevention and social protection in Eastern Europe and Central Asia.

#### Medium-Term Strategic Plan focus area 4: Child protection from violence, exploitation and abuse

**Strategic outreach on child protection:** DOC and PD were able to strategically direct communication, particularly in emergencies, in order to actively shift the discourse to show the structural challenges faced by affected populations. This illustrated the coordinated and cross-cutting approach being taken by UNICEF to enable children and their communities to access services and be free from abuse, violence and exploitation, including trafficking, child labour and sexual violations.

DOC, together with PD, developed briefing papers and delivered a number of presentations and speeches on child protection work, including to National Committee audiences; this better prepared National Committees to fundraise around this issue. Guidance was provided to country offices on communicating complex issues to local, national and international media and strategically using programmatic work to develop messaging. DOC supported messaging on child protection and violence against women and girls through online coverage of the International Day for Elimination of Violence against Women, the International Day of Zero Tolerance to Female Genital Mutilation/Cutting (FGM/C), and related issues. A series of videos was produced to support awareness-raising efforts; these include videos (in English and French) on child protection in Niger as well as a series of videos on programmatic responses to FGM/C and child marriage that were made in partnership with the European Union. The latter demonstrates DOC's active outreach with external partners to strategically coordinate its global communication approach.

**Children and armed conflict, the sale of children, child prostitution and child pornography:** Led by UNICEF, the global two-year campaign to achieve universal ratification of the Optional Protocol on the sale of children, child prostitution and child pornography (OPSC) and the Optional Protocol on the involvement of children in armed conflict (OPAC) by 2012 was launched in May. Since the launch, more Member States signed or ratified the Optional Protocols in 2010 than in 2009. The OPSC campaign aims to raise awareness among the public at large, including children, through information, education and training about the harmful effects of the offences referred to in OPSC as well as about measures to prevent them. To this end, DOC provided guidance to partners on how to report on children while protecting their rights, conducted a desk review of existing materials to identify gaps, and created audio-video materials, including a series of videos and brochures for public distribution. A series of high-profile events also took place, including the global campaign launch with UNICEF's Office of the Executive Director (OED) and the Special Representative of the Secretary-General (SRSG); the Paris Principles Forum, with UNICEF Advocate for Children Affected by War Ishmael Beah, moderated by a BBC correspondent; and the child discipline debate with SRSG on Violence

against Children and UNICEF. Ongoing media and advocacy outreach will continue to build on this momentum to profile the issue.

#### Medium-Term Strategic Plan focus area 5: Policy, advocacy and partnership for children's rights

***The State of the World's Children* report:** This year's *State of the World's Children* (SOWC) report focuses on challenges and opportunities in advancing the rights of adolescents, and it emphasizes increased investment in adolescents. The report is due to be launched in February 2011 and will be accompanied by an executive summary, a selection of 35 *Perspectives* essays by adolescents and others, and a website. In compiling the report, the SOWC editorial and research team reached out to experts on adolescent development and engaged with external advocates and experts, whose expertise and viewpoints are reflected in the *Perspectives* series. DOC also prepared five panels on technology for the report. Outreach to 11 United Nations agencies led to essay contributions from Goodwill Ambassadors from UNAIDS, UNFPA, the United Nations Development Programme (UNDP) and UNICEF. Contributions from over 13 country offices were also included in the report. UNICEF's new equity approach is integrated into the narrative and the broad policy recommendations presented in the report. This prompted the addition of Table 12 on equity, which displays key data disaggregated by factors including wealth, sex and geographic location.

**Climate change:** The Unite for Climate initiative was broadened and sustained in 2010. An evaluation and assessment of the project's first year was completed, and activities on community growth, outreach and awareness-raising continued. The *Road to COP 16*, a four-month programme leading to the 16th edition of the Conference of the Parties of the United Nations Framework Convention on Climate Change in Cancun, helped youth prepare for the event and participate in other conference-related negotiations prior to the meeting itself. As a result of the Unite for Climate initiative and in anticipation of COP 16, partnerships were formed with Climate Counts, the Global Campaign for Climate Action, the World Association of Girl Guides and Girl Scouts and the British Council. A new Facebook strategy has resulted in over 12,000 fans. Together with the UNICEF Zambia office, three radio training workshops created three podcast programs that were used for media outreach to international radio broadcasters during the conference. DOC supported 18 regional facilitators in 15 countries to run one to two events on youth engagement in their countries during COP 16.

#### **3.1.2 Result area 2: Position UNICEF to respond proactively to new reputational risks.**

##### **i) Surge capacity for emergencies**

In 2010, two sudden, large-scale emergencies (the earthquake in Haiti and the floods in Pakistan) highlighted the role of, and the need for, communication support at the onset of high-profile emergencies. To ensure that communication staff are in place and that effective communication is taking place within the first 24–48 hours of a sudden emergency, DOC developed standard operating procedures (SOP) for surge communication support in emergencies. The SOP were drafted in consultation with relevant divisions (Division of Human Resources, Office of Emergency Programmes (EMOPS), PFP and OED) and field colleagues.

##### **ii) Support to communication and advocacy in emergencies**

Communication, advocacy and multimedia support was provided to successive emergencies in 2010, including in Afghanistan, Benin, Chile, China, the Democratic Republic of the Congo, Haiti, Kyrgyzstan, Occupied Palestinian Territory, Pakistan, Sri Lanka, the Sudan, Uzbekistan and Yemen, with a sustained focus on the earthquake and cholera outbreak in Haiti and the floods in Pakistan. The *Humanitarian Action Report* was produced and disseminated, supported by

coverage on <[www.unicef.org](http://www.unicef.org)> containing an overview photo essay and video, background pages, graphs, PDFs and frequent updates on UNICEF's responses to 28 complex emergencies.

### **iii) Protection and promotion of the UNICEF brand**

In 2010, DOC focused on a number of activities to monitor, promote and protect the use of the UNICEF brand. These included mapping communication issues and solutions; monitoring misuse of the brand; providing ongoing guidance to country and regional offices as well as National Committees on the proper implementation of the brand and protection of the logo and brand as intellectual property; participating in the divisional implementation team for the Strategic Framework for Partnerships; developing the Event Review Committee proposal to identify accountability gaps between divisions in the management and production of major events; providing risk review and brand management strategies for partnerships with AusAID and the Barcelona Football Club (FC Barcelona); and providing ongoing guidance to the ASK helpdesk on United Nations Coherence queries.

### **3.1.3 Result area 3: Increase outreach to and engagement with key audience groups using traditional and emerging channels of communication, and make UNICEF more accessible to these key groups.**

#### **i) Strategic repositioning of <[www.unicef.org](http://www.unicef.org)>**

The strategic repositioning of <[www.unicef.org](http://www.unicef.org)> was a key priority for the Division in 2010. By working with an external vendor, DOC finalized a strategy document and sought stakeholder feedback on the tactical redesign of the website to reposition the home page and primary navigation landing pages. Implementation of the site redesign is planned for 2011, but as an interim measure, a YouTube embedded player was implemented to enhance usability in 2010. DOC has also been working with country offices and regional communication officers to develop a list of enhancements and new features for regional and country office websites.

#### **ii) Social media outreach**

DOC engaged existing and new followers and fans on social media sites through daily posting of multimedia content, including 1,100 posts on Facebook, 1,030 on Twitter and over 110,000 'reads' on the social publishing site Scribd. Prompted by UNICEF outreach, Goodwill Ambassadors disseminated key messages for emergencies, MDGs and other UNICEF priority issues through their own social media activity. This has been a very effective communication tool, given the number of social media followers that Goodwill Ambassadors reach out to: Shakira has 3.9 million followers on Twitter; Ricky Martin has 2.2 million; Danny Glover has 1.5 million; Her Majesty Queen Rania has 1.4 million; while David Beckham has 6 million followers on Facebook.

#### **iii) Outreach to development professionals**

Outreach in 2010 focused on dissemination of the flagship publications and other multimedia materials to and with the development professionals audience. Evidence shows that such efforts are increasingly gaining success. DOC maintains a detailed database and monitors results of outreach efforts for each product, including podcasts, videos, blogs, stories, publications, press releases and 'infographics'. This database was started in 2009 and is updated regularly.

#### **iv) Outreach to youth audiences**

**Social media outreach:** Outreach to youth audiences was expanded in 2010 through a strengthened social media presence, most notably via the Unite for Climate initiative, Voices of Youth (VOY) and third-party websites (Facebook, Twitter, Flickr and YouTube). The membership of the VOY page on Facebook grew from under 3,000 in August to more than 30,000 in December 2010. New fans were prompted not just to 'like' the posts but also to engage

in discussions. Statistics do not reflect the quality of the contributions, which run several sentences long and provide information unavailable from other sources. The number of times the posts appear on Facebook pages fluctuates between 3,000 and 4,000. Almost 60 per cent of visitors come to the VOY blog from referring sites, and sharing it on Facebook is on the rise. The Facebook fan base for the Haiti blog VwaJen ('Voices of Youth' in Creole) grew to over 1600 by the end of 2010.

**Outreach in Haiti:** Together with the UNICEF Haiti country office; the Haitian Ministry of Youth, Sport and Civic Action; United Nations agencies and partners in the Global Movement for Children; and the Children's Radio Foundation, DOC conducted a series of consultations nationwide aimed at strengthening civic engagement of young people in Haiti's reconstruction. The consultations provided training on children's rights as well a series of multimedia workshops facilitated by trained youth to empower young people to express their views and opinions. These multimedia training sessions served as advocacy, social engagement and development tools. The VwaJen blog, positioned as the biggest youth hub in Haiti, was developed to report on issues that affect young people and adolescents. VwaJen is a critical outlet in a country where nearly 50 per cent of the population are under the age of 18.

### **3.1.4 Result area 4: Use new Web opportunities and new technologies to mobilize advocacy and bridge the digital divide.**

#### **i) Social media toolkit**

DOC was an active participant in interagency efforts to develop a social media toolkit for the United Nations. DOC contributed to reviews, consultations and meetings with UNDP, the United Nations Department of Public Information (UNDPI) and other United Nations agencies through the United Nations New Media Task Force, resulting in the development of United Nations social media guidelines. Draft versions of the guidelines were distributed to the over 1,000 trained RedDot users and were also presented at the Global Communication meeting.

#### **ii) Multimedia**

DOC continued to roll out the photography site for use by all UNICEF offices as well as the WeShare digital asset management system for UNICEF assets, including publications, the UNICEF brand, videos, documents and related materials from HQ and field offices. A project to train PFP partners in Geneva and bring fundraising videos onto the WeShare system was started in 2010.

#### **iii) Connecting classrooms**

Implementation of the Connecting Classrooms initiatives continued during the 2010 academic year, with a focus on climate change and community health, in conjunction with the African Union Summit and the Young Africa Forum 2010. The project team concentrated on developing and strengthening the program's model, assisting country offices in their approach to national governments and further developing the Crabgrass platform – UNICEF's open source social networking application. There was strong buy-in from the pilot country offices, Liberia and Rwanda, which secured the close cooperation of their ministries of education. A strengthened system of coordination enabled monitoring and close follow-up as schools worked through the Connecting Classrooms activities. New oversight protocols for country coordinators were produced. Phase 5 of Connecting Classrooms was launched in late 2010 and is expected to double the size of the existing online community.

### **3.1.5 Result area 5: Strategically allocate communication platforms and services in support of corporate communication priorities, while identifying new ways to move the provision of communication resources ‘upstream’.**

#### **i) Global communication and public advocacy strategy**

In September 2010, UNICEF commenced work on developing a global communication and advocacy strategy. While the development of the strategy is led by DOC, it is an organizationally owned, consultative process. A reference group to help guide the process and provide feedback at key points in its development has been established, with senior-level representation at the HQ, field and National Committee levels. The first step to developing the strategy was the communication assessment phase that began in mid-October 2010 and is due for completion by the end of January 2011. This initial phase has included desk reviews, quantitative research, qualitative surveys, one-on-one and group interviews, online polls and peer organization best practices reviews. The actual strategy development phase, informed by the outcomes of the assessment phase, will take place from February 2011, with the aim of having the final version ready for approval in 2011. The strategy will cover the period up to 2015, thereby complementing the MDGs, the Medium-Term Strategic Plan (MTSP) and equity-based approach time frames.

#### **ii) High-level Plenary Meeting on the Millennium Development Goals (MDG Summit)**

DOC played a pivotal role in UNICEF’s participation in the MDG Summit. The Division facilitated media interviews before, during and after events; produced media kits; maintained coverage on the UNICEF global website; shared UNICEF MDG stories for the United Nations’ MDG Summit website; designed and produced signage and branding for all UNICEF side events; and facilitated simultaneous translation for all events. The Division also facilitated participation by UNICEF Goodwill Ambassadors in various summit events; distributed 30 video messages by Scouts and Girl Guides on the MDGs via the VOY, Facebook and YouTube platforms; created a microsite on ICON with the latest information on the summit; and drafted and pitched the op-ed ‘For Children, Education Is Almost Everything’ by Anthony Lake, which was published in the *Financial Times* edition *This Is Africa* in September. Additionally, DOC supported other MDG-related events, notably the United Nations Secretary-General’s International Day of Peace (17 September), the Global Campaign for Education/One Goal event (20 September), the annual meeting of the Clinton Global Initiative (22 September) and the signing of the Asian Development Bank-UNICEF Memorandum of Understanding (23 September). DOC also participated in the Interdivisional MDG Task Force, responsible for coordinating all of UNICEF’s summit-related events.

While DOC’s support extended to all UNICEF side events, of particular note was the Division’s leadership on the ‘Children and the MDGs’ event, which was jointly hosted by UNICEF and the Governments of Brazil, Bangladesh and Slovenia. The event brought together a high-level panel that included the President of Slovenia, the Prime Minister of Bangladesh, the Chief Minister of Brazil, the President of the Rockefeller Foundation, Mia Farrow and UNICEF Executive Director Anthony Lake for a lively and substantive discussion about achieving the MDGs with equity.

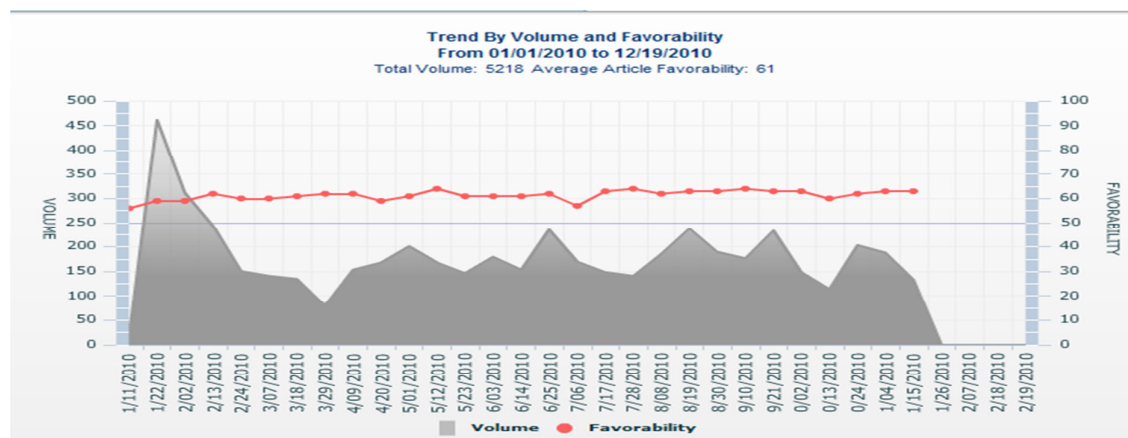
#### **iii) Internal communication using the ICON intranet site**

In an organization as vast, decentralized and dynamic as UNICEF, a robust internal communication mechanism is crucial – this was particularly true for 2010, with the arrival of a new Executive Director and UNICEF’s programmatic refocus on equity. A new section for OED was created and is updated regularly. Another section was newly designed to profile the organization’s refocus on equity. The Yammer site, a global microblogging service for UNICEF staff, has tripled its membership to 2,695 since its launch in May 2009.

### 3.1.6 Result area 6: Strengthen systems to measure communication activities and impact using the balanced scorecard and online monitoring tools.

#### i) CARMA

DOC contracted CARMA, an external media monitoring agency, in 2010 to conduct industry-standard media evaluation of UNICEF coverage globally. CARMA analysts evaluate a sample size of 1500 UNICEF media mentions every quarter. Results are fed into a searchable online dashboard and summarized in quarterly reports. This is the first time UNICEF has had media analysis at the global scale and across MTSP areas. This is also the first time that we have been able to gather data not just around specific efforts, but also looking at the ‘big picture’ of how UNICEF is represented. DOC will continue to refine the system based on insights gained during 2010. Data for the first, second and third quarters from the sample size analysed show that 88 per cent of coverage about UNICEF was favourable, 12 per cent was neutral, while less than 1 per cent was unfavourable. The average audience reach for UNICEF messages per quarter was 433.5 million, while the pickup of stories that mentioned MTSP areas was as follows: emergencies, 41 per cent; child survival and development, 29 per cent; child protection, 19 per cent; general policy and advocacy, 14 per cent; basic education and gender equality, 10 per cent; and children and HIV/AIDS, 4 per cent. Fourth-quarter data will be available in January 2010. The peaks in volume trends over the course of 2010 shown in the below graph were associated with significant pickup around major events or campaigns, including the earthquake in Haiti, the release of data on malaria mortality rates, the floods in Pakistan, and the MDG Summit and rollout of the equity agenda.



(Source: CARMA Media Monitoring)

#### ii) Balanced scorecard

The Division’s balanced scorecard system was instituted in 2008–2009. Sections continued to track and monitor their section-specific metrics through 2010. An extensive review of the metrics used in the scorecard was conducted in 2010, and as result of this review, DOC will work on revising the system in 2011 with a view to improving, streamlining and integrating indicators across sections.

### 3.1.7 Result area 7: Support capacity-building initiatives for UNICEF staff and partners.

#### Profiling expertise

DOC continued to profile communication expertise and support capacity-building initiatives for HQ and field colleagues and partners using various approaches and tools. Some of these efforts have been reported above, under Section 3.1.1. Among other noteworthy efforts, an update of the brand toolkit and intranet site resulted in 34,188 hits on ICON’s brand site in 2010. UNICEF

House hosted seminars on ‘The State of the UNICEF Brand’, ‘Digital Citizenship and Safety’ (with the Berkman Center at Harvard), ‘World Cup in my Village’ (with the Children’s Radio Foundation), ‘Empowering Children and Young People in the Digital Age (with the Massachusetts Institute of Technology Media Lab), and ‘Map Kibera: Safety and risks of girls’ (with the HIV/AIDS Section). Additionally, a two-day media training was held for relevant child protection cluster heads from external agencies; 125 staff and partners were trained in RedDot via webinars conducted from HQ, plus one field-based training session; and 92 country office staff members were trained as administrators of the photo site, with around 75 per cent participating in a WebEx session with HQ and 25 per cent in on-site training with support from HQ. A total of 22 country office photo collections were added to the photo site, while 144 regional and country office users, as well as 79 National Committee users in partnership with Geneva Communications team, were trained in the use of WeShare.

### **3.2 Significant areas of current or persistent shortfall in the expected results of the Division**

The plethora of activities outlined in Section 3 of this report are evidence of the robust work undertaken by DOC during the year. They also, however, point to the absence of a corporate communication strategy. While the volume, breadth and range of communication efforts are laudable in and of themselves, the organization’s external image and brand would greatly benefit from a corporate communication strategy.

Lack of a predictable funding source for communication work around some core corporate priorities jeopardizes DOC’s ability to deliver on its accountabilities.

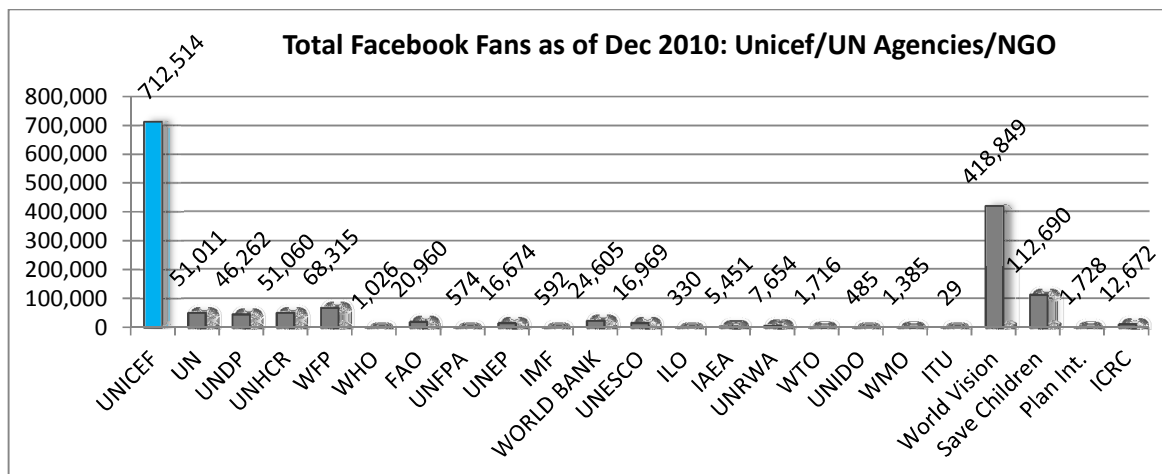
### **3.3 Areas of exceptional achievement**

#### **i) Meeting the MDGs with equity**

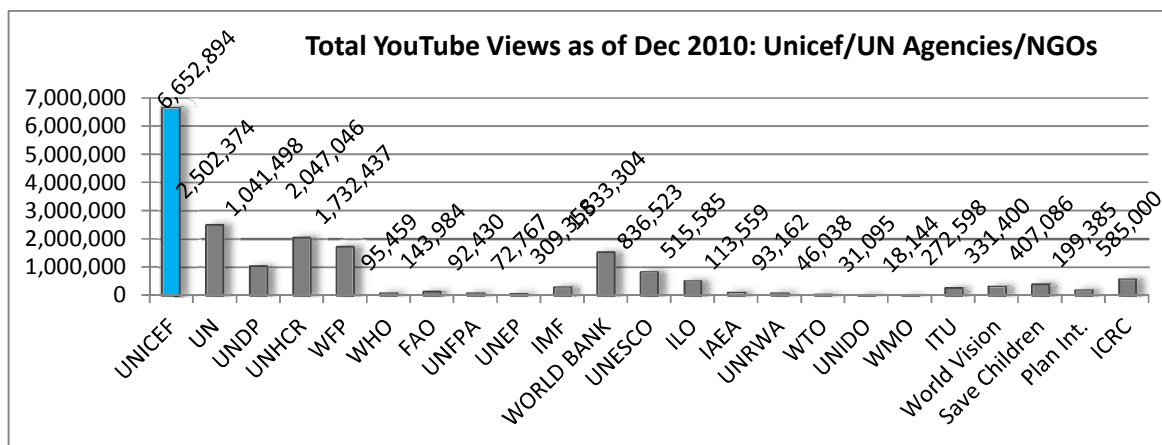
In the lead-up to the MDG Summit, DOC dedicated its efforts to the production of two major publications, *Progress for Children* and *Narrowing the Gaps to Meet the Goals*, with accompanying multimedia packages. A distribution strategy ensured that the equity message captured in both publications was widely pre-positioned with partners (for advocacy purposes) and with media outlets (for coverage). A total of 63 stories and 42 videos were posted on various multimedia sites, with a total of 300,000 social media plays. On the day of the launch, ICON showcased the report through a ‘New and Noteworthy’ story and produced a specially dedicated box on the homepage that displayed key facts from the report, changing with each page refresh. The report was also featured on the new Equity page created on ICON, along with a link to the live webcast of the launch on United Nations Webcast.

#### **ii) Social media**

Google Analytics results show that UNICEF’s use of social media, Facebook and YouTube in particular, yielded impressive results in 2010, particularly when compared to the use of these platforms by other United Nations agencies and non-governmental organizations (NGOs). As a result of this dramatic increase in audience outreach, UNICEF messages are reaching a wider, more diverse audience.



(Source: Google Analytics)



(Source: Google Analytics)

### iii) Child-friendly schools

The documentary series produced under the CFS initiative allowed for a detailed and personal exploration of the transformational impact of child-friendly policies on the lives of children and young people and their communities. Short news stories cannot achieve this level of depth. The footage and accompanying materials can be used and repackaged in multiple ways for multiple audiences and greater impact. To ensure wider distribution of future film endeavours, DOC will work on securing interest from broadcasters before embarking on such projects.

### iv) Map Kibera

The Map Kibera project resulted in the first ever detailed map on child protection, public safety and girls' vulnerability produced by and for the community. The qualitative evidence it generated supports planners and policymakers in improving services at the district and national level. The low cost and easy access to digital technology reduces some of the barriers to community participation, allowing groups to self-organize and advocate for better services and governance. Building on the success of this work, DOC plans to apply the participatory mapping methodology to amplify the preferences and voices of young people in other critical locations.

### v) Internal communication effort around the transition of UNICEF's Executive Director

An internal communication strategy and plan of action for the announcement of the new Executive Director in May 2010 was crucial in facilitating the transition and introducing the new Executive Director to disparate internal audiences. A new section on ICON was created to introduce the new Executive Director to staff members and showcase his experience and

leadership. This new section became the most viewed space in the weeks following the transition. It remains a dedicated space for the Executive Director's messages to staff, providing a repository of his travels, photos, press releases, videos, speeches and statements.

## **4. Management and operations**

### **4.1 Partnerships and partnership frameworks**

#### **i) Headquarters divisions, regional and country offices**

DOC relies heavily on important internal partnerships and collaborative approaches with several key divisions in HQ locations: PD and the DPP on the roll-out of the equity approach, preparation of flagship publications, advocacy initiatives and several youth and education projects as outlined in Section 2 of this report; the Office of the Executive Board and Executive Director on board coverage; EMOPS on humanitarian action; and the Public Sector Alliances and Resources Mobilization Office (PARMO) and PFP in our brand positioning and for our reporting back to donors. Partnerships with regional colleagues were strengthened and expanded in 2010, especially through monthly conference calls with regional advisors and participation of DOC colleagues in regional management team meetings. The roll-out of several communication and advocacy projects in the field, and the extent of emergency response efforts, has led to closer cooperation with country offices.

#### **ii) Other external partners**

Outreach to external partners gained momentum in 2010. Efforts targeted partner United Nations agencies, academic journals, online gateways to information such as ReliefWeb and AlertNet, like-minded organizations and NGOs, women's groups, blogs, online and print media, and networks such as the Inter-Agency Network for Education in Emergencies (INEE) and the Communication Initiative. DOC also continued to ensure visibility of key partners through multimedia content (text, images, video, audio) in English, French, Spanish, Arabic and Chinese. In addition to daily Web production, DOC supported the design and development of UNICEF partnership microsites with, among others, the European Union, UNGEI and Women Deliver (on maternal health). The Division's normative and pioneering work on digital safety is being done in partnership with Harvard's Berkman Center for Internet and Society.

### **4.2 United Nations Coherence**

The Division has been working both internally and with United Nations sister agencies to support the 'Delivering as One' agenda, particularly in terms of developing and refining the 'One Voice' or 'Communicating as One' concept. In 2010, the DOC team provided ongoing strategic guidance to HQ colleagues, particularly the Governance and Multilateral Affairs Division, to address country-level issues of implementing and communicating United Nations Coherence. DOC participated in the global meeting on United Nations Coherence in Turkey and briefed participants on the latest developments in United Nations Coherence at the Global Communication Management Team meeting. DOC also contributed guidance on brand and communication to the *Handy Guide on UN Coherence*, which was distributed in early 2010. Through the UNICEF *Annual Report* and the UNICEF website, DOC's communication efforts provided visibility to United Nations Coherence efforts.

### **4.3 Management practices, systems and structures**

#### **i) Financial resources**

In 2010, DOC received US\$11.9 million for communication activities and services. Of this, \$2.9 million was from the Support Budget (for non-staff costs), \$4.3 million came from Regular

Resources (RR), \$2.7 million from Other Resources (OR) and \$2 million from RR for OR funding. By year's end, DOC had used approximately 97 per cent of its Support Budget and 88 per cent of its Programme Budget (RR).

**ii) Management structures and practices**

In May–June 2010, an audit of contract management in DOC was conducted by the Office of Internal Audit. In response to the recommendations of the audit, DOC has strengthened a number of management practices and structures, including the Divisional Management Team, which now meets monthly to review programme and operational performance; the standard operating procedures and the oversight and quality assurance mechanisms for contract management; and DOC's Table of Authority, with updated accountabilities and 44 staff trained on the Systems, Applications and Products/Financial and Logistics System (SAP/FLS). To address DOC's ongoing challenge of lack of posts and reliance on consultants for core staff functions, an analysis of core functions was conducted. It will inform preparation of the 2012–2013 Office Management Plan and Integrated Budget.

**iii) Staff capacity-building**

In 2010, 14 staff were able to undertake training in various skills, including desktop publishing, public speaking, Adobe products, executive speaking and photography. The Director's Office led three Q&A sessions on a variety of operational and administrative issues and processes. Some of the sessions involved colleagues from other divisions. One DOC staff member was selected for the Leadership Development Initiative.

**iv) Human Resources**

DOC worked closely with the Division of Human Resources throughout the year to ensure the highest quality of recruitment for both DOC and international communication staff in regional and country offices. In 2010, the critical senior position of Division Director was filled. DOC successfully recruited five staff positions during the year. At the end of 2010, five posts remain under recruitment. DOC will continue to streamline the internal recruitment processes in order to ensure timely completion of recruitment. DOC continued to use temporary personnel to support core staff functions. In 2010, 7 staff members were hired on Temporary Assistance contracts.

**v) Coordination**

Coordination within the Division was enhanced in 2010 through weekly section chiefs' meetings and quarterly all-staff meetings. The Global Communication Team, consisting of senior DOC staff and regional communication advisors, met from 29 November to 1 December 2010. The meeting included 75 participants: 24 from HQ divisions, 19 from regional offices, 24 from country offices, 2 from national committees and 6 guests. The meeting provided an opportunity to discuss the global communication and advocacy strategy; highlight the organization's renewed focus on equity; discuss new trends in emergencies, the evolving aid architecture and social media; and build skills through working groups on statistical literacy, animated PowerPoint, imagery for consistent advocacy and social media literacy.

## 5. Innovations and lessons learned

### 5.1 Innovations

#### i) Digital citizenship and safety

In 2010, DOC continued to strengthen its role in normative standard setting through the piloting of a digital citizenship and safety project for children and young people in developing countries. Over the last decade, the dramatic increase of access to information and communication technologies (ICTs) in developing countries has brought growing and unprecedented opportunities and resources into the lives of adolescents and young people. In parallel with this positive development, a range of significant risks have also been emerging. The project, implemented in partnership with the Berkman Center for Internet and Society at Harvard University, aims to mitigate these risks by providing a better understanding of usage patterns, empowering users through knowledge as well as promoting optimal use of digital technology and supporting national policies that embrace the digital age. The first phase of the project produced an exploratory study on digital safety, released in June 2010. For its second phase, the project is focusing initially on six countries, working through UNICEF country offices to tailor the concept of digital citizenship and conduct research on digital safety. In South Africa, more than 22,000 youth were surveyed on their online behaviour. DOC plans to roll out the pilot in 2011.

#### ii) World Cup in My Village

World Cup in My Village was an example of the innovative use of information and communication technologies for development (ICT4D) in 2010. The pilot project touched more than 17,000 vulnerable, hard-to-reach children living in rural areas of Rwanda and Zambia by making the 2010 FIFA World Cup matches accessible through community viewings on 20-foot-tall inflatable screens. The project also offered a youth outreach component for the 1Goal Campaign, championed by UNICEF Goodwill Ambassador Shakira, whose vision was to provide a legacy for children linked to the first World Cup ever hosted in Africa. Meanwhile, a week-long OneMinutesJr. workshop provided 15 youth filmmakers with skills to produce one-minute videos. In addition, 200 young people received media training in radio and video journalism. As a direct result of the training, 170 youth-focused media pieces were produced during the project.

#### iii) Map Kibera

DOC and PD collaborated on the Kibera mapping pilot project that demonstrated how digital maps and mobile phone applications can increase understanding among vulnerable young girls and women of the risks of sexual violence and, as a result, can reduce HIV transmission. Recognizing that digital technology can provide important links between grassroots activists and improved governance and can give planners tools for improved programme development, the scope of the project was expanded in consultation with UNICEF Kenya and the local partner Social Development Network to address HIV/AIDS vulnerability as well as health services and informal education. The project trained 13 young people in Kibera, one from each village, on the use of GPS devices. Rather than creating a stand-alone map, the project contributed data to an ongoing open source project known as OpenStreetMap.

#### iv) Sexual violence against children

A unique partnership was launched to end sexual violence against girls worldwide – a truly global problem affecting over 150 million girls. The partnership, now known as Together for Girls, unites major international organizations to find, test and implement the best prevention and protection strategies to address this widespread violation of rights. The focus of partnership efforts focus is threefold: conducting national surveys to document the magnitude and impact of

sexual violence, supporting a plan of action at the country level, and launching communication and public awareness campaigns.

The communication campaign will be led by UNICEF, the United States Centers for Disease Control and Prevention and the United States President's Emergency Plan for AIDS Relief (PEPFAR). A desk review will be conducted to identify gaps in key communication materials; the needed materials, including written and audiovisual tools, will then be developed. As the knowledge leader on communicating about children, UNICEF will offer guidance and recommendations on gathering, using and distributing the materials. The aim of the campaign is to raise awareness and shift discourse when communicating and reporting about sexual violence. UNICEF's Goodwill Ambassadors have already contributed to the profiling of this issue; notable efforts included Angelique Kidjo's visit to Soweto in South Africa to highlight the plight of children made vulnerable by poverty, violence and HIV and AIDS; Ricky Martin's tweets on sexual violence and child trafficking; and Danny Glover's visit to an HIV and sexual violence prevention workshop conducted by young adults and adolescents in the Amazonian region of Peru.

## **5.2 Lessons learned**

### **i) Web and multimedia**

Demand for, and interest in, development of multimedia portals and microsites in specialized knowledge and issue areas is increasing within UNICEF and among external partners. Continued outreach on social media sites further enhanced visibility of UNICEF video content, with most video plays occurring outside <www.unicef.org>. The photo site vastly enlarges the choice of imagery available to the entire organization and, for the first time, provides a cost-effective global archiving resource. The WeShare system has been fully adopted and is regularly used by National Committees and field offices. A new fundraising video section has been designed and is in the process of coming online. A review with the social media consulting vendor Virilion resulted in a new 'Photo of the Week' feature on Facebook, automation of UNICEF story feeds on Facebook and Twitter, regular manual postings on Facebook, design changes and other recommendations for the Facebook, Twitter, YouTube and Scribd pages. Expectations in the area of social media continue to increase and evolve, requiring consistent funding and investment to keep up with the moving target of social media advocacy.

### **ii) Connecting Classrooms**

Evaluation of this project in 2010 showed that, in order to ensure sustainability of the initiative at the country level, country offices must be selected based on a strong interest in participating and must seriously commit to supporting the implementation of the project. To ensure sustainability, the Connecting Classrooms project team and country offices must also work together to secure buy-in and support from national governments and ministries of education. Ensuring programme and leadership coherence between phase transitions is key to keeping the programme strong. Efforts should be made to support programme staff in the field by extending country coordinators' contracts, continuing support to participating schools and ensuring adequate funds to support Connecting Classrooms' reach to UNICEF country offices.

### **iii) Outreach to youth audiences**

A month after its launch in November 2010, the blog VwaJen became one of the main platforms for Haitian youth to report on issues that truly affected their lives. Used as a place of expression, VwaJen became the primary advocacy and networking tool for many young people in Haiti. In order to implement community services that foster social inclusion, new technology to address the issue of wider inclusion will be used.

**6.1 STUDIES, SURVEYS, EVALUATIONS**

1. Brand Asset Brand Equity Data Analysis  
( US, UK, Denmark, Brazil, China, Jordan, Italy, and France)
2. Brand image analysis of Haiti and Chile Crisis
3. UNICEF.org Web Site Strategic Repositioning: Usability and User Experience Analysis and Recommendations
4. Final Report on UNICEF Pilot: World Cup in My Village
5. Map Kibera Report
6. Unite for Climate Annual Survey 2010
7. Working Towards a Deeper Understanding of Digital Safety for Children and Young People In Developing Countries
8. Haiti Youth Forum Participants Satisfaction Survey
9. Connecting Classrooms Student Baseline Survey
10. Connecting Classrooms Monthly Reports
11. Voices of Youth Platform
12. Getting Ready for School: A Child-To-Child Approach, Programme Evaluation for Year One
13. CARMA Media Analysis Reports

**6.2 OTHER PUBLICATIONS**

1. Progress for Children: Achieving the MDGs with Equity (no. 9)
2. Narrowing the Gaps to Meet the Goals
3. Children and AIDS: Fifth Stocktaking Report
4. Annual Report 2009
5. Core Commitments for Children in Humanitarian Action.
6. UNGEI at 10: A Journey to Gender Equality in Education
7. SWCR 2011 Report: An Age of Opportunity

