Annual Report 2014
Division of Communication (DOC)
15 Feb. 2015
Part 1: 
OVERVIEW

1.1 Executive Summary

Through its communication and public advocacy on behalf of children in 2014, the Division of Communication (DOC) contributed to the outcomes of the UNICEF Strategic Plan, 2014–2017. In line with the Office Management Plan (OMP), 2014–2017, a new divisional structure was finalized, bringing the Division’s best assets to full strength. DOC achieved significant successes by launching more focused global campaigns; using its fast-growing digital platforms to reach new audiences and build greater brand recognition; leveraging new partnerships; and supporting UNICEF’s leadership role as a credible and trusted voice for children.

The Executive Director’s approval of the UNICEF Global Communication and Public Advocacy Strategy, in 2014, was a valuable step forward, as it acknowledged that UNICEF must do more than communicate, but must communicate to advocate on behalf of the world’s children, particularly the most disadvantaged. The Strategy employs new ways of thinking and action, with the goal of supporting shifts in public policy, fuelling social engagement and increasing private and public resources for children.

DOC’s Digital Transformation Project was also approved in 2014. The project, a multiyear investment, will replace unicef.org and country websites with a new content and engagement strategy, using an updated web and social presence and new staffing models. It will dramatically reshape UNICEF’s online presence through refreshed content, storytelling, engagement and governance. Project implementation will begin in 2015.

DOC continued to push boundaries to reach new audiences and raise awareness on current issues facing children globally. In 2014, DOC innovated in all its areas of work, by producing a first-time digital publication; mobilizing UNICEF Goodwill Ambassadors to reach out to millions of their supporters; strengthening public advocacy work with calls to action for children; expanding UNICEF’s reach through new digital platforms; and creating new narratives, both in print and multimedia, to capture audience’s imagination and support.

Receiving the Staff Award with the Child Protection Section for the #ENDviolence campaign was a major highlight for the Division. The #ENDviolence campaign brought the best of UNICEF to the table while also leveraging new partnerships – and it is an example of the new way DOC is implementing the ‘glocal’ approach, whereby a global priority is adapted to local contexts, integrated into policy and planning, and aligned with the priorities of the Strategic Plan. The campaign proved to be a positive example of real engagement driving local action and the link to the global movement amplified the reach and impact of national #ENDviolence initiatives.
On 20 November 2014, several events at the United Nations General Assembly and the #IMAGINE campaign were launched together with The State of the World’s Children 2015 (SOWC 2015) to commemorate the 25th anniversary of the Convention on the Rights of the Child. The #IMAGINE campaign sought to raise global awareness, engagement and funds in support of child rights. To develop the campaign, DOC utilized new technologies and collaborated with the Private Fundraising and Partnerships (PFP) Division, Country Offices and National Committees, and globally-renowned producer and DJ David Guetta. Yoko Ono also supported the campaign. UNICEF national, regional and global Goodwill Ambassadors took part as well as did some of the biggest names in music, technology and entertainment including Katy Perry, will.i.am, Hugh Jackman, Priyanka Chopra and Neymar.

DOC expanded its collaborative partnerships to meet the communication and advocacy needs related to children in emergencies in 2014. The UNICEF/EU Voices of Children in Emergencies campaign aimed to raise awareness about UNICEF’s humanitarian action. And in collaboration with the Middle East and North Africa Regional Office (MENARO), DOC continued its efforts in the No Lost Generation (NLG) initiative, on behalf of the children of Syria.

The unprecedented number of emergencies in all regions had implications on DOC human resources and time. DOC deployed several staff members to conflict areas, providing technical support for media coverage, creation of multi-media assets and communication support.

### 1.2 Equity Case Study

Throughout 2014, UNICEF marked the 25th anniversary of the Convention on the Rights of the Child. DOC led the work on a publication, 25 Years of the Convention on the Rights of the Child: Is the World a better place for children?, released in September, consisting of a statistical analysis and compendium of essays by experts and advocates that asked: Does a child born today have better prospects in life than one who was born at the time the Convention came into being?

The analysis showed that the world is largely a better place, but not for all children. It demonstrated that in almost all areas, there has been substantial progress, but that the work to fulfil children’s rights is far from finished because progress has not been evenly distributed.

The publication clearly stated that the vision of the Convention can only be achieved if all children’s rights are realized, no matter who they are, where they come from, or what challenges or disadvantages they face. Left unattended, disparities threaten to undo the global progress for children that has already been achieved.

Essays from UNICEF Executive Director Anthony Lake, and eminent thought-leaders such as Kirsten Sandberg, Chairperson of the Committee on the Rights of the Child; Urs Gasser, Executive Director of the Berkman Center for Internet & Society at Harvard University; Jody Heymann, Dean of the UCLA Fielding
School of Public Health; and Kevin Watkins, Executive Director of the Overseas Development Institute, supported this thesis. DOC also provided a platform on the CRC@25 website for national essays of perspectives addressing, ‘Is the world a better place for children?’ commissioned by Country Offices and National Committees.

The State of the World’s Children 2015 report, released on 20 November, also focused on equity and highlighted how new ways of solving problems – often emerging from local communities and young people themselves – can help overcome age-old inequities that prevent millions of children from surviving, thriving and making the most of their potential.

In early 2014, UNICEF issued a call to Country Offices and National Committees to contribute to the report by highlighting innovation for children through their locally-driven Activate Talks. Throughout the year, more than 38 Activate Talks were held around the world, in countries such as Armenia, France, Indonesia, Uganda, the United States and Zimbabwe. The Activate Talks served as a source to locate innovations and stories for the report. In addition, the report featured contributions from young inventors, innovators, business people, artists and others, and was released as a digital report, featuring interactive and multimedia content such as videos, photo essays and a global innovation map.
Part 2:
DEVELOPMENT EFFECTIVENESS

Output 1: UNICEF’s brand reflects organizational credibility and integrity that inspires public support for equitable results for children and unites the organization in a clear and compelling vision to realize children’s rights.

Output 2: A broader audience, including a new generation of supporters and advocates, is engaged in safe and empowered ways around child rights issues and positive social change for children and women.

2.1 Analysis of Programme Strategies and Results

Following on recommendations of the Efficiency and Effectiveness Initiative, DOC began organization-wide consultations on a Global Brand Strategy. A proposal is to be shared at the June 2015 Global Management Team (GMT) meeting.

UNICEF Goodwill Ambassadors continued to raise awareness, as well as support advocacy and fundraising for UNICEF’s priority issues. Their trusted and credible voices have helped engage new audiences through their social media platforms, traditional media, and other visibility and advocacy efforts.

UNICEF Goodwill Ambassadors were utilized around the numerous L3 emergencies in 2014, including public service announcements (PSAs) with David Beckham’s two video messages; Jeffrey Wright’s video message with Angélique Kidjo, Whoopi Goldberg and Ishmael Beah; and Idris Elba’s video messages that included footballers and names of UNICEF-provided healthcare workers. DOC also built new collaborations with the entertainment industry, working with Warner Brothers and the cast of The Good Lie, a Hollywood film about the resettlement of Sudanese refugee in the United States, to raise awareness on UNICEF’s efforts in South Sudan.

Support from Goodwill Ambassadors was coordinated by DOC, including field visits and awareness-raising around the children of the Syrian Arab Republic and neighbouring countries, including the Central African Republic, the Philippines, South Sudan, and Ebola emergency in Guinea, Liberia and Sierra Leone. Through the No Lost Generation campaign, Goodwill Ambassadors and high-level supporters reached, through their social media platforms, more than 200 million fans and followers, with a plea to support the children of the Syrian Arab Republic.

Created in 2014, the new Digital Strategy Section combined the creativity and workforce of the former Social and Civic Media Section and the Internet, Broadcast and Image Section, consolidating web, social
media, video, and photography efforts as the next generation of UNICEF’s digital presence worldwide. Most significantly in 2014, there was dramatic growth in content quality and engagement, due to an integrated editorial approach across web, multimedia, and social media teams, as well as better integration and coordination within DOC.

Additionally, DOC successfully made the case for an $11.4 million investment project to renew UNICEF’s digital content and engagement strategy, through an updated web and social presence and new staffing models. This project will dramatically reshape UNICEF’s online presence through refreshed content, storytelling, engagement and governance. The Office of Internal Audit and Investigation (OIAI) audited UNICEF’s external web presence and DOC fully responded to the findings of the audit.

In 2014, DOC made substantial commitments to reach a younger, global audience through mobile platforms. All key initiatives were launched as mobile-first products leading to a full 90 per cent of unicef.org being optimized for mobile devices in English, French, Spanish and Chinese. Mobile traffic to the site grew 69 per cent over the course of the year, with one fourth of all traffic originating from mobile devices.

Facebook and Twitter have seen 66 per cent and 43 per cent growth, respectively, since the beginning of 2014. Global English social media numbers are: Facebook: 4.8 million, Twitter: 3.43 million, Google+: 956,000, Instagram: 142,000 and LinkedIn: 188,000. YouTube has 61,000 subscribers and 20.4 million views.

On Facebook, UNICEF’s main page (in English) reached some 5.6 million people per month, of which 2.3 million were in developing countries. The page’s total audience became dominated by youth; 35 per cent of followers being under the age of 25, meaning that UNICEF engaged with some 1.96 million people under the age of 25 through Facebook alone.

DOC helmed robust earned (unpaid) growth across all web and social channels and saw deeper engagement and initiative with key external platforms such as Upworthy, BuzzFeed and LinkedIn.

Visits from mobile devices increased 41 per cent between 2013 and 2014 while desktop visits increased 3 per cent. Donation clicks per visit for mobile users also increased 26 per cent in the period.

DOC is driving a shift to dynamic storytelling formats, the use of first-person narratives in photography and video content, and integration and outreach to influencers on Vine, Instagram and other platforms. A diversified approach to video production and promotion, with better distinctions between video for social audiences versus news proved successful. Emergencies, especially the Ebola response, saw good uptake of UNICEF video and photo assets through increased coordination with the Media Section within DOC.

The UNICEF YouTube channel, long used as a distribution platform, has been refreshed and revitalized as an engagement platform, with the findability, sharing and social aspects – as well as integration with
other Google properties – a key focus. Using external expertise to optimize the channel, UNICEF’s YouTube presence is now hailed by Google’s non-profit relationships team as one of the best.

DOC deepened key partnerships with all parts of UNICEF through engagement and the UNICEF Connect blog, UNICEF’s first global blog. The homepage of UNICEF is now global in focus, social media friendly, visually engaging and mobile-optimized. It features a wide variety of content from diverse properties, including multimedia content (videos, photo features, audio slide shows), traditional human interest stories, press releases, Voices of Youth, Faces of UNICEF, Country Office Facebook profiles, Country Office websites, the European Union portal and the UNICEF Connect blog.

Notably, DOC managed to build communities despite certain platforms imposing limitations on organic fan growth, particularly Facebook. In view of the ambitious targets set out in the Global Communication Strategy, DOC also began investing staff and resources on additional marketing strategies, most recently tested with The State of the World’s Children 2015 released on a digital platform. In addition to its impressive growth and engagement on Facebook and Twitter, DOC is also establishing content platforms for UNICEF on Google+, Instagram, LinkedIn and Tumblr, a move that generates high-engagement rates. This was achieved through increasing capacity within DOC, enhanced editorial planning, and capitalizing on opportunities to share platform-appropriate content.

The use of third-party engagement and monitoring platforms including Gorkana, Crowdbooster, Crowdtangle, ActionSprout and Muckrack have further supported the increases in supporters and engagement. The monitoring and moderation of social media channels were strengthened by the use of the social media monitoring tool from Gorkana, as a way to identify and assess what is being said online about UNICEF, its brand or specific campaigns. This improved DOC’s ability to respond to comments and questions, engage with audiences and flag potential risks when relevant, in order to adapt and refine strategies on a continuous basis.

Social media engagement was also strengthened beyond the English channels through increased collaboration with the non-English language (Arabic, Chinese, French and Spanish) digital content producers within DOC. This is happening on editorial and content planning, monitoring and moderation, and sharing learning and best practice.

In addition, new and popular platforms and digital formats, which engage new audiences, were regularly tried and tested – for example, on the social news site BuzzFeed. DOC produced content on BuzzFeed on issues including vaccines, schoolgirls in northern Nigeria, violence against children, polio and innovation for children. DOC has also continued partnering with Country Offices and music artists to create compelling content in the form of music videos inspired by the #ENDviolence initiative, as well as #TeamUNICEF and World Aids Day. Beyond music videos, DOC has also further developed its social video strategy, creating content that is designed for the platform audiences, most recently with The State of the World’s Children signature video produced by Rooftop in South Africa.
DOC continued to manage Voices of Youth (VOY), UNICEF’s global adolescent and youth online portal; traffic on VOY increased in 2014 in terms of both users and sessions. In May, VOY launched a second round of a blogging internship programme, which was piloted in 2013 and found to increase engagement. Forty VOY blogging interns were selected across the three VOY languages from nearly 400 applications. Feedback from bloggers indicated that the internship was a powerful skill-building and empowerment experience. Their assessment of the experience will feed into the design of the internship for 2015, which will see VOY increasingly supporting its youth contributors to improve their blogging and advocacy skills.

In alignment with the new communication strategy, DOC finalized updated technical production and storytelling guidelines to provide normative guidance to Country Offices. DOC also continues to strengthen and broaden its roster of videographers, video editors and photographers including professional regional consultants that are more cost-efficient for commissioning professional materials.

A model of professional photography coverage was developed by DOC that provides guidance on programme coverage and first-person narrative formatting with distribution platforms in mind, and of benefit to headquarters, Regional and Country Offices and National Committees in planning deliverables for photography coverage in the field.

UNICEF’s humanitarian response dominated UNICEF press releases with six-high level and corporate emergencies. In a press release that received extensive media pick-up, UNICEF called 2014 a “devastating year for children.” DOC played a key role in building visibility and sustained media coverage. DOC staff were deployed on extended missions to Iraq, Guinea, Liberia, Sierra Leone and South Sudan and provided continued senior staff support to the crisis in the Syrian Arab Republic. A dedicated DOC staff member was also assigned to emergencies.

The overwhelming number of emergencies and high-level initiatives and events underlined the need for communication efforts to be evidence based and grounded in what works. DOC undertook a new strategy of integrated media monitoring of traditional, web and social media platforms to assist in continual refinement of our approach for maximum impact.
Part 3:
GLOBAL AND REGIONAL PROGRAMME

Output 3: The public has increased awareness and understanding of child rights, the criticality of equity to fulfilling rights, and UNICEF’s mission and mandate in delivering results that uphold those rights.

3.1 Analysis of Programme Strategies and Results

In line with the objectives of UNICEF Strategic Plan, DOC created the Public Advocacy section in 2014 to develop evidence-based messaging and to shape advocacy arguments to best position children’s rights issues within the global public agenda. DOC established itself as a source of thematic expertise, through targeted intelligence gathering, internal and external partner and influencer engagement, and mapping of key opportunities to influence and generate awareness.


DOC achieved results on thematic advocacy with key factors such as the timeliness and ‘relatability’ of issue-based content; development of communication strategies and assets to build ‘key asks’ from the donor community and national stakeholders; engagement of UNICEF Goodwill Ambassadors; and often its leadership on social media. One example is DOC’s campaign during the World Immunization Week in April 2014, where assets produced by DOC for the campaign amplified a budding conversation about vaccination in developed countries and outbreaks of vaccine-preventable illnesses in the United States and Europe.

DOC’s role in engaging with youth through the Global Education First Initiative’s Youth Advocacy Group (YAG) is another main achievement. Communication support to the YAG members contributed to increasing youth engagement in education issues and positioning UNICEF as a leader in giving young people a voice to shape the post-2015 agenda on education. UNICEF’s role in strengthening the YAG has been acknowledged by the United Nations Special Envoy on Youth as well as by other partners.

DOC implemented a number of communication and advocacy strategies on equity (including the Out-of-School Children Initiative, Let Us Learn, inclusive education); girls’ education (the United Nations Girls’ Education Initiative) focused on the reduction and elimination of school-related gender-based violence; and education in emergencies and peacebuilding (Peacebuilding, Education and Advocacy programme).
Further, the 2014 Public Advocacy email databases doubled in size from 7,000 to over 15,000 development professionals, enabling a broad outreach base for UNICEF’s advocacy initiatives.

Working closely with EMOPS, DOC contributed to shaping the organization’s narrative and messaging on various issues relating to children and emergencies, including the UNICEF/EU campaign Voices of Children in Emergencies, the Humanitarian Action for Children campaign, general messaging on children in emergencies (briefing book), the Ebola crisis, South Sudan, the Central African Republic, Somalia and others. DOC also supported work at the country level, including the development of a communication and public advocacy strategy for South Sudan, and served as liaison and coordinator for the communication aspects of UNICEF’s partnership with DFID on emergency preparedness.

Publications play a key role in disseminating evidence and knowledge as a way to influence public policy and establish UNICEF as a knowledge leader on children’s rights and related issues. DOC annually develops and produces the flagship publications, and promotes the flagships and other major publications as advocacy tools with public audiences through launch events, media and outreach and dissemination strategies. UNICEF’s flagship publication *The State of the World’s Children 2015: Reimagine the Future, Innovation for every child*, was UNICEF’s first digital SOWC report, including text, audiovisual content and interactive features in English, French and Spanish.

The *Committing to Child Survival: A Promise Renewed – Progress Report 2014* was launched in September 2014. The report generated high-level interest from traditional media, with more than 200 mentions from news outlets in the first 24 hours, including major pieces in *The BBC, The New York Times, The Guardian, The Independent, The Huffington Post, Mashable*, and other key outlets. The report also generated high levels of visibility on social media through factographs and customized tweets. The APR hashtag, #Promise4Children, generated 137 million impressions, and major influencers including Melinda Gates, Mia Farrow, Ray Chambers and others shared messages around APR. The APR report was downloaded 19,365 times within the first week after its launch.

DOC also developed, edited and produced UNICEF’s CRC 25th anniversary publication titled *25 Years of the Convention on the Rights of the Child: Is the world a better place for children?* DOC produced the Executive Director’s Foreword, the main UNICEF essay reporting on progress toward child rights and four essays commissioned from outside experts first as separate products (PDF); then compiled as a 124-page publication launched on the anniversary date, 20 November. UNICEF Country Offices and National Committees contributed essays to the digital compilation. As an accompaniment, DOC produced an updated edition of the Convention on the Rights of the Child booklet in English, French and Spanish, complete with the new, third optional protocol to the Convention.

In keeping with trends away from traditional printing, DOC reduced the numbers of copies of publications printed and distributed in 2014 by 80 per cent over 2013, and advised Regional and Country Offices to promote the use of PDF versions of publications or to print copies locally as needed, with positive feedback from offices in all regions. DOC supported offices in assuring the quality of human
interest stories for the web by implementing an efficient clearance process to make sure data used in stories from the field are consistent with latest available data in the UNICEF flagship publications.

DOC provides the secretariat to the UNICEF Publication Committee, chaired by UNICEF’s Deputy Executive Director for Partnerships. The Publication Committee is driving an organization-wide effort to adopt a more planned approach to publications. As Secretariat, DOC drew up the 2014 publication plan covering all divisions at headquarters, which was disseminated widely for the purposes of sharing information, coordinating and identifying synergies and opportunities to better reach public audiences. The UNICEF Publication Policy was updated in 2014 with a revised publication taxonomy and accompanied by Standard Operating Procedures on publication clearances.

### 3.2 Normative Principles

DOC is committed to upholding the normative principles of UNICEF including a human-rights based approach to cooperation, gender equality and environmental sustainability.

In 2014, a main achievement towards gender equality was the innovative #investingirls campaign, launched jointly with the MDG Advocate’s Office, the United Nations Foundation and other partners, in conjunction with the ‘Investing in Girls’ Empowerment for MDG Acceleration’ side event at the World Economic Forum in January and continued through the African Union Summit and the Commission on the Status of Women’s side event ‘To 2015 and Beyond: Putting Girls’ Education at the Heart of the Agenda’ in March.

UNICEF acted as a communication lead, with DOC support, for the event and expanded the momentum of the International Day of the Girl Child 2013 to raise the profile of girls’ education further and build the investment case for girls’ empowerment. Millions of people in 140 countries joined this social media-driven campaign, including such influencers as Amina Mohamed, Crown Prince Haakon and Crown Princess Mette-Marit of Norway, Arianna Huffington, Marissa Mayer and Nouriel Roubini. The hashtag #investingirls became the seventh most popular hashtag at the forum and was ranked first among development topics. UNICEF was highly visible with girls’ education-related messaging and garnered the majority share of voice on digital media. UNICEF factographs shared on social media, the op-ed on CNN with the Norwegian Prime Minister Erna Solberg and UNICEF Goodwill Ambassador Hannah Godefa, and the LinkedIn Pulse piece by the United Nations Secretary-General Ban Ki-moon were some of the strongest and most shared assets of the effort.

DOC supported efforts to raise the profile of climate change on the UNICEF agenda, and positioned UNICEF as a key player in this area through participation at the United Nations Climate Change Summit, organizing a panel discussion entitled ‘Voices from the Frontlines’. DOC created communication materials – including key messaging development, webpage revamp, signature video with voices from children and celebrity engagement. Additionally, DOC supported young people through Voices of Youth
Maps (digital mapping), a special global youth-crowdsourced map that was also produced for the Climate Summit in September 2014 and will continue to be used for adolescent and youth climate advocacy leading to Paris 2015.
Part 4:
ANALYSIS OF ORGANIZATIONAL EFFECTIVENESS AND EFFICIENCY RESULTS

Output 4: DOC leads and supports the organization in developing and applying cutting-edge strategies, tactics, content, platforms and partnerships to communicate with a powerful voice for children.

Under the leadership of the Director of DOC, the new divisional structure implemented beginning in 2014 for the OMP period, 2014-2017, was able to better profit from the collective talents of the Division. In many cases, this transformation brought new ways of doing business and allowed for greater innovation and teamwork. DOC undertook bold complex global campaigns, broad and ambitious events and initiatives that not only communicated but advocated for UNICEF priorities for children globally. Through better coordination, DOC was able to enhance its efforts toward global initiatives and to tailor outputs for Regional and Country Offices to utilize in distinct contexts.

Among other changes in the new OMP period, DOC created three senior-advisor posts – in areas of Crisis Communication, Office of the Spokesperson and Field Support – which became operational in 2014. The new Senior Advisor for Crisis Communication helped strengthen professional support to offices faced with potential reputational threats as well as supported broader potential risks to organizational credibility in areas such as polio and Ebola response. The Senior Advisor, Office of the Spokesperson, convened senior communicators and produced messages on critical and sensitive issues, especially those engaging the voice of the Executive Director or requiring his review and clearance. The Office of the Spokesperson also provided high-level editorial guidance and quality control on a broad range of communication products and content, and supported the Office of the Executive Director by drafting letters, notes and opinions.

Finally, the new Field Support Unit began work in August 2014. The Senior Adviser provided operational support to Regional Offices, Country Offices and National Committees (via PFP) in the Global Communication and Public Advocacy Strategy roll-out constituted a major focus. Initial progress was made toward setting out the priority actions, timeframes and focal points for DOC support to the roll-out; interacting continuously with the regions and countries to promote a global approach in the roll-out preparations; and enhancing awareness about the Strategy itself.

4.1 External Relations and Partnerships

DOC continued to leverage and build partnerships in 2014. Many of the global campaigns and initiatives utilized the voice of partners and expertise to not only raise UNICEF’s efforts, but also to leverage the
coordinated chorus of many voices around key issues facing children. The Division sought out expertise from the private sector, which elevated the strength and impact of UNICEF communications.

In 2014, DOC strengthened its partnership with the Berkman Center for Internet & Society at Harvard University, which remains key to communicating UNICEF’s knowledge leadership in the area of child rights in a digital era. At the Digitally Connected symposium, co-hosted by UNICEF and the Berkman Center, 150 experts and innovators from around the world gathered to discuss children’s rights in the digital era, focusing on research and application. The symposium was an opportunity to share UNICEF’s experiences on child rights in a digital era – through the work of Voices of Youth and other offices and initiatives – and to show UNICEF’s thought-leadership in this area. An essay on the Voices of Youth Citizens research in Kenya was submitted for inclusion in a collection from the symposium that was published in July 2014.

Following the Digitally Connected symposium, DOC and the Berkman Center collaborated on a research project and report *Children’s Rights in the Digital Age: A download from children around the world* with the Young & Well Cooperative Research Center in Sydney, Australia, to get children’s views on how digital media affects their rights. The findings of the project were presented at the 2014 Day of General Discussion on child rights and digital media, convened by the Committee on the Rights of the Child. This report, together with an essay by Professor Urs Gasser, Executive Director of the Berkman Center, was included in the special CRC@25 essay collection, making linkages between the 25th anniversary of the Convention on the Rights of the Child and the 25th anniversary of the World Wide Web. The essays were also e-launched ahead of a meeting on child rights in a digital era in Turkey, where the Director of the Division of Communication Paloma Escudero gave a keynote address. A summary of the report was translated into Turkish and the full report is currently being translated into Portuguese and Spanish. A Digitally Connected regional symposium continued the partnership in Buenos Aires, at the end of 2014.

DOC has partnered with GoPro, a company that develops, manufactures and markets high-definition wearable and mountable personal cameras, often used in action video or photography. DOC received approximately 50 cameras that it distributed to Country Offices and trained them on how to use the equipment. UNICEF Bhutan Country Office sent GoPro materials on footballers that DOC edited into a short video, which was highlighted as Video of the Day on the GoPro website. Initial feedback from Country Offices has been very positive and current footage is being utilized by DOC for use on digital platforms including #TeamUNICEF videos.

Jointly with Ketchum research and PFP, DOC developed a final list of key performance indicators (KPIs), scorecards and a first draft of a measurement handbook that were shared with Country Offices and National Committees in late 2014, for inputs and feedback in early 2015. DOC is creating an interactive dashboard to showcase the status of KPIs at global, regional and country levels. A new Ad-Hoc Evaluation and Impact Analysis Committee established with Ketchum and made up of experts from the private sector, non-profit and academia, including MasterCard, Booking.com and Gorkana, had its first meeting at the end of 2014.
Through DOC’s participation at the International Association for the Measurement and Evaluation of Communication (AMEC) summit in 2014, UNICEF was invited to become one of AMEC’s board members. AMEC’s new non-profit chapter is made up of UNICEF, the Bill & Melinda Gates Foundation, CARE and the Cleveland Clinic, and it is chaired by the Gates Foundation. Members of the non-profit chapter have contributed inputs to AMEC’s communication measurement guide ‘for dummies’ being developed by AMEC.

In the face of an unprecedented number of humanitarian emergencies in 2014, UNICEF partnered with the European Union in the Voices of Children in Emergencies awareness-raising campaign. DOC produced the global components of the campaign – films, Facebook and Twitter Apps, infographics, messaging and case studies – with the support of JWT (a communications agency) in Spain. DOC also continued its efforts in the No Lost Generation (NLG) initiative together with MENARO, producing communication assets to be used by partners as well as increasing NLG awareness through of all UNICEF’s digital platforms and Goodwill Ambassadors.

### 4.2 Communications

ICON, UNICEF’s intranet, was re-launched on a new SharePoint platform, which offered enhanced navigation and interactive features, and in a mobile-friendly version. For the first time in 2014, access to the full site was provided to National Committees. ICON continued to facilitate knowledge sharing within UNICEF globally and in 2014, 27 new portals were created for emergencies, including Ebola, and global observances and initiatives, such as End Violence, CRC@25, SOWC 2015, World Immunization Week and the Global Staff Survey. The portals served as a gateway to all related communication and programme resources and remained a point of interest to UNICEF staff globally.

Sharing UNICEF staff reflections and perspectives on the 25th anniversary of the Convention on the Rights of the Child provided another opportunity to amplify staff voices about the organization and the work they do to advance child rights. ICON hosted the internal CRC@25 meeting attended by the Executive Director, the Deputy Executive Directors and staff who have completed more than 25 years in UNICEF. The meeting was broadcast live to global UNICEF Offices.

One of DOC’s main achievements in 2014 was the approval and initial piloting of the UNICEF’s Global Communication and Public Advocacy Strategy, whose overarching goal is to put the rights and well-being of the most disadvantaged children at the heart of social, political and economic agendas; support shifts in public policy; fuel social engagement; and increase private and public resources for children. This will be achieved through UNICEF becoming a leading voice for children and with children, reaching 1 billion, and engaging 50 million people around the world. UNICEF Country Offices are the critical driving forces in achieving these objectives. UNICEF Executive Director Anthony Lake approved the full strategy in August 2014, opening the way to its full implementation.
The global pilot programme was launched in April 2014, with the goal of working with a diverse group of Country Offices and National Committees to develop recommendations and concrete implementation models for the Strategy. The pilots included field visits by DOC to 16 Country Offices and two National Committees, selected on the basis of their size, structure, budget and country typology. These visits yielded practical insights and recommendations for the refinement and future implementation of the Strategy.

The roll-out of the Strategy, started in 2014, will continue into 2015, as inputs and feedback from the pilot offices are collated and shared, and while early-adopter Regional Offices, Country Offices and National Committees begin to implement the Strategy. In 2014, progress was made toward setting out the priority actions, timeframes and focal points for DOC support to the roll-out; interacting continuously with the regions and countries to promote a global approach in the roll-out preparations; and enhancing awareness about the Strategy itself. DOC has shared a checklist for pilot countries and distributed a new handbook on KPIs to all regions, explaining the rationale behind each indicator and recommending tools to track them. (Further explanation of the new KPIs is noted below in Section 4.3, below.)

Efforts to mainstream the Global Communication Strategy into country programme planning processes began in 2014. Programme Information Database (PIDB) codes were created to reflect key aspects of the Strategy for purposes of tracking funding, and the electronic Programme Policy and Procedures (PPP) Manual was updated. For the first time, the Country Office Annual Report (COAR) guidelines now include a specific reference to communications, and the opportunity for Country Offices to report on related KPIs.

4.3 Evaluation

As part of the implementation process of the UNICEF’s Global Communication and Public Advocacy Strategy, DOC commissioned Ketchum Change to develop an evaluation and measurement framework to provide guidance in the implementation of a global media measurement platform, including the frequent analysis of media measurement reports and to coordinate the creation of a consultative committee to review UNICEF’s measurement practices. The framework, which is fully aligned with the International Association for the Measurement of Communication (AMEC) Barcelona Principles, includes a global assessment of UNICEF’s measurement realities, identification of key target audiences, definition of KPIs for the Strategy’s specific objectives and the tools needed to track them. KPIs reflect the key elements of the Global Communication Strategy (voice, reach, engagement, brand), and are also intended to be measurable and reflective of the specific tactics described in the Strategy.

The development of KPIs took place over approximately a year of meetings, trainings and consultations within UNICEF’s global communications team, with advice and guidance from numerous external
experts. Reviews will be conducted every six months by an external advisory board, and DOC will be tracking the KPIs to see how well they reflect the results of the Strategy.

In order to produce evidence to better understand what is working and what needs to be adapted, DOC established an Integrated Media Monitoring platform. DOC contracted the Gorkana platform, which searches online media for UNICEF mentions, then added the Factiva (Dow Jones) content aggregator, the TVEyes search engine and the Gorkana Media database (which enables the distribution of content to thousands of journalists and bloggers) to the platform. The integrated approach allows DOC to source content from more sites, including broadcast and paid outlets. The next steps will include the deployment of the approach in Country Offices.

Utilizing the Integrated Media Monitoring platform put in place in 2014, DOC was able to create snapshot reports for several of the global campaigns and initiatives undertaken, such as the #ENDviolence campaign, providing an accessible format of understanding the communication impact across traditional, broadcast, web and social media platforms.

In coordination with DHR/OLDS, DOC began to establish a digital capacity-building programme, in 2014. OLDS is supporting with an instructional designer whose work involves the mapping of existing learning content and gaps, interviewing stakeholders and making recommendations, with the ultimate goal of establishing a global learning programme for all UNICEF staff.

Through the Learning Committee, DOC engaged the American Management Association for two workshops on project management – a one-day course for senior DOC staff and consultants (P4 and P5 levels) and a two-day course for mid-level staff and consultants (P2 and P3 levels) who regularly manage projects and/or campaigns; each training allowed for 20 slots. The first training was conducted in December 2014 and a second training will be conducted in February 2015. However, it should be noted that the current learning budget ($19,000) is inadequate to accommodate the needs of a large division such as DOC.

### 4.4 Management and Operations

**Key results achieved:** By year end, DOC had utilized 100 per cent of its Support and Regular Resources (RR) budget allocation. 80 per cent of Other Resources (OR) funds were utilized, with the remainder carrying over into 2015. Only 16 per cent of investment funds were expended, but these funds are valid through end 2017. Throughout the year, DOC provided regular and timely reports on budget utilization at the divisional and section levels, which supported sections in monitoring workplan and budget utilization, and allowed for timely adjustments to allocations as needed.

In 2014, DOC received $12.77 million in funding for communication activities and services. Of this, $4.19 million was from the Support Budget (non-post costs); $4.22 million, from Regular Resources (including
In 2014, the Strategic Planning and Communication Support Unit led the planning and organization of the Global Communication Team meeting, which took place from 21 to 25 July. The meeting brought together more than 150 communication colleagues from Regional and Country Offices around the world, as well as partners from National Committees.

DOC worked closely with DHR throughout the year to ensure the highest quality of recruitment for the Division. In 2014, DOC completed 8 Fixed-Term post recruitments, as well as 14 additional temporary appointments (TAs). At the end of 2014, five International Professional positions remained under recruitment, along with one General Service post. DOC will continue to streamline the internal recruitment processes, in order to ensure timely completion of recruitment, however, shifts in staffing of both DOC as well as the recruitment section in DHR have also led to delays.

DOC supported the Office of Internal Audit and Investigation on an audit of technical and professional contracting services. The process, which lasted from June to November 2014, involved a series of interviews, surveys and presentation of documents on the part of DOC, and helped highlight risks and challenges faced by headquarter Divisions in these areas.

Success factors/constraints: Many of the above achievements were reached through success factors such as DOC having established close working relationships with DFAM, DHR and Supply Division, who provided continued support and guidance on all operational matters. Several constraints continue to be challenges with potential risks such as the overall budget allocation to DOC that has stayed flat during the 10-year period, with a total increase of 19 per cent or less than 2 per cent per year, which hardly accounts for the rate of inflation.

Additionally, the practice of establishing TAs increased in DOC, over the course of 2014, having established 14 TAs to date. This practice still does not fully address the problem of a divisional structure that does not support the full work requirement of DOC, and the concern remains that DOC will be in a situation of having to replace staff on TA once the one- or two-year limits are reached, creating further gaps in DOC’s capacity and leading to a potential loss of institutional knowledge.

DOC continued to struggle with the VISION system, having to work around incorrect mapping and system glitches. As well, the Division requested VISION training for DOC budget managers, several times in 2014, but was ultimately unsuccessful in procuring any additional training. The general lack of support to VISION throughout the entire organization is felt to be a serious issue and risk, and DOC would recommend that it be taken up for discussion at the highest levels of management.

Risk mitigation: The Division is scheduled to undertake a risk and control self-assessment in February 2015.
**Office management systems and practices:** The 2014–2017 OMP implemented a new structure within the Division, reorganizing the work of DOC into four main sections – brand-building, digital strategy, media and public advocacy – with an enhanced Director’s Office focusing on strategic planning, demand management, communication support, field outreach and support, knowledge management, and communication crisis management. This new arrangement has brought better teamwork and focused initiatives.

As part of the new structure, DOC developed a ‘cluster approach’ to implement the re-centralization of operations support to the Division, focusing on the budget monitoring, contract management, quality assurance of documents issued by DOC, and payments. The approach has proven effective especially in budget management and monitoring, as envisioned in the OMP. The cluster approach provided good coordination between the Budget Focal Points and ensured no gaps in the support delivered to the sections. In addition, the Division continued to streamline and standardize its operating procedures with the issuing of updated Standard Operating Procedures on contract management, with oversight and quality assurance mechanisms strengthened, to assist DOC in adhering to organizational administrative policies and procedures.

Section Chiefs’ Meetings continued to be held on a weekly basis and provided an opportunity for Section Chiefs and Focal Points to share information, remain informed of pending and upcoming activities, and address bottlenecks and urgent issues. One weekly meeting is for purposes of planning and coordination of upcoming activities, and another weekly meeting is for management issues. All-staff meetings were held quarterly, as a means to ensure staff remained abreast of changes and developments within the Division, such as the development and roll-out of the new Global Communication Strategy, as well as the outcomes of the Global Communication Team meeting. Annual workplan, mid-year and end-year review meetings were held as well. Divisional Management Team (DMT) meetings were held quarterly, which included the preparation of the DMT report on management performance indicators for review.

The Global Communication and Public Advocacy Strategy roll-out entailed the review of generic job descriptions (JDs), to reflect new requirements and changing profile of communication staff globally. The generic JDs for levels P2 to P5 are currently being updated, with inputs from DOC section chiefs and Regional Communication Advisers, for two purposes: (1) reclassifying generic JDs for use by offices globally, and (2) incorporating generic JDs into generic vacancy announcements to help expand communication talent pools.

**Supply management systems** were enhanced in close collaboration with Supply Division throughout 2014. Seven DOC staff members participated in a workshop on Contracting for Services, organized by Supply Division. In addition, DOC organized a two-week exchange visit with a Supply Division colleague from Copenhagen to assist DOC with procurement plans and processes. The visit was extremely useful to both the Operations team and the Division overall. It built up DOC’s knowledge of good procurement practices and helped in planning several Request for Proposal (RFP) and long-term agreement (LTA)
processes for 2015, which will help to ensure the competitive selection of service providers and best value for money.

### 4.5 Lessons Learned

DOC’s contribution to the objectives of the UNICEF Strategic Plan and its ambitious communication and public advocacy agenda will require a more structured approach to project planning and implementation in 2015. One of the constraints voiced by DOC staff at mid- and end-year reviews of the workplan was the lack of project management for many of the initiatives undertaken in 2014. These constraints included the lack of objective-setting and measurement of success against objectives; the lack of systematic integration and coordination among sections; the lack of clear workflows; and the lack of funding for short lead time projects. These constraints further encompassed tight timeframes for complex global campaigns, competing timeframes and the need to ensure enough capacity and buy-in from Regional and Country Offices.

In early 2015, DOC agreed upon a broad framework of a project management approach, starting with eight initiatives with characteristics that lend themselves to a project management approach. Core teams with specific roles and responsibilities will work on the basis of a project charter, providing a general overview of the initiative and high-level project requirements, with oversight by a steering committee. This new project management approach, to be undertaken in 2015, should alleviate many of the current constraints reported throughout DOC in 2014.

The Global Communication and Public Advocacy Strategy is changing the way the UNICEF communication functions, both within DOC and in Regional and Country offices. The initial pilot phase of the Global Communication Strategy has provided lessons learned which DOC will take into consideration as the roll-out and implementation move forward. Engaging with the pilot countries confirmed the importance of the ‘bottom-up’ approach in Strategy implementation, where testing, trial and error, and learning and sharing experiences should help achieve the expected results.

Some of the internal management shifts proposed by the global Strategy, such as integrating communication into the country planning cycle, can only be achieved at the country level. It was important, however, that HQ and Regional Offices provide guidance, support and training as needed – which would also be an opportunity for HQ Divisions to explore ways to increase communication integration into global planning processes.

Internal communication and knowledge exchange proved vital to facilitate the exchange of information and lessons learned between those trying new approaches. Country Offices expressed the need to learn practically from others’ experiences – building on successes, recognizing challenges and finding ways to overcome them. Senior managers – Representatives and Deputy Representatives – will need to play a
crucial role in the implementation of the Strategy, which will also rely heavily on the involvement of the Regional Communication teams in their key coordinating role in working with Country Offices.

DOC is continuing to strive to learn and adjust through evidence-based data, both with our public advocacy and external communication, and internally to build upon the success of DOC’s restructured division with new workflows, ambitious outputs and through continued monitoring and evaluation, to not only measure, but also to adapt and improve efforts as needed, to have a greater impact on our work.

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