Division of Communication
Annual Report for 2019

SECTION A. UPDATE ON THE CONTEXT AND TRENDS THAT AFFECT THE WORK OF THE DIVISION

The Division of Communication (DOC) leads the efforts of the United Nations Children's Fund (UNICEF) to win support for the cause of children from decision makers and the wider public, including children and young people. In 2019, communication and advocacy were further integrated into UNICEF programming at the global, regional and country levels. DOC, in consultation with all stakeholders, updated the Global Communication and Advocacy Strategy (GCAS, 2019–2021), which is used as an overarching document that informs country offices and regional offices to develop and integrate communication and advocacy in country programme documents (CPDs), office management plans and related strategies.

Humanitarian crises were escalating in number, scale, complexity and duration even before the COVID-19 pandemic. More and more, it has become a challenge to put children at the forefront of media coverage amid a crowded and fragmented media space. In addition, donor fatigue and audience 'numbness' are increasing in the face of protracted crises. Political polarization and populist movements have implications for the cause of children in areas such as migration and vaccinations that solicit high emotional responses. More citizens around the world are willing to change their lifestyles and are demanding substantive policy actions from their governments. The level of trust in multilateral organizations is declining and the power of individuals and influencers is increasing worldwide.

UNICEF is regularly adapting its communication and advocacy strategies to respond to the changing world with a focus on delivering results for children. The organization continues to be one of the most trusted brands and ranks favorably across social media and top-tier media channels compared to peer organizations. UNICEF is using more sophisticated audience segmentation, social media listening tools, and working with influencers and different partners to inform its decisions and priorities for the cause of children.

Considerable progress was made in positioning advocacy as a strategic priority for UNICEF. Notable achievements include the development of a Global Advocacy Framework, resulting in the creation of a cross-divisional Advocacy Taskforce; the Advocacy Capacity Building Initiative and the establishment of the Advocacy Portal.

DOC made substantive investments in reassessing and transforming UNICEF's digital platforms and channels, alongside the infrastructure and resources needed to maintain and evolve these in support of communication and advocacy objectives. The 'digital first' approach and a new digital strategy focusing on audience-friendly content and use of channels have contributed to an impressive growth across DOC-managed global platforms and supported offices in increasing their reach and engagement targets at the local level.

DOC continued to produce and disseminate compelling content to reinforce communication and advocacy by using enhanced storytelling approaches based on the needs of modern audiences for compelling and engaging content. Data, programmatic evidence and real human-interest stories were brought together to illustrate advocacy arguments and narratives from the field, with an increased use of multimedia channels spurred by the strong growth in web and social media.

Led by young people, 2019 was a watershed year for the growing consciousness around the climate change crisis. DOC led the development of the Youth Engagement Action Plan (YEAP) in consultation with 23 country offices and NatComs; supported 48 young advocates to participate in high-level global fora, including the High-Level Political Forum, the UNICEF Executive Board, Youth Climate Summit, United Nations General Assembly (UNGA), World Children's Day and the 25th United Nations Climate Change Conference (COP25). UNICEF will continue to bolster its resources, content, capacity and partnerships around critical issues, such as climate change, to engage and empower youth and adolescents.

Lastly, in response to the issues highlighted in the Independent Taskforce (ITF) Report, DOC's Internal Communication Section played a critical role in developing and implementing a strategy that addresses those issues and aims to create an improved, enabling and inspiring workplace culture.

SECTION B. KEY RESULTS ACHIEVED AGAINST THE DIVISION'S OFFICE MANAGEMENT PLAN, 2018–2021

Outcome #1 (Leading Voice): UNICEF is the world's leading voice for and with children, in all countries and regions; UNICEF consistently captures a greater share of public attention as a first step toward convincing key audiences to engage in improving the lives of children, particularly the most disadvantaged.

1. **Media**

In 2019, available data show that UNICEF generated over 125,859 pieces of monitored online coverage, with 6,512 of them in Tier 1 and Tier 2 media outlets. The coverage included humanitarian issues, Cause Framework campaigns and regular development issues. The Media Section handled several critical and challenging stories involving UNICEF's Goodwill Ambassadors (GWAs). The Executive Director's field trips and engagement with the media led to significant coverage in the areas of emergencies, migration, Cause Framework campaigns, Generation Unlimited and others. Most notably, ED Fore spoke on some sensitive and strategic issues, including the children of foreign fighters, migration at the southern border of the United States, the climate crisis and measles outbreaks.

UNICEF was the leading voice on child-related issues in emergency contexts at more than 20 per cent share of voice for print and online media. DOC-led trips to Colombia, Mexico (twice) and the Bolivarian Republic of Venezuela increased media coverage on migration in the Central American and Venezuelan crises. In 2019 alone, more than 140 media products were on humanitarian issues, including press releases, statements and Palais notes. Additionally, there were nearly 20,000 pieces of coverage on immunization stories throughout the year as well as prominent op-ed and commentary placements, including in *The Washington Post, CNN*, *The Economist* and *The New York Times*.

Regarding advocacy campaigns, there were over 3,000 mentions in media outlets for the Every Child Alive campaign, including 147 in top-tier media. The #ENDviolence campaign, from 29–31 July generated 191 mentions in print, online media and broadcast outlets. In addition, there were 10 mentions in top-tier outlets and two television clips. UNICEF's backpack installation commemorating 3,758 child lives lost to conflict in 2018 generated nearly 400 media articles and broadcasts, including 33 in top-tier

outlets. A UNICEF-hosted press conference in which 16 child petitioners presented an official complaint to the Committee on the Rights of the Child generated significant media coverage, contributing to some 1,800 articles, including 167 mentions in top-tier media during the UNGA reporting period. The Innocenti Report on Early Childhood Development (ECD) launched in June had 540 mentions in media outlets, 70 of which were in the top-tier media outlets.

During the first 48 hours, the launch *of The State of the World's Children 2019* report generated the highest level of top-tier media coverage for any UNICEF report since April 2015. There were over 3,200 mentions in print, online and broadcast media in the six United Nations official languages, including 188 mentions in top-tier, influential media outlets. Despite the challenging news cycle, in the first 48 hours alone there were 140 top-tier stories. Similarly, for World Children's Day, from 17–25 November there were 3,716 mentions in print and online media, including 228 in top-tier media outlets and 123 mentions in top-tier media outlets between 20 and 21 November.

2. Internal Communication

In 2019, UNICEF embarked on a process to make internal communication (ICON) an enabler for culture change. DOC led the organizational efforts to initiate the development of a fit-for-purpose internal communication capability as well as to implement the recommendations of the Independent Task Force report and those of Ogilvy and Deloitte. DOC drafted the first-ever global Internal Communication Strategy in collaboration with internal stakeholders. A multi-divisional working group was established to execute the discovery and design phases of the strategy. As part of the pre-discovery phase, an initial analysis of different internal channels, such as Internal Communication (ICON), uMessage, Yammer, and lock screens was conducted. Implementation of the strategic recommendations on UNICEF's day-to-day internal communications also began, especially regarding the growing importance of culture change. Consequently, to facilitate this piece of work on organizational culture and values, DOC formed a working group with members from the Division of Human Resources (DHR), DOC, Ethics Office, Office of the Executive Director (OED), the Office of Internal Audits and Investigations (OIAI), and Protection from Sexual Exploitation and Abuse and Sexual Harassment (PSEA/SHA).

Subsequently, all this work initiated a process to strengthen the advisory role that ICON was assuming, together with OED, DOC and the organizational leadership. For the first time ever, global townhall meetings and conversations were designed and moderated by ICON. As a result, there was increased staff engagement with leadership due to the enhanced transparency, and assurances that staff voices would be heard and amplified. Specifically, staff showed higher levels of engagement in global meetings, with the number of questions and comments increasing by 10 times, while viewing time also increased by 44 per cent. Feedback surveys for the two All-Staff meetings showed staff satisfaction levels above 75 per cent.

Building on the growing interest in employee-centred content, we engaged staff with compelling stories and campaigns, such as the Hands Up for Childcare campaign, which generated over 500 submissions from staff and 9,300 page views. Additionally, the CRC@30 Staff Series garnered 2,500 page views. This revitalized, staff-focused editorial approach now enables the collection of instant feedback and suggestions from staff. While the introduction of uMessage drastically cut down the number of messages – from over 800 in 2018 to slightly over 80 in 2019. We highlight the most relevant information for staff

and have eliminated inessential messages. This approach continues to be a collaborative process with staff.

3. **Global Content Strategy**

The multimedia, publishing, and editorial units were brought together in 2019 to form the Global Content Strategy Section in DOC. Two videos produced with agencies last year were recognized as winners by the Shorty awards. The _Water as a weapon_ video, produced for World Water Week, was one of our top-performing content pieces on UNICEF's global channels (2.9 million views on Facebook in English alone). _First Day Fears_ – the signature video for the #ENDViolence campaign won gold and garnered 4.1 million views on Facebook English alone. The video produced with Sergio Ramos for the Uprooted campaign was a finalist.

Our first-ever long form content film _Section B – life in limbo_, tied to the Uprooted campaign, was released on multiple UNICEF platforms as a foray into a new format and style, garnering attention with ED Fore's interview on CNN and resulting in reaching a wide global audience. During the second half of 2019, DOC's productions for IGTV generated nearly 10 million views on that channel alone. _Just a Kid_, a video conceptualized and created in-house for World Children's Day (WCD) was the most shared and adapted video by country offices and NatComs, with 53 field offices confirming use of the video. It also had the highest organic reach as it generated 1.1 million organic views on Facebook and another 1 million on IGTV. The _World Children's Day_ signature video was among the top 5 most-viewed videos of 2019 and garnered 1.5 million views. About 32 offices indicated that they had used this video.

Photography highlights included coverage of the Cyclone Idai emergency from freelancers, stock photos, commissions from AFP-Services and the Mozambique Country Office showing the devastation and impact on children, UNICEF's response, and the visits of ED Fore as well as Goodwill Ambassador Orlando Bloom. The Early Moments Matter campaign coverage in Bangladesh, Jordan, Paraguay and Rwanda created emotional engagement with a wide range of audiences supporting early childhood development communication through the use of photography assets, cell phone videos and text profiles created by a renowned photographer to gain traction in the media and on social media. The Every Child Alive campaign coverage included AFP-Services photos of the first-born babies of the new year in 12 countries, across 10 time zones. The United Nations General Assembly photo coverage of ED Fore and high-level events included a makeshift graveyard of 3,758 UNICEF backpacks – to highlight the grave scale of child deaths in conflict – visited by the United Nations Secretary-General António Guterres, as well as a photo exhibit produced in partnership with the World Press Photo Foundation, 'Childhood challenged: A visual perspective on children affected by mass migration.' Also in 2019, 74,746 assets (an increase of 26 per cent) were added to WeShare.unicef.org, while 859,986 assets (an increase of 28 per cent) were downloaded and 50 staff were trained as Administrators.

The editorial unit produced a range of UNICEF products in 2019: _For Every Child, Every Right_, marking the 30th anniversary of the Convention on the Rights of the Child (in partnership with OGIP and the Division of Analysis, Planning and Monitoring, five _Child Alerts_ and _Advocacy Alerts_ (in partnership with the Media and Advocacy teams), the _UNICEF Annual Report 2018_, and supported the development of the Executive Director's _An Open Letter to the World's Children_ – all produced in multiple languages. DOC produced the _Global Communication and Advocacy Strategy_ and supported Programme Division (PD) and Public Partnership Division (PPD) on the _Annual Results Reports_, the _Internal Communication Strategy_ and the _Results-Based Management and Innovation_ strategies.

In addition, we worked on the Humanitarian Action for Children (HAC) 2020 photo exhibit, wrote several publication forewords, revised guidelines for the Field Support Group and edited products on preventing sexual exploitation and abuse and abuse of authority for the Ethics Office, and prepared 20 speeches and statements for OED.

Support was provided for publication design, data visualization and branding, editing, fact-checking, copy-editing and translation internally and for offices worldwide, and prepared advice in areas relating to copyright, co-publishing and publishing in external media. A total of 1,213 translation projects were completed in Arabic, French and Spanish, with more than 4.6 million words translated. Two hundred projects were fact-checked from DOC, Office of Global Insight and Policy (OGIP), OED and Private Fundraising and Partnerships (PFP), including web and media content, press releases, Child Alerts, Op-eds, fact sheets, and reports and publications, among them *The State of the World's Children 2019*. A total of 93 publications were posted online at <unicef.org/publications>. Publications, printer's files and extracted data visualizations and graphics were also shared with all UNICEF offices in multiple image formats and languages to facilitate local printing and translation, and for use and further adaptation for print, web and social media.

Outcome #2 (Leading Advocate): UNICEF is recognized worldwide as the leading advocate for children's rights and youth are empowered as agents of change.

1. **Advocacy Capacity Building Initiative**

In 2019, DOC significantly scaled up the Advocacy Capacity Building Initiative, with notable achievements in direct implementation, development of a new vision, mission and values, all underpinned by a theory of change. Major achievements include the roll-out of a diverse skills-building programme (face-to-face, webinars, online guidance and resources). We delivered regional advocacy capacity programmes in EAPRO and WCARO; and in country offices such as Mexico and the United Republic of Tanzania, whilst overseeing missions in Indonesia, the Philippines, Timor-Leste and Turkmenistan. Almost 300 UNICEF colleagues were trained in strategic and integrated advocacy. Feedback received confirmed that this improved their understanding, skills and confidence and led to changed advocacy practices. The Advocacy Spotlight Series was scaled up – running six webinars in partnership with PD, PFP and PPD, that were each attended by over 50 colleagues from country offices, regional offices, NatComs and headquarters. The Advocacy Portal, a new online hub of guidance, knowledge and good practice was launched to help colleagues at all levels of UNICEF improve and accelerate their advocacy impact.

We recruited three geographically and linguistically-diverse capacity building consultancies on Long-Term Arrangements (LTAs) thus ensuring the sustainability of the vital face-to-face support offered by DOC; made progress on embedding advocacy in programme planning, feeding in to the Results-Based Management phase two roll-out and played a key role in the ongoing update of the Programme Policy and Procedure manual (PPP-M) (now PPP-X); and supported the delivery of stronger integrated advocacy approaches under the Cause Framework, including running three strategic advocacy workshops for the #ENDViolence and #EarlyMomentsMatter campaigns.

2. Advocacy and Campaigns

a. Global Advocacy Framework

DOC led the development in 2019 of the Global Advocacy Framework, commissioned by the Deputy Executive Director, Partnerships and jointly produced by key advocacy colleagues in the Partnerships Cone (including PPD, PFP and OED). This resulted in the creation of the cross-organizational Advocacy Taskforce, chaired by the Chief of Advocacy, and comprised of senior representatives from across HQ, regional offices and NatComs. The Advocacy Taskforce is responsible for operationalizing the Global Advocacy Framework and providing recommendations on how to strengthen UNICEF's advocacy. In response to consistent feedback across UNICEF, our first task was to lead a robust, evidence-based, transparent and consultative process to identify three to four clear, global advocacy priorities. The outcomes of the prioritization process are now with OED for final endorsement.

b. Thematic Advocacy

Our thematic advocacy efforts leaned on several strategic approaches including working in partnership to advance global advocacy outcomes, strategic communication; working with influencers to engage the public; and providing support to national-level advocacy efforts to secure results for children on the ground.

We started implementing a multi-year, Bill and Melinda Gates Foundation grant on advocacy for child health in three country offices (Democratic Republic of the Congo, Indonesia and Kenya), four NatComs (Japan, Norway, Spain and United Kingdom) and at the global level.

DOC worked with Save the Children to support national advocacy activities in 15 high-burden pneumonia countries, developing advocacy toolkits, generating national data, advising on recommendations for ministers and strategies at joint fora. Ahead of the Global Pneumonia Forum, we also coordinated global assets for national adaptation to support public engagement. The forum (held in January 2020) was attended by 22 government delegations, with 350 participants overall. Five governments made national commitments, and six institutions made announcements and commitments for funding, research, and innovation.

The #VaccinesWork campaign for World Immunization Week (WIW) targeted misinformation on vaccines, and was strategically bold and relevant, carefully wadding into the anti-vax debate. Our advocacy efforts deployed through social and mainstream media contributed to fundraising, behaviour change and policy dialogue. Multiple UNICEF GWAs, including Sergio Ramos and Heidi Klum echoed the importance of immunization thus influencing mass audiences. Fifteen country offices also adapted the global work and engaged digital parenting influencers to create powerful and engaging content. UNICEF piloted a new matching fund initiative, raising US$1 million, and promoted positive messaging and content on vaccination. DOC led a high-level United Nations event attended by ED Fore and partners such as the Bill and Melinda Gates Foundation, Facebook and WHO. This helped establish a clear policy on vaccine misinformation, which opened a door for broader engagement through a multi-country partnership involving Brazil, India, Indonesia, Nigeria, Pakistan, the Philippines, and Ukraine. The United Kingdom Government also commended UNICEF's role on immunization and committed to increasing coverage of measles vaccination.

The launch *of The State of the World's Children 2019* report provided a strategic opportunity to advance advocacy on the nutrition agenda at the global, regional and country levels. UNICEF targeted policy makers, influencers and the private sector with a paid social marketing campaign. Additionally, we worked with multiple influencers, including Orlando Bloom, Pau Gasol, Shakira, Bill Gates, Manchester United Football Club and partner organizations to drive traffic to a web feature with key messages from the report. Engagement was high – 2.5 times the level seen for SOWC in 2017. In-depth support was provided to country offices, regional offices and NatComs through the development of toolkits, multimedia assets, webinars, enabling them to engage in effective advocacy with their governments and other key local actors.

c. Early Moments Matter campaign
The #EarlyMomentsMatter campaign saw unprecedented engagement across country offices and NatComs in 2019 and enjoyed considerable support from governments and businesses keen to adopt the family-friendly policies in the workplace agenda.

DOC worked hard to support national-level advocacy efforts and to complement country-level programming. As a result, 144 countries rolled out UNICEF's first Parenting Month. Some notable successes include the United Republic of Tanzania launching a National Agenda for Responsible Parenting and Family Care; UNICEF Gambia partnering with Standard Chartered Bank for a campaign on family-friendly policies; and Botswana's First National Bank and Wilderness Safaris extending their maternity leave policies.

Partnerships remained a cornerstone of the campaign in 2019. Academics joined UNICEF's Conference of Thinkers to produce new evidence briefs on family-friendly policies, and the campaign worked closely with Innocenti to produce a report ranking Organization for Economic Co-operation and Development (OECD) countries on their family-friendly policies. Consequently, UNICEF secured 45 media mentions (including in *The New York Times*) and the campaign's biggest media reach to date. Parenting Month was supported by many partners including Harvard, the LEGO Foundation, Dove Men+Care and Special Olympics. The Mini Parenting Master Class series gained traction, with partners such as Harvard and LEGO Foundation joining and Macmillan Publishers using the videos to accompany textbooks – amplifying UNICEF's intellectual leadership in the area of parenting. By mid-year, at least 22 UNICEF offices had launched or updated public parenting web pages to reach local markets with parenting information.

As a result of internal advocacy, the heads of four United Nations agencies (representing over 37,000 staff members) signed a statement addressed to the Secretary-General, calling for stronger, gender-responsive family-friendly policies, including a commitment to paid parental leave for all parents in all circumstances; designated private rooms and appropriate breaks for nursing and pumping; and child-care support. Following Parenting Month, and as a result of

strong interdivisional collaboration between DOC, OED, PD, PFP and PPD, UNICEF hosted the first-of-its-kind global summit, Redesigning the workplace of the future: Sharing responsibility for family-friendly policies with government ministers and business leaders, which included the formal launch of new evidence briefs in support of greater investment in family-friendly policies.

d. End Violence against Children campaign

Notable achievements for the End Violence against Children (EVAC) campaign were realized in the area of public engagement. The campaign for Safer Internet Day 2019, built on the #ENDviolence Youth Manifesto by encouraging young people to be kind online, generating 15.8 million impressions, 7.5 million views and half a million engagements. The subsequent kindness activation in July was one of UNICEF's biggest user-generated activations of all time, with 1.4 million mentions of the kindness call to action and 5.2 million engagements online. In the first two days, there were 191 mentions of the campaign in the media. At the High-Level Political Forum, we hosted a child-led art, advocacy and action event to end violence in schools, including the launch of the School Superhero Comic Contest Comic Book on ending bullying. UNICEF also collaborated with the Special Representative of the Secretary-General on Violence against Children on a U-Report poll about online bullying, with 170,000+ U-Reporters from more than 30 countries.

In the area of policy advocacy, two UNICEF youth advocates presented the #ENDviolence Youth Manifesto to ministers at the Education World Forum in January, launching the Safe to Learn partnership. The Safe to Learn Call to Action was subsequently endorsed by eight ministers of education from Georgia, Ghana, Mexico, Nepal, the Republic of Moldova, Sierra Leone, South Sudan and Uganda. UNICEF and the Global Partnership to End Violence Against Children hosted a Safe to Learn Leaders Event during the High-Level Political Forum in July, securing additional Call to Action endorsements from Cambodia, Honduras and South Africa. For the first time in the history of Jamaica, children addressed their nation's parliament in a Special World Children's Day Session on television.

Around private sector engagement, DOC kicked off an internal dialogue about UNICEF's stance on online protection, leading to a multi-divisional Industry Working Group to inform the campaign's approach to cyberbullying and Information and Communications Technology industry engagement. To enhance strategic planning and more effectively connect advocacy efforts at the global and national levels, we convened an advocacy workshop with representation from DOC, PD, PFP, PPD, seven country offices, two NatComs and multiple external partners. That workshop, followed by a subsequent strategic planning meeting in October and extensive consultations with HQ divisions, country offices and NatComs resulted in alignment around a core set of global policy advocacy objectives to direct the campaign's work through 2024.

e. Children Under Attack

The Children Under Attack campaign and broader humanitarian advocacy work in 2019 strengthened UNICEF's voice to enact change for some of the world's most vulnerable children. This involved extensive collaboration across HQ divisions, regional offices, country offices and NatComs to develop a clear narrative and advocacy asks to support action at the global, regional and country levels. At the global level, the advocacy approach focused on strategic communication with media, multimedia and social media content increasing awareness and understanding about the impact of conflict on a child's access to education and Water Sanitation and Hygiene (WASH), using strategic proactive moments, as

well as improving UNICEF's response to grave violations. Through this work, DOC strengthened the articulation of UNICEF's advocacy asks and its response to humanitarian crises.

Through the Global Coalition to Protect Education from Attack, UNICEF received 101 out of a target of 100 state endorsements of the Safe Schools Declaration in 2019. This was achieved through high-level advocacy and related communication at the 3rd Safe Schools Conference and ED Fore's engagement with GWA Muzoon Almellehan in Spain, media coverage on Afghanistan and Ukraine, installations showing the impact of attacks on education in Iraq, South Sudan and Ukraine, child alerts for West and Central Africa, multimedia content on eastern Afghanistan, Cameroon's North West and South West regions, north-eastern Nigeria, eastern Ukraine, and Mindanao, the Philippines.

The Children Under Attack campaign was also adapted by country offices developing their own national-level campaigns using the global framework. Mali leveraged the global campaign to support advocacy and resource mobilization efforts on child protection issues specifically with the United Kingdom National Committee. Afghanistan produced its own Children Under Attack content, including a child alert with clear advocacy asks and fundraising needs following another horrific year for children in the world's most lethal conflict. UNICEF raised the profile of and articulated the specific impact of attacks on water infrastructure on children's lives. A global agenda to protect children's access to water in conflict was launched by two former Heads of State, who advocated for a General Assembly resolution. An award-winning video was produced on the use of water as a weapon. In the Central African Republic, Ukraine and Yemen, the WASH advocacy agenda has spurred the systematic public reporting and rapid condemnation of attacks on WASH infrastructure and personnel.

Our humanitarian advocacy work also contributed to fundraising efforts. The Children Under Attack web page was launched in all languages alongside the HAC 2019 appeal in late January. Within 48 hours, unique page views increased by 208 per cent compared with the HAC 2018 micro-site performance, including 2-minutes page time per viewer. UNICEF social media platforms with HAC content reached nearly 597 million people and engaged more than 458,000 users. This included a signature video with GWA Orlando Bloom, with a call for donations and attacks on children to stop in conflict zones. The video generated over 4.2 million views. For the first time there were two HAC reports launched in 2019 as the 2020 HAC was brought forward for launch in early December to position UNICEF's emergency fundraising ask ahead of the new year.

3. **Strategic Partnerships for Advocacy**

a. **Civil society partnerships**

In 2019, the key achievement was the launch of Faith and Positive Change for Children, a global initiative between the Communication for Development (C4D) team, DOC and partners Religions for Peace and the Joint Learning Initiative. The aim of the global initiative is to roll out a partnership-oriented and evidence-based model of engagement at country and global levels with faith partners working on child rights issues. The other areas of our work included the coordination of civil society engagement for the 30th anniversary of the Convention on the Rights of the Child – commonly referred to as CRC30 – such as joint global and country-level events with civil society partners; joint advocacy and communication;

and publishing joint reports such as *Faith and Children's Rights: A Multi-religious Study on the Convention on the Rights of the Child*.

b. Goodwill Ambassadors (GWAs)

The most impactful work of GWAs in 2019 revolved around CRC30 and World Children's Day. Namely, seven campaign films were produced by global GWAs, and David Beckham and Millie Bobby Brown gave keynote speeches at the United Nations. These were viewed by almost 2 million (David Beckham) and 6 million (Millie Bobby Brown) people on their own platforms. Additionally, Muzoon's keynote speech at the UNGA CRC30 event elevated the voice of young people.

Furthermore, GWAs played a pivotal role in supporting UNICEF's thematic advocacy and Cause Framework campaigns. To support health and World Immunization Week (WIW), GWA and National Ambassador support allowed UNICEF to reach the US$1 million WIW fundraising target, unlocking the Gates Foundation funding in just 24 hours through social media posts. For the Uprooted campaign, there were two GWA high-profile field visits by Priyanka Chopra to Ethiopia and Dua Lipa to Lebanon. Following Priyanka Chopra's field visit to Ethiopia, her support on social media on World Refugee Day had the most engagement of all UNICEF social posts. Additionally, by changing her bio link she sent nearly 3,000 followers to UNICEF's page, of which 2,800 were new page viewers and 5.61 per cent of them clicked the 'donate' button. Dua Lipa's cultivation field visit to Lebanon resulted in over 4.5 million engagements for the Uprooted campaign through her social media platforms.

Ishmael Beah visited Sierra Leone to advocate with the government to declare sexual violence against children a national emergency. In support of humanitarian advocacy, Orlando Bloom travelled to Mozambique to raise awareness and support for Cyclone Idai fundraising efforts. He also filmed 10 videos for UNICEF's initiatives, six of which were utilized by UNICEF offices to increase humanitarian fundraising. Muzoon's field visit to Mali was strategically timed to enable her to support the launch of the regional child alert in Geneva with UNICEF leadership. She also spoke at the Safe Schools Conference in Madrid and was filmed in a Q&A with young people for *El País.* Thus, GWAs enabled us to reach a much larger audience with critical advocacy messages – their social media posts reached over 670 million followers: Shakira (253 million), Lionel Messi (201 million), Dua Lipa (44 million), Millie Bobby Brown (33 million), Serena Williams (27 million) and David Beckham (10 million).

GWAs leveraged their influence, bringing corporate partners and opportunities to UNICEF, including Amazon, Crocs, Moncler, Pandora and Shiseido. Another key highlight of the year was the adoption of new child safeguarding language in GWA contracts, following extensive consultations.

Outcome #3 (Leading Supporter Engagement Agency): UNICEF is positioned as a global campaigning organization able to engage at least 100 million people worldwide.

1. **Digital Strategy**

DOC continued to grow UNICEF's digital engagement, ending the year with more than 80 million digital followers across diverse digital platforms, despite industry-wide constraints. Some highlights of the year's digital engagement include industry recognition of UNICEF's social media expertise shown by two gold awards for excellence in communication measurement at the 2019 AMEC awards. UNICEF's Instagram account was ranked first out of 53 international organizations, due in no small part to our new UNICEF Instagram video strategy that resulted in a 93 per cent increase in video views across the platform. Followers of the ED's @unicefchief Twitter account more than doubled, with a growth of more than 111 per cent compared to 2018. The #ENDviolence campaign generated 5.2 million engagements in the first 36 hours and trended on Twitter and YouTube worldwide, becoming UNICEF's most engaging campaign on social media in 2019. The #VaccinesWork campaign – part of UNICEF's first-ever global matching fund with the Bill and Melinda Gates Foundation, received over 3.1 million engagements across the week, while helping to raise US$1 million for UNICEF's global immunization programme.

On the technical side of our engagement work, a critical focus was on crafting the requirements for the salesforce customer relationship management and marketing systems in both India and headquarters. The India Customer Relationship Management platform 'went live' in November while the one headquarters is nearing completion. A revitalized web editorial approach, combined with the ongoing, successful roll-out of the new Drupal platform, resulted in outstanding performance across unicef.org. Our number of global web visitors doubled in 2019, reaching over 40 million visitors compared to 20.3 million in 2018.

As part of the Digital Transformation Project UNICEF surpassed 100 new country and regional office websites and launched 15 new sections on unicef.org, including large key modules like the Stories Hub, CRC30, Health, Education and Evaluation. In the process, thousands of outdated Red Dot pages were shut down, transforming outdated content into engaging and accessible messaging. A strategic shift to create audience-informed web content increased traffic, engagement and visibility on search engines. As an example, the crises pages ranked in top positions on Google ahead of major news outlets and other international organizations. 'The Changing Face of Malnutrition,' a ground-breaking multimedia-rich web feature launched as a companion to the SOWC 2019 report, was the first of its kind for UNICEF. It was a feature produced in all languages and had 2.5 times more traffic than the 2017 SOWC report. The multi-language approach resulted in unprecedented levels of engagement across non-English web and social media channels and unlocked a hitherto hidden opportunity to increase readership in non-English content.

The UNICEF Parenting Hub launched as a stand-alone website in 2019, received more than 1.7 million visitors by year end, making it one of the most visited sites of the year. Paid marketing remained a critical tool across global digital platforms. The impressive results for the Parenting Hub, SOWC and other key initiatives were all supported by cost-effective marketing efforts. UNICEF's marketing output more than doubled, despite growing complexity and budget restrictions (39 ad campaigns in 2019 versus 15 in

2018). The year also showcased the critical role web can play in supporting resource mobilization efforts. More people than ever clicked on the 'donate' button across all sites on the global platform. An analysis by UNICEF USA (UUSA) showed that transaction size from unicef.org was more than 50 per cent higher than the UUSA average digital transaction size and the age demographic was significantly younger than the UUSA digital average.

DOC worked with UNICEF's digital partners to pilot innovative social media approaches and respond to news and emergencies. In addition, through influencer engagement we transformed our advocacy priorities into long-term strategic asks to the creator networks of our partners. Consequently, major highlights include the release of Digital Influencer Guidelines to country offices, regional offices and NatComs; support to key campaigns from platforms and influencers; development of UNICEF global cross-divisional Facebook partnership strategy across four pillars and lead on Health pillar and; formation of a partnership with Twitter's BrandWatch, including a robust analysis and the publication of a co-branded case study in a joint partnership with Twitter.

This immense growth described above was due to DOC's capacity building and field support efforts. The Digital Labs Webinar series, initiated in May, included 10 global webinars on various topics. While the Digital Labs community of practice was relaunched on the SharePoint modern platform, providing a better user experience to staff in all UNICEF offices and NatComs. Supported by ICTD, we implemented more than 100 new features and improvements on the UNICEF web platform and provided technical support to more than 500 Drupal and Red Dot users. The digital governance framework continued to develop with over 170 cases coming from across the organization, covering digital brand protection, new digital presence requests, digital policies and more. In 2019, the work with the brand protection vendor yielded a takedown of more than 1,100 marketplace listings selling fake UNICEF-branded goods with a potential value of $183.7 million. The vendor also helped UNICEF take down 49 fraudulent domains and 39 websites that were claiming a fraudulent direct association with UNICEF.

2.   Youth Engagement

In 2019, the Youth Engagement Action Plan (YEAP) was developed in consultation with 23 country offices and NatComs. Working from this strategic vision to support children and young people as agents of change, DOC created opportunities for and supported 48 young advocates to participate in high-level fora, including the High-Level Political Forum, the UNICEF Executive Board, Youth Climate Summit, UNGA, World Children's Day and COP25. We also led the Children Participation Workstream of CRC30 and WCD, helping more countries to create opportunities for children and young people to advocate for their rights. At least 50 countries held national summits for children and 8 appointed Youth Advocates or Ambassadors. To support CRC30 and WCD, in early 2019, we developed and disseminated guidance on youth engagement, boosted our efforts later in the year and supported four webinars. DOC also led UNICEF's youth engagement strategy for the United Nations Youth Climate Summit and COP25, coordinating the participation of nine youth climate advocates from seven countries: Bangladesh, Côte d'Ivoire, Fiji, Kenya, Indonesia, the Plurinational State of Bolivia and the United States. As a result of the team's efforts, UNICEF climate advocate Timoci Naulusala co-chaired the intergenerational dialogue with Deputy Secretary-General, Amina Mohammed.

Furthermore, DOC developed a strategy to engage with the youth-led climate movement. Throughout the year, youth-focused climate content consistently performed well on UNICEF channels, and more UNICEF offices began engaging locally. Some of the best performing content on social media during UNGA featured young people speaking up and taking actions. Youth climate advocate, Tahsin, from Bangladesh, had over 640,000 views. One of UNICEF's flagship global platforms for young people, Voices of Youth (VOY), was refurbished and relaunched in 2019. More than 5,000 community members joined the new site and 1,400 stories, poems and illustrations by young people were published, attracting more than a million visitors to the site.

Serving as the communication hub for Generation Unlimited (Gen U), DOC developed a communication and advocacy plan comprised of a narrative video produced in a pro bono alliance with Ogilvy, brand guidelines and communication materials, brochures and key messages. There were youth engagement activations during Youth Skills Day and Youth Day with partners and country offices. Gen U leveraged the website as a platform for news and knowledge and maintained consistent content production and amplification of partner efforts via social media channels. The result was over 8,6 million impressions garnered on Twitter and the curation of a community on Instagram that is 86 per cent under the age of 34 years old and 52 per cent between the ages of 13 to 24 years old.

Throughout 2019, at least 100 UNICEF offices were exposed to youth engagement capacity building opportunities through eight webinars, two face-to-face training sessions and five new toolkits, training, standards and guidelines. To showcase their work as case studies, nine colleagues from country, regional and NatComs participated as speakers in webinars. Overall, strengthened collaboration with UNICEF offices is evidenced by 34 content collaborations on VOY and climate change advocacy; special VOY projects with Cambodia, Djibouti, Japan and Pakistan; hosting and launching of the Youth Advocacy Guide developed by the Africa Services Unit; communication support to three Gen U country launches in Bangladesh, India and Kenya; and an increase in the Gen U Youth Challenge to 41 countries in 2019 from just 16 countries in 2018.

Outcome #4 (Leading Brand): UNICEF's global position as a trusted and credible brand for children's rights drives vibrant and sustained public engagement, and an increase in resources for children.

Implementation of the Global Brand Strategy continued in 2019 to ensure that UNICEF is the most trusted and credible organization for children. To win the support and engagement of the wider public, DOC nurtured a strong and consistent visual identity, cultivated opportunities to live our brand, and highlighted UNICEF's unique characteristics. This included the creation of assets such as a series of 'evergreen' brand videos highlighting the character, tenacity and grit of UNICEF's staff, which were developed in multiple broadcast and online formats and languages and disseminated across the organization. Additional content pieces were developed, focusing on staff-centred stories, along with a Rapid Response Mission to South Sudan, where DOC was able to collect creative assets to be deployed globally and repurposed locally. Logo files were created in more than 50 languages and made available on WeShare. Other multiple creative assets that also highlighted UNICEF values were developed to support other teams in building UNICEF's brand reputation. Regarding guidance and tactical support, the Procedure on Brand Management was included in the Division of Financial and Administrative

Management (DFAM) Regulatory Framework and the Brand Strategy was integrated into the updated Global Communication and Advocacy Strategy, 2019–2021. To amplify the brand strategy, various initiatives were implemented to help UNICEF offices build brand identity at the country level. These included the development of an employee recognition programme and Humans of UNICEF. At the same time, more than 500 requests for brand management guidance from colleagues around the world were addressed via the Brand Help Desk.

One of the most notable high-level events and special projects at headquarters was the Backpack Graveyard exhibition on the North Lawn of the United Nations building. The event, which did not entail any marketing costs, highlighted the 3,758 child deaths due to conflict. It attracted the attention of the United Nations Secretary-General and world leaders, resulting in more than 300,000 engagements on social media, involving 1.1 billion people. Other high-level events coordinated and executed in 2019 included the pledging moments for CRC30, global coordination and support for World Children's Day and the World's Largest Lesson and the CRC30 event itself. Brand-building work was enhanced by innovative procurement and activation of two LTAs with agencies for creative services that were used by other teams to showcase the UNICEF brand to different audiences. Some examples include a sculpture installation for Children Under Attack, a child rights Mobile Video Game teaching youth about their rights and a CRC30 installation on the bollards in front of the United Nations. Internal design projects were completed for various teams at UNICEF headquarters. To build capacity around the UNICEF brand, numerous workshops across DOC and other divisions were conducted. Colleagues were helped to easily access resources and the brand-building intranet pages and corresponding WeShare folders were updated and maintained. Ultimately, the global activation of the World Children's Day saw 181 countries participating, compared to 178 in 2018. More than 120 offices used UNICEF cyan blue in their brand-building activities, including landmarks in 43 countries lit up in blue, up from 25 in 2018. This demonstrates that brand-building work is only getting stronger.

Outcome #5 (Development Effectiveness): Communication and public advocacy priorities are shared among DOC, regional offices and country offices; and efforts are aligned at the global, regional and country levels.

The Mid-Term Review in 2019 merged field support with strategic planning. Key achievements for field support include facilitating the updating and finalization of the Global Communication and Advocacy Strategy. The wide-ranging consultations involved country and regional offices, HQ divisions and NatComs. At the same time, communication with the field was further centralized to streamline and reduce the volume and frequency of HQ-to-field messaging, helping to improve the predictability and coherence of messaging. DOC responded to 111 requests from the field focused on identifying expertise or focal points; participating in media training; accessing and translating assets for key moments; ensuring donor visibility and recognition; using UNICEF brand; providing guidance on working with GWAs and Youth Advocates; using RAM standard indicators; inquiring about staff rotation and career prospects; and exploring stretch assignments. We also helped to amplify communication and advocacy activations by field offices on global channels.

The ABC of DOC support to UNICEF offices worldwide guide was developed to provide a reference on the structure and type of field support available within the Division. DOC conducted 14 quarterly catch-up calls with all seven regions. Vital insights were collected and integrated into work around communication, advocacy and fundraising. Furthermore, we developed a comprehensive Global

Orientation Guide for New Communication and Advocacy Staff and Consultants for new colleagues joining the global community of more than 750 communication and advocacy specialists working across 127 countries in seven regions. The guide complements existing orientation resources at country, regional and HQ levels.

In 2019, DOC and DHR concluded its joint global recruitment exercise for the very first P-4 Communication Talent Group to identify highly qualified, mid-career talent and to provide opportunities for career development for existing staff within the organization. The extensive global outreach campaign attracted almost 3,000 candidates. Shortlisted candidates participated in a series of comprehensive and rigorous technical assessments, either in English only or combined with either Arabic, French or Spanish. Consequently, successful candidates were added to the P-4 Communication Talent Group.

Outcome #6: Management – DOC leads and supports the organization in the effective delivery of communication and public advocacy.

1. Budget and Financial Resources Management

DOC ensured timely allocation in 2019 of annual budgets in VISION at Outcome and Output levels for effective management, monitoring and reporting. Additional funding was requested from the DFAM/Budget Section for the following: UNGA resolution; World Children's Day Summit; and backfill funding (vacancy, maternity and loan). On a regular basis, budget utilization reports were shared with the leadership team, and sections and adjustments were made as necessary. Sections were alerted on grant expiry to ensure timely utilization. Through this strategic and collaborative approach, budget utilization for 2019 reached 100 per cent. A division-specific Standard Operating Procedure (SOP) for individual and consultant contracts was developed in consultation with DOC staff (including consultants) and DHR. Prior to implementation of the SOP, a briefing session to all staff was organized in collaboration with DHR to clarify and streamline the contract management processes.

In other budget and financial management areas, VISION access, role assignments and OIC delegation through Information Risk and Governance and Vision Structural Authorization functions were closely monitored. We also worked with the Board of Auditors on an external audit. To strengthen divisional capacity, three staff members were trained in the Budget Formulation Tool by the DFAM/Budget Section and an orientation session was organized for Administrative and Budget Associates on dashboard and management reports in Insight. Based on the recommendations of the ITF report, DOC conducted a review of core functions performed by consultants and prepared an a*d hoc* Programme Budget Review to establish posts and prepared the relevant Integrated Budget Costing System reports. We efficiently managed the 2019 year-end closure processes, including the mandatory SharePoint schedules, secured exceptional approval for open commitments from 2018 and rolled over uncommitted funds from grants valid beyond 2019.

2. Human Resources Management

Overall, the total workforce in DOC at year-end comprised 110 staff members: 95 fixed-term and 15 temporary appointments. There were over 45 consultants providing a variety of technical expertise that complements staff skill sets and experience. Regarding diversity, distribution was 65 per cent female versus 35 per cent male and 63 per cent industrial versus 37 per cent from programme countries. The *ad*

hoc Programme Budget Review in DOC aimed to address the high usage of temporary contracts, hence the creation of 37 new fixed-term posts, to be filled through competitive approaches: direct selection, regular recruitments and lateral reassignments. Recruitment for these new vacancies is also an opportunity for DOC to address diversity imbalances. In 2019, it took an average of 59 days to fill the vacancies against the global target of 60 days.

Our performance planning was 87 per cent complete by the global deadline, delays were mainly due to staff mobility. On the learning front, DOC established a two-year learning plan that prioritizes group learning activities, starting in 2020. Additionally, we carried out a variety of learning sessions covering performance management, career conversations, regular recruitments, hiring and managing consultants, and result-based management. We dedicated a full week to learning in December to share technical knowledge with DOC colleagues who did not have the opportunity to attend Skillshare. Seven staff members participated in structured stretch assignments within and outside the division. Plans are in place to enhance knowledge and skill-sharing in 2020 through an expanded and more structured learning approach.

Following the results of the Global Survey Action Plan, DOC invested in a 360-review process for all managers to support their professional development and to better equip them to lead others. We are fully implementing flexible working arrangements to enable colleagues to meet their deliverables while addressing personal matters. Along these lines, an SOP was established to ensure that colleagues have a common understanding of this flexible work option and follow the guidelines set forth in the administrative instruction. DOC is further strengthening the existing internal human resources systems to increase efficiency and effectiveness with SOPs to be released in 2020.

3. **Organizational and Strategic Planning**

In 2019, major accomplishments included the organization of strategic meetings to align deliverables to the broader UNICEF and divisional priorities. Early in the year, DOC conducted the 2018 annual review and reporting meeting as well as the Strategic Moment of Reflection to identify and streamline divisional priorities. This was followed by an annual work planning meeting to review and ratify section annual work plans. In June, our mid-year review meeting was held to adjust plans in view of new developments and emerging priorities. In October, DOC began its 2020 annual work planning consultations with other divisions, namely PD, PFP and PPD. This helped to bring convergence to the priority areas of work for 2020. Our work on the Mid-Term Review started with background research on progress around Change Strategy #3. This piece of work contributed to the global assessment of the Strategic Plan, and highlighted areas for attention and improvement. A parallel process entailed a deep dive into the Office Management Plan, leading to a thorough review of the divisional structure, results and indicators.

DOC organized and participated in internal high-level meetings such as Skillshare and other learning events. A notable achievement was the formulation and finalization of the monitoring and evaluation framework of the GCAS, which provides global guidance to all measurement work around communication and advocacy. For continuous monitoring of activities in the annual work plans, we organized weekly management meetings. DOC launched the Enterprise Content Management project to enable better information management: production, storage and sharing in a digital workplace, in

compliance with UNICEF's information governance framework. Finally, to improve strategic planning of global campaigns communication and advocacy campaigns at global level, 11 integrated monthly planners on advocacy and campaigns were developed and shared widely with approximately 1,800 people every month across UNICEF, including senior management. The monthly planner helps offices to maximize communication and advocacy efforts during key moments.

4.   **Monitoring and Evaluation**

In recognition of UNICEF's leadership in communications measurement, the International Association for the Measurement and Evaluation of Communication (AMEC) awarded two gold awards in 2019. These were categorized under 'best multi-market reporting' for an entry titled *"Supporting newborn babies and child survival: M&E of UNICEF's #EveryChildAlive campaign* and 'best use of social media measurement' for an entry titled *Ongoing and strategic social media measurement: UNICEF's experience*.

In analytics and reporting, DOC produced 62 reports, including 2 media and digital evaluation reports produced by a vendor; 19 campaign 'snapshot' reports for the Cause Framework campaigns and global public engagement moments; 17 analyses of media, and digital coverage of campaigns and humanitarian crises; 5 online survey reports; 14 media and social media monitoring dashboards, alerts and reports for UNICEF regional and country offices, and 11 country-level social listening reports. Furthermore, we developed 231 curated daily press clippings, summarizing UNICEF's media coverage in top-tier broadcast, online and print news media. The reporting provided top-line statistics and dashboard summaries to DOC sections and other divisions on about 17 occasions.
Country and regional offices were provided with technical support in Monitoring and Evaluation (M&E), particularly around GCAS results and indicators, social media listening and onboarding vendors via LTAs. We extended field support in M&E to about 24 country and regional offices, half of which received in-person trainings at regional communication meetings, digital communication training on C4D for immunization and a country office learning mission at headquarters. With all these achievements, DOC was able to generate and utilize data and evidence from global communication and advocacy initiatives – an underpinning aspect of the GCAS M&E framework.

SECTION C. LESSONS LEARNED AND CONSTRAINTS

Implementing the division's Office Management Plan in 2019 provided considerable insights into improving efficiency and effectiveness. Constraints in internal communication straddle across governance, management, planning, measurement and culture change. There is neither a system nor structure in place to enable the full implementation of the ITF recommendations. Specifically, staffing and technical profiles remain insufficient and there are no support structures at the regional and country office levels, where existing capacities have always been oriented towards external-facing communication. To measure progress at output, outcome and impact levels, the available SharePoint analytic tools are insufficient, especially around staff engagement and experience. Internal communication is not prioritized and is still perceived as a service provider.

A change to a more advisory and strategic entity could be resisted by staff. In the absence of matrix management, complications can arise from trying to involve all offices with various accountabilities. The

internal communication reform effort shows that it has required embracing new ways of thinking, taking an agile approach, and fostering flexibility and adaptability. Overall, strong working relations between organizational leadership and technical specialists are essential for a strategic and cohesive internal communication, but this process takes time and requires adequate resourcing.

Regarding advocacy, the greatest constraint is about prioritization of, and investment in advocacy as a critical enabler of results. As identified by the Results-Based Management Independent Assessment, UNICEF is facing "more intractable challenges requiring larger-scale, longer-term interventions". Increasingly, the biggest value-added is securing lasting policy change for the most disadvantaged children, backed by active and engaged citizens who can hold their governments to account. In 2018 the Global Management Team endorsed some recommendations on strengthening advocacy but the endorsement is yet to trickle down to leadership at all levels of the organization.

There is need for clearer global advocacy priorities that are championed at the highest levels and cemented across the organization. In 2019, the Global Advocacy Framework and the Advocacy Taskforce were positive developments. UNICEF's Advocacy M&E definitions and systems must be strengthened to incentivize colleagues to deliver on strategic and integrated advocacy efforts focused on impact. Advocacy must be embedded in existing programme planning to mainstream this critical change strategy at the country office level. Global and regional advocacy efforts must be reoriented to support national level change where most advocacy wins are secured. This requires leadership to hold colleagues accountable.

A key lesson is that any envisaged success of integrated campaigning at the national level depends on a unified, interdivisional front from headquarters. Key advocacy divisions at headquarters need clearer roles, responsibilities and accountabilities, and require full engagement and participation in strategy development, implementation and monitoring and evaluation. PD's role is key here. We also learnt that finding the right language and tone on particularly sensitive issues around grave violations of child rights can take a long time in politically sensitive contexts, and we need to find ways of being nimbler and less risk averse. The main challenges for mobilizing our GWAs for advocacy impact involved an array of competing priorities (5 Cause Framework campaigns, SOWC 2019 report and CRC30 activities) and a lack of capacity to cultivate high-profile personalities to become GWAs. Consequently, there were nearly 250 requests for the same 15 GWAs.

On the digital front, there appears to be a massive gap between the needs of PD, Evaluation Office and other offices, and DOC's capacity vis-a-vis document hosting and knowledge management on the web. In addition, the Digital Transformation Project content migration resources on the global website remain limited, slowing down the progress towards full migration and shutdown of the old Red Dot content management system. The lack of resources limits the consistent publication and dissemination of the most important multilingual content, as well as sufficiently supporting the users of the global web platform worldwide. Supporter engagement is hampered by the lack of organizational investment, making it extremely challenging to ensure project continuity. On top of that, digital staff are deeply affected by increasingly complex and long campaigns, alongside a constant stream of other advocacy priorities and key moments, stretching time, morale and resources. In 2019 we doubled our website visitors. A key lesson is that robust web platform and editorial strategy – combined with Search Engine Optimization

efforts, paid marketing, audience-focused and analytics-driven approach to content – yield amazing results.

Almost all the meeting rooms in UNICEF House – Danny Kaye, Labouisse and Maurice Pate – are subject to audio-visual challenges. In addition, there are more challenges with the DAM, also known as WeShare, which houses the entire organization's video and photo archives as well as social media assets and publications. It is a crucial asset for the communication and advocacy work of DOC and several other offices focusing on fundraising, brand and partnerships. Although DOC has been maintaining what it can on an *ad hoc* basis, no division is responsible for audio-visual upgrades, as DFAM stopped supporting it eight years ago. If the organization does not address the repeated system failures, it will not only cost UNICEF more but will also increase duplications to an extent where the organization will not be able to maximize returns on its large amount of communication content investments across the world daily. Furthermore, limited capacity in the curation of content poses a heavy reputational risk to the organization. The archives therefore need to be maintained, upgraded and curated on an ongoing basis.

Substantive challenges remain in placing children's and young people's ideas at the heart of UNICEF's work. Namely, accelerating and scaling up their meaningful engagement in campaigns and advocacy, and responding to external developments, for example, the 2019 climate marches. DOC currently lacks adequate and sustainable resources to deliver against our mandate to engage young people as agents of change. Investments in the design of youth-focused global activations and content; existing and new platforms; and capacity building are required to truly achieve our objectives. Gen U is a promising initiative but without a strategic investment in branding, it risks failing to make itself visible and relevant to key stakeholder groups, young people and the private sector.

Considering DOC's achievements to date, the challenges encountered, and the lessons learnt, we seek to make continuous improvements, adjust strategies and tactics in response to the evolving context, thus increasing our efficiency while delivering high-quality results. All results to date, including results from 2019, have been used for the Mid-Term Review and will also inform DOC's strategies for better outcomes in the next UNICEF Strategic Plan and DOC's Office Management Plan covering 2022 to 2025.