UNICEF Division of Communication Annual Report 2015

1. Executive Summary

In 2015, the Division of Communication focused on integrating UNICEF's equity agenda into all communication and public advocacy efforts. DOC introduced An Agenda for Every Child, outlining 10 global advocacy priorities, which led to the drawing up of a public engagement strategy for 2015.

DOC led several high-visibility initiatives at this year's U.N. General Assembly and Sustainable Development Summit. In partnership with Google, DOC launched an 'Assembly of Youth' installation that brought the voices of children and young people to the heart of the United Nations General Assembly. UNICEF Goodwill Ambassador David Beckham, U.N. Secretary General Ban Ki-Moon, UNICEF Executive Director Anthony Lake and two young people from UNICEF's Voices of Youth initiative unveiled the innovative installation in the UN Secretariat.

UNICEF in partnership with the U.N. Millennium Campaign created a content studio in the plaza outside the United Nations building, where dignitaries were likely to pass through, for the purposes of real-time sharing of social media content around the moments of the General Assembly that were most relevant for children. This activity contributed to raising UNICEF's share of online voice and profile. UNICEF ranked top among comparator organizations, owning 46% of the conversation on children, the U.N. General Assembly and the SDGs (the U.N. was second with 29%). Weekly benchmarks increased on Facebook (by 210% in reach and 162% in engagement) and Twitter (by 104% in reach and 71% increase in engagement).

DOC brought UNICEF's Goodwill Ambassadors to New York for the Summit, leveraging their appeal. Shakira hosted a private meeting with leaders in the public and private sectors, urging them to invest in early childhood development. Shakira and Angélique Kidjo performed at the U.N. General Assembly Hall for more than 100 Heads of State and Government, Messengers of Peace and influencers, including Malala, the young education activist and Nobel Prize laureate. Before her performance, Shakira gave a powerful speech calling for action in the fight against child poverty across the world.

The situation of children in emergencies dominated media headlines, including the situation of children affected by the refugee and migrant crisis in Europe. DOC collaborated with PFP, and UNICEF Regional and Country Offices, on a multimedia production called 'Children on the Move', with strong results in terms of online viewing and engagement. It was picked up by CNN, the NY Times, Mashable, Al Jazeera+, among other outlets; and materials were widely used by UNICEF National Committees for purposes of advocacy and fundraising.

Partnerships were established and strengthened, towards influencing agendas and advocating for the inclusion of issues affecting children, particularly the most disadvantaged, into partner initiatives. DOC initiated an important partnership with Unilever and Cannes Lions to launch the Lions Health Communications Award, which culminated in an awards ceremony at the Lions Health Festival in Cannes in June. In support of post-2015 agenda, DOC rolled out a public engagement strategy with external partners, including Project Everyone, Global Citizen, Action/2015, the U.N. Foundation, Save the Children and Comics Uniting Nations. UNICEF joined Project Everyone's 'World's Largest Lesson' as a founding partner; the initiative is teaching children in classrooms around the world about the issues relating to the SDGs.

In 2015, DOC established a new way of working collaboratively. At the start of the year, DOC adopted a project management approach that would improve workflow, coordination, measurement and objective-setting for high-profile initiatives led by DOC. Sixteen core projects were identified, teams were formed with specific roles and responsibilities of work, and progress was overseen by a steering committee of DOC senior management as projects moved from development to completion. The approach was reviewed at DOC's mid-year and end-year reviews, with positive feedback, and it will be brought forward with flexible task teams into 2016.

2. Divisional Targets and Strategies

2015 was the first full year of implementation of the Global Communication and Public Advocacy Strategy (2014-2017), with rollout by 60 Country Offices, 1 Regional Offices and all National Committees. DOC worked with all implementing Offices to provide normative, technical and operational rollout support; and consulted with a cross-section of Country Offices, Regional Offices and PFP to produce practical guidance documents and toolkits for facilitating the "voice, reach and engagement" aspects of communication. DOC documented illustrative examples of strategy implementation at country level and facilitated the sharing of knowledge and experiences.

Emerging from the feedback and experiences of Country Offices, factors for implementation success include: having the endorsement of senior management in the Country Office; contextualizing the GCPAS according to country context; implementing the measurement framework and KPIs; maintaining the balance between online and offline engagement; and communicating with evidence-based messages and strong facts. Key challenges include the need to upgrade staff capacity, skills and expertise; to align the strategy more closely with the country programme, and in support of it; and to allocate sufficient resources.

DOC led the development of a comprehensive monitoring and evaluation (M&E) framework that outlines the theoretical approach described in the Strategy document. The M&E

framework proposes clearly defined key performance indicators (KPIs) taking into account the strategy's three main objectives: 1) be the leading voice for and with children, 2) reach 1 billion people, and 3) engage 50 million people by 2017. In line with industry standards, this framework was built observing the widely adopted Barcelona Principles, a set of seven voluntary guidelines established by the public relations (PR) industry to measure the efficacy of PR campaigns. 50 Country Offices and National Committees are now tracking KPIs at the national level, and these metrics are being aggregated into global annual reporting statistics.

UNICEF was awarded honours in 2015 for the M&E framework – the gold honour for Best Multi-Market Measurement Programme, and the bronze honour for Best Measurement of a Not-for-Profit Campaign – by the International Association for Measurement and Evaluation of Communication (AMEC). Both awards were shared with two private sector companies, The Gorkana Group, which provides a media monitoring service and Ketchum, which support the implementation of a set of KPIs developed in support of the global strategy.

DOC saw an important growth in digital engagement, due to a new, integrated editorial approach to content development and curation across web, multimedia and social media teams; and improved coordination within DOC and with Regional and Country Offices. The ICON team updated story submission guidelines to reflect the new approach. UNICEF was recognized in two prestigious external fora: its storytelling on YouTube earned it a Webby award for Public Service and Activism; and it was named by Twiplomacy as the Most Engaging Organization on Twitter in 2015.

As part of the Digital Transformation Project, a digital governance framework was endorsed by the Project Board and approved by Deputy Executive Director Yoka Brandt. 2015 was the second year of this four-year investment project, which seeks to overhaul UNICEF's global digital engagement and communications by the end of 2017. In the meantime, DOC continues to produce and share content about UNICEF priorities and programmes in six languages on UNICEF's global website (www.unicef.org).

DOC launched 'UNICEF Connect', a global blogging platform in five languages for use by all offices on International Children's Day (20 Nov.). The launch featured an "equity takeover" of the platform with commissioned posts from UNICEF regions and teams, including the voices and writing of young people. Sub-blogs will be rolled out in 2016.

2015 was a highly productive year for UNICEF in social media. UNICEF's presence on Facebook and Twitter continued exponential growth, helped in large part by increased capacity with several new recruits starting in late 2014. This has allowed for better marketing, social video content, influencer outreach and engagement such the UNICEF Digital Volunteers (a closed

Facebook group created to test digital content before it is shared with the general public), and new platforms including Snapchat; and for ramping up and strengthening the core work on content, monitoring, moderation and capacity building. The team has managed to build communities despite certain platforms limiting organic fan growth, notably Facebook, and with no paid marketing except for top-priority campaigns and contents.

UNICEF's global social media fan base, including Facebook pages and Twitter handles from HQ, all ROs, COs, NatComs, and Weibo accounts in China, reached over 27 million in December 2015. This positions UNICEF as the leading non-profit organization in social media – not only in terms of the size of UNICEF's digital fan base, but also in terms of the quality and depth of its user engagement. Offline engagement also saw an important progress in 2015: 3.9 million pledge donors; 3.1 million individual donors; 1.87 million U-reporters; and over 100,000 volunteers worldwide, reaching a grand total of over 35 million people worldwide by December 2015.

One of the objectives of the Global Communication and Public Advocacy Strategy is to reach new audiences, especially millennials and the middle class. DOC is creating owned content pages on new platforms targeting these audiences on Google+, LinkedIn, Tumblr and Snapchat. In February, DOC started publishing photo essays on Medium, a platform focusing on social journalism, and the number of followers increased from 2,000 to 43,000. In all, DOC created 34 photo essays, including 9 from the field, collected under the title "Photography and Social Change". Sixteen essays were translated into French, Spanish or Chinese. The number-one followed essay, #WaterIs a family affair – which focused on access and usage of water across continents – was picked up by Mashable and the *Huffington Post.*

DOC provided opportunities online and offline for youth to engage in issues that affect their lives and futures. DOC led Twitter 'takeovers' on the Day of the Girl and International Children's Day, handing over the reins of UNICEF's global Twitter account to a group of young people who are passionate about these issues. UNICEF's Voice of Youth (VOY) blogging internship attracted more than 4,500 applications in 2015 (across the summer and winter intakes). The feedback from the first cohort of blogging interns indicated they benefited from the experience and their writing and advocacy skills improved.

Between June and December, in the run-up to the U.N. Conference on Climate Change (COP21), DOC and UNICEF France partnered with UNICEF Country Offices to engage children and young people in conducting digital mapping on climate change locally, and to use the maps and the media produced by children and youth in local advocacy with governments, businesses and communities. UNICEF's global climate map has more than 800 reports from hundreds of young people who have contributed to the map since its launch in 2014.

DOC communicated on a range of issues in 2015, including the Ebola response in West Africa, the child refugee and migrant crisis in Europe, and the impact of climate change on children. DOC supported the Office of the Executive Director (OED) through the Office of the Spokesperson, established in 2014. DOC developed new Standard Operating Procedures (SOP) on communication crisis management. It was recognized at the U.N. Communication Group annual meeting as being the most advanced among U.N. organizations in this area.

DOC offered guidance and practical support to Country Offices in their planning, preparation and response to reputational risks and organizational communication crises. DOC also provided specialized training in managing communication in humanitarian and complex contexts to some 30 communication staff from around the world, in the first of a series of training programmes that will reach more than 130 staff by March 2016.

The recruitment of an Emergency Response Team member in DOC, for the first time, enabled DOC to provide valuable guidance and support not only at the global level around humanitarian advocacy, but directly to countries affected by crises, including Ukraine and countries affected by the situation in the Syrian Arab Republic.

DOC appointed a focal point to represent UNICEF in the newly created Communications and Advocacy Working Group, a pillar of the U.N. Delivering as One initiative and a critical forum to engage between the field and HQ. In 2015 the group met four times bringing together 18 U.N. Development Group agencies and funds, including the U.N. Department of Public Information (DPI). Experience sharing on numerous aspects of the Communicating as One guidance – for example, on the organizational architecture of Communicating as One country teams and on media and messaging using the UNDAF format – proved relevant, practical and useful. An SDG task force, led by DOC, held a series of webinars for U.N. Country Teams on how to communicate the SDGs. The Working Group is innovative in the collaborative way in which it has engaged multiple agencies from different parts of the U.N.

DOC supported L2 and L3 emergencies in 2015 in coordination with Country and Regional Offices. The multimedia team proactively acquired digital content on the situation of children and UNICEF's responses in crisis-affected countries and created photo essays and videos for use in social media and with broadcasters during emergencies in the Central African Republic, Chad, Iraq, Nigeria, South Sudan, the Syrian Arab Republic, Yemen, in countries affected by Ebola, and most recently, in Europe for the refugee and migrant crisis. Multimedia content was picked up by TV networks including the BBC, CNN and Al Jazeera; as well as by the Huffington Post, The Guardian, Mashable, Buzzfeed, Daily Mail UK and Upworthy. B-roll continues to get good pick-up from UNIFEED serving broadcasters around the world when tied to a compelling newsline.

Media covered UNICEF's response to the earthquake in Nepal, Cyclone Pam in Vanuatu and other natural disasters, its humanitarian work in protracted crises, as well as several report launches and UNICEF Goodwill Ambassador activities. Media picked up stories of child soldiers released and reintegrated with their communities in the Central African Republic and South Sudan, among many other stories. The number of UNICEF-related articles in major, international and regional media outlets has doubled since 2013 and the percentage of highly positive media coverage for UNICEF in 2015 remained relatively high at 75% (previously 67% in 2014 and 79% in 2013). This can be attributed to several factors, including DOC's new integrated editorial approach, a growing base of supporters, and the proliferation of digital media, with an increase in the number of potential impressions (estimated opportunities for UNICEF content to be seen). DOC's close work with Regional and Country Office colleagues creating new story angles and putting children in the news was also instrumental to these achievements.

Challenges stem from the lengthy process of approvals for statements and press releases and a sometimes slow response to media moments, which results in missed opportunities. UNICEF is cautious when speaking about controversial subjects, and while this can help protect the corporate image, it can also hold us back in efforts to make UNICEF the 'go-to' organization for children's issues. There are not enough expert spokespeople – particularly from EMOPS and PD – who speak languages other than English. DOC is working to revise SOPs on clearance and spokespersons.

DOC facilitated several large-scale partnerships including the partnership with Project Everyone around the SDGs (mentioned above) and the 'Earth to Paris' partnership around the U.N. Conference on Climate Change (COP 21), and internally on phase 2 of the #EndViolence advocacy campaign.

DOC launched *Progress for Children (No. 11)* and *UNICEF Annual Report 2014,* two of the top five most downloaded publications on unicef.org in 2015. DOC also developed *For Every Child, A Fair Chance: The promise of equity* in response to a request from UNICEF's Executive Board for a public-facing version of a paper that was the centerpiece of a special Board session in June. The report was launched on Universal Children's Day (20 Nov.) together with the #FightUnfair digital campaign, which sought to engage and empower a community of to speak out about the most egregious situations that face children today – and commit to doing something about them.

DOC continued to manage ICON, the intranet platform used by staff in UNICEF offices around the world. The '5 Questions' series on ICON, in which UNICEF staff in leadership roles are asked about their work and their views, remains popular with staff and is among ICON's most viewed

content. In recognition of five years of equity-focused programming at UNICEF, DOC developed the 'UNICEF & Equity' portal, which serves a gateway to key resources, including a new case studies page and an interactive map featuring the most recent submissions from Country Offices. The 'I Stand for Equity' campaign was rolled out with staff in November; it has received a tremendous response from the UNICEF offices around the world.

Work began on the development of a new Global Brand Strategy in 2015, with intensive research, the formation of a reference group and consultations on key elements of the strategy. Testing and rollout of the strategy will begin in 2016.

UNICEF Goodwill Ambassadors (GWAs) continue to reach wide audiences on issues affecting children and to raise awareness of UNICEF's work, particularly in emergencies. Orlando Bloom filmed a PSA for Nepal fundraising efforts just two days after the earthquake. He also conducted two filed visits in 2015 – first to Liberia during the Ebola epidemic and later in the year to the Former Yugoslav Republic of Macedonia and Serbia to raise awareness of the plight of child refugees and migrants. Bloom's video message appealing for funds to help the children of Nepal was placed on television and the web by NatComs and COs. Following his field visit in Liberia, he wrote an op-ed for CNN.com that ran on its homepage in conjunction with his interview on Connect Your World. Following his field visit to Europe, Bloom signed two fundraising e-appeals that were utilized by several Country Offices and by many NatComs for their holiday campaigns.

During the Climate Change Conference, Katy Perry created a special weather report video highlighting the impact of climate change on children and calling for action to help change the forecast for the world's youngest citizens. The video was pitched to editorial, entertainment, news and celebrity contacts across broadcast, online and print media outlets. Within 20 hours of the official launch of the video, the story was featured across 225 wire and online sites.

In 2015 Novak Djokovic, the top-ranked tennis player in the world, was appointed as a UNICEF Goodwill Ambassador for early childhood development. Novak first teamed up with UNICEF in 2011 when he was appointed a UNICEF Serbia Ambassador. David Beckham marked his tenth year as a UNICEF Goodwill Ambassador by launching '7: The David Beckham UNICEF Fund'. Through 7, Beckham will use his influence and connections to raise money and advocate for change for children in all regions of the world and in every aspect of UNICEF's work.

In October, DOC organized the 2015 Global Communication Team (GCT) meeting in New York on the theme: "We communicate to advocate". The meeting offered a forum for reflection, planning and priority-setting for 2016. Among the highlights were a keynote presentation by Henry Timms, Executive Director of the 92nd Street Y, on understanding new power and social

movements; and a joint session with the Communication for Development (C4D) network meeting, introduced by Executive Director Anthony Lake and focusing on the complementarity between C4D and External Communications. The GCT meeting combined capacity-building sessions; knowledge sharing from HQ divisions, regional and country offices; presentations of global communication products; and interactive team-building exercises.

DOC is leading UNICEF in building a more coordinated, consistent and cutting-edge communication and public advocacy organization that both embraces leads change on behalf of children, particularly the most disadvantaged. However, DOC has continued to struggle within its current staffing and budget structure to achieve expected results within the outcome area described in its OMP: "UNICEF's global position as a trusted and credible advocacy for children's issues and child rights drives vibrant and sustained public engagement on equity and an increase in resources for children."

In July 2015, DOC requested a special PBR exercise for the purposes of establishing 7 new fixed-term posts in 2015 and formalizing the transfer of 6 posts in DOC since the OMP was approved in Aug. 2013. In December, DOC requested upgrades of five posts (1 IP and 4 GS), all keeping within the budget envelope. Both these requests were approved.

The new posts represent the core business of DOC in areas of external communication and media, digital strategy, campaigns, public advocacy and communication operational support; these functions are critical to the delivery of DOC's expected results within its OMP outcome area and within the context of the Strategic Plan.

Looking ahead, there is a need to staff core DOC functions in a proper manner, with the right calibre and quality of human resources, on a sustainable basis, particularly given the increased responsibilities on DOC in these core areas, and given increased demands in relation to emergencies.

3. Evaluations and Research

Publication Title: Progress for Children
Audience: Policy makers, Development Professionals, National statistics offices and Donors
Objectives: Provide a final assessment of progress against child-specific MDG targets, particularly highlighting the progress made on narrowing the gaps; Highlight remaining disparities and deprivations confronting children; Emphasize the importance of robust collection and use of data – especially to help identify and target the most disadvantaged children; Provide evidence for advocacy towards advancing the equity agenda for children of UNICEF.
Authors: DOC (in collaboration with Data & Analytics/DRP)
Quantities: 1,440 printed
Estimated Cost: $72,000

Publication Title: UNICEF Annual Report 2014
Audience: Intended to communicate to a broad public about UNICEF's work on behalf of children, especially the most disadvantaged. It aims to account (informally) for results achieved for children in 2014 and on the use of contributions given voluntarily to support UNICEF's work; and to help position UNICEF as the foremost organization working on behalf of children. The report is used by Regional Offices, Country Offices and National Committees in their communication for advocacy and fundraising.
Authors: Researched, written and edited by DOC staff and consultants, with input from internal stakeholders including ROs, COs, DRP, DFAM, EMOPS, Innovation Unit, OED, the Office of Research, PD, PFP, PPD and Supply Division.
Quantities: 1,300 copies English, 300 copies French, 220 copies Spanish. Electronic distribution included PDFs, printer's files and a digital version.
Estimated Cost: $118,000 (includes costs of a consultant editor/writer for 6 months while the Editor post was vacant).

Publication Title: A fair chance for every child
Audience: Primarily aimed at government policymakers and institutional decision-makers who can influence the direction of child-related development initiatives. Secondary audiences include the media, young people and members of the public who have not previously been engaged in the equity conversation. The report is intended to raise the profile of the equity agenda at a critical juncture in the international development discourse; marshal the essential arguments for the proposition that sustainable development is possible only if it addresses the underlying inequities that hold children back; and demonstrate the specific impacts of inequity in all outcome areas of UNICEF's Strategic Plan 2014-2017.
Authors: Developed by DOC staff and consultants on the basis of the Conference Room Paper prepared for the Special Session on Equity during the Executive Board session in June 2015.
Quantities: 5,000 copies English, 500 copies French, 500 copies Spanish, plus electronic distribution including PDFs and printer's files.
Estimated Cost: $48,000