Division of Communication
Annual Report for 2018

a. Update on the context and trends that affect the division's work

The Division of Communication leads UNICEF's efforts to win support for the cause of children from decision makers and the wider public – including children and young people themselves – in line with the UNICEF Strategic Plan.

Building on the successful elements of our Global Communication and Public Advocacy Strategy for 2014–2017, DOC has initiated a Global Communication and Strategic Framework 2.0 for 2018–2021. The new framework seeks to establish UNICEF as the leading voice, leading advocate, leading brand, and leading convener of new supporters for children and youth. Its main objective is to support UNICEF's strategic goals by translating supporter engagement into resources and action for children.

To that end, DOC works with others to build alliances and movements for change, and aims to engage 100 million supporters in advocacy, giving and volunteering.

In 2018, the division maintained a cutting-edge communication and advocacy operation with UNICEF's Cause Framework at its core. This operation involved staff within the division and across the organization, and helped forge partnerships with governments, civil society and the private sector. Our work contributed to positive shifts in child-focused policies, legislation and investments worldwide.

By year-end, UNICEF had amassed more than 67 million supporters from digital and social media channels. An increasing number of country offices were integrating communication and advocacy objectives into their programmes. Helping field offices strengthen their communication and advocacy capacity is central to the division's success in delivering results.

To allow for comparison and learning in country offices in 2018, DOC rolled out guidance on standardized measurement of performance in integrated communication and advocacy activities. To improve the performance of public-facing digital platforms, we adopted a new 'digital/mobile first' approach focused on audience-friendly content. That approach is also at the heart of an ambitious Supporter Engagement Strategy inaugurated in 2018 and focused on key audiences and partners.

Other notable successes in 2018 included DOC's agile response to breaking news and emerging issues; our strategic support for UNICEF's Cause Framework campaigns, including increased adolescent and youth engagement; the deployment of a new brand-building strategy; increased

engagement with field offices and Communication for Development colleagues; and more results-based management in planning, monitoring and reporting.

b. Key results achieved against the OMP

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.*

Media

The DOC Media Section led on many of UNICEF's major communication moments in 2018. Humanitarian coverage was dominated by conflicts in the Syrian Arab Republic, Yemen and, to a lesser extent, Nigeria, the Democratic Republic of the Congo and South Sudan – as well as the Rohingya refugee crisis. The section worked with colleagues in country and regional offices to amplify UNICEF's response to these crises and shine a spotlight on issues affecting children.

Child Alerts – Media Section-led products relying heavily on direct reporting from the field – helped drive humanitarian coverage. Child Alerts in 2018 addressed crises involving child migrants and refugees in Central America and Mexico; Rohingya children in Bangladesh and Myanmar, children caught in the violence in Kasai, DR Congo; and conflict-affected children in the Central African Republic. The Media Section also supported country and regional offices with missions to Cambodia, DR Congo, Myanmar, Venezuela, South Africa, Sweden, Turkmenistan and Venezuela.

Other major media moments focused on the following Cause Framework campaigns.

- Early Childhood Development: Highlights included a focus on high-profile, in-depth coverage of the impact of air pollution on children's brain development in Mongolia; and a Father's Day moment focusing on paid parental leave. UNICEF coverage related to Father's Day saw a 67 per cent increase in 2018 over the preceding year.
- #ENDviolence in Schools: The campaign launch in September included a news story on the number of children experiencing peer violence in schools around the world. The campaign launch saw a 70 per cent increase in coverage compared to the parallel #ENDviolence moment in November 2017.
- #EveryChildALIVE: Highlights of the child survival campaign included more than 30 top tier media mentions of a UNICEF-generated story about babies born on New Year's Day; widespread top tier coverage of the campaign launch; and high-level coverage of World Immunization Week, Mother's Day and World Breastfeeding Week.
- World Children's Day: The global media strategy for WCD 2018 focused on two activations – the release of our 'Go Blue' video and the announcement of Millie Bobby Brown as UNICEF's youngest-ever Goodwill Ambassador. UNICEF received some 3,300 WCD mentions in the media, with more than 220 in top-tier outlets.

To support the launch of the Generation Unlimited partnership during the United Nations General Assembly session in September, DOC issued material on education in emergencies as well as press materials announcing that K-pop group BTS, among others, would be featured at the launch event. The launch and related events received 54 mentions in tier 1 and tier 2 media outlets – an 86.2 per cent increase over mentions received during the UNGA in 2017.

The Media Section also engaged with journalists on critical development work in several areas, from vaccine delivery by drone in Vanuatu to Safer Internet Day to UNICEF reports on child marriage and child health.

Internal Communication

In 2018, DOC's Internal Communication Section worked closely with other headquarters divisions, and country and regional offices, to promote organizational priorities, policies and initiatives. The section also collaborated with the Enterprise Content Management team to roll out UNICEF's new digital workplace and launched an enhanced, mobile-friendly ICON homepage. Hosted on SharePoint Online, the system's simplified navigation allows easier access to information for all staff and consultants.

Also in 2018, DOC released a new document management system and local intranet site templates for country offices, allowing for more structured information-sharing and collaboration.

To support the Office of the Executive Director, DOC helped the ED and Deputy Executive Directors communicate with all staff globally, including dissemination of statements and messages, and organizing and live streaming all-staff meetings. A new mobile-friendly OED portal launched on SharePoint Online, and new ICON sections highlighted OED-led initiatives – including Be the Change, Generation Unlimited, the Independent Task Force on Workplace Gender Discrimination and Harassment, and the repositioning and realignment exercise.

To support staff engagement in improving the UNICEF workplace – a top organizational priority – DOC worked extensively on internal communications involving prevention of sexual exploitation and abuse, abuse of authority, harassment and discrimination. These communications focused on UNICEF's zero-tolerance policy, available tools and resources, and timely updates on actions taken to address relevant issues.

Working with the Division of Human Resources, the Internal Communications Section also supported the EDGE Certification process and the Pulse Survey. In addition, we provided support to country offices launching localized ICON sites, including a series of webinars offered hands-on guidance on internal news reporting, photography and branding to site publishers.

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

Humanitarian Action

DOC supported UNICEF's response to major crises in 2018 by coordinating across headquarters divisions, and country and regional offices, for an integrated approach to communication, advocacy and fundraising. In particular, the Rohingya crisis in Bangladesh and Myanmar was stamped as a children's crisis through the production of two high-quality communication assets featuring clear advocacy and fundraising asks.

Other humanitarian highlights included DOC's promotion of an ambitious partnership to end gender-based violence in emergencies and support for an additional Child Alert with global media outreach on the crisis in the Central African Republic.

The staff member representing DOC on the Emergency Response Team conducted five support missions to country offices in 2018. The division also provided communication support to the South Sudan country office, focusing on WASH in emergencies.

Adolescent and Youth Engagement

With the launch of Generation Unlimited and a strong focus on youth engagement in Cause Framework campaigns, the voices and views of young people featured prominently in UNICEF's advocacy and communication in 2018.

For Generation Unlimited, DOC's Youth Section promoted consultations with young people, gathering data on their priorities and supporting the development of the youth engagement and participation strategy. Young leaders joined global leaders from politics, business, entertainment and education for the Generation Unlimited launch, which generated over 24.2 million engagements on social media. A Facebook Live video featuring the pop group BTS generated half a million views, becoming the most viewed video in UNICEF's history. With DOC support, Generation Unlimited also launched a website, social media presence and signature video.

The Voices of Youth platform, developed for young people by young people, achieved 2.5 million unique page views and grew considerably on social media in 2018. Extensive consultations with young people informed a newly designed version of the platform.

DOC also helped UNICEF's major campaigns and special events incorporate stronger youth engagement. For example, for the #ENDviolence campaign, DOC supported the development of an 'actions' portal on the End Violence in Schools website; a review of 25,000 responses to the youth poll on violence in schools; and the drafting and delivery of the Youth Manifesto.

The youth team's key #ENDviolence project in 2018 was the School Superhero Comic Contest, which received 3,600 submissions and 23,000 votes to select a winner. Additionally, a 'Safe to Learn' school pack involved 77 UNICEF offices and 56 Ministries of Education, generating wide engagement online.

To support capacity-building and knowledge management, the youth team consistently collaborated with country offices on youth engagement issues throughout 2018. Six successful global webinars were held on adolescent and youth engagement, with almost 1,000 staff members attending. The team also helped develop a youthRISE community site and a Yammer group comprising more than 130 staff members.

Cause Framework Campaigns

Beyond humanitarian emergencies, UNICEF's Cause Framework is at the centre of DOC's advocacy work. The division leads Cause Framework campaigns in some cases and plays a support role in others. Details from 2018 follow.

#ChildrenUnderAttack

This campaign defined a three-year policy agenda focused on ending attacks on children, including the denial of humanitarian access in conflict-affected areas. Strong leadership engagement at the headquarters and regional levels strengthened advocacy for children in crises in Gaza, Syria and Yemen, as well as the Rohingya refugee crisis – and supported engagement in the Security Council and ECOSOC. The aim was to shift the global narrative on conflicts, focusing on their impact on children and how to protect children at risk.

DOC's multimedia team, in partnership with country offices and the Private Fundraising and Partnerships Division, generated multiple videos and photography to support advocacy and fundraising on behalf of children in emergencies. In addition, the social media team generated consistently high engagement with online supporters of the #ChildrenUnderAttack campaign. Children's right to safe water and sanitation in humanitarian crises was a consistent focus of campaign messaging.

Working with the Global Coalition to Protect Education from Attack, the campaign also launched a report, *Education under Attack*, to support high-level advocacy with ECOSOC and the European Union. DOC developed communication products throughout the year to demonstrate the impact of attacks on education – e.g., in Afghanistan, DR Congo, Myanmar, Ukraine and Yemen – and to generate high-profile media coverage. ED Fore called for Member States to sign the Safe Schools Declaration, demonstrating UNICEF's leadership on this issue.

#EveryChildALIVE

Over 120 country offices supported the global launch of this campaign, which included the *Every Child Alive* report and first-ever worldwide petition calling for expanded resources to save newborn lives. The campaign engaged governments (including Bangladesh, Ethiopia, Malawi, Mali and the United States), the African Union and global private-sector partners Lixil and Takeda in advancing the newborn health agenda. It went on to raise an estimated US$2.4 million in regular resources for child health through campaign-supported fundraising by 10 National Committees.

More than 5,100 news articles – including 334 in top tier media – resulted from World Immunization Week and other key moments for the campaign. The main campaign video

received 8.9 million organic views online and was the most watched video on UNICEF's global Facebook page in 2018.

Advocacy around high-level events – including UNGA, the World Health Assembly and the Global Conference on Primary Health Care – boosted the visibility of UNICEF's work on child health and helped mobilize support for it. Meanwhile, UNICEF's data and analytics, health, nutrition and media teams collaborated on the release of global reports about child health and nutrition; the reports generated over 6,000 articles, including 484 in top tier media.

#EarlyMomentsMatter

This campaign continued to drive momentum on early childhood development in 2018, underscoring UNICEF's leadership and intensifying our advocacy for family-friendly policies at the global, regional and national levels. #EarlyMomentsMatter also focused on integrating supporter engagement, fundraising and C4D, and launched UNICEF's online parenting hub to provide ECD advice and guidance.

The campaign successfully raised awareness and contributed to policy change in several countries. In March, the Government of the Republic of Serbia signed a Call for Action on Early Childhood Development. In June, Thailand's Ministry of Education, with UNICEF support, began developing 77 provincial plans to deliver quality ECD services. In Iceland, the Surgeon-General's office launched a public parenting campaign using #EarlyMomentsMatter assets. Egypt and Uzbekistan launched national campaigns to establish Father's Days. And in Rwanda, community mobilizers shared ECD messages during the FIFA World Cup.

Overall, 125 country offices and National Committees supported the campaign's Father's Day activities in 2018, up from 108 in 2017. #EarlyMomentsMatter also worked with the New Zealand Committee for UNICEF, the Public Partnerships Division and OED to bring the Prime Minister of New Zealand and ED Fore together – in support of family-friendly policies – at the Social Good Summit in New York.

For the first time, ECD was on the agenda at the G20 as well, supported by relevant UNICEF offices and promoted through our digital channels.

#ENDviolence Against Children

In the second quarter of 2018, this campaign adopted a new focus on violence in schools, working with partners to build a 'grand coalition' to end school violence. In the following months, UNICEF engaged with young people and other partners worldwide. The #ENDviolence team agreed on focus countries, created a campaign theory of change and developed a call to action with external partners. The team also produced an #ENDviolence toolkit and worked with partners and country offices to host a series of Youth Talks about violence in schools.

Goodwill Ambassador Lilly Singh kicked off the Youth Talks in South Africa in July. Additional talks were hosted by country offices and the World Council of Churches; by year-end, more than 1,300 students in 11 countries had participated. In December, the campaign partnered with Junior

Chamber International and Global Citizen to convene 100 young people in South Africa, turning the feedback from the talks into an #ENDviolence Youth Manifesto.

Young activists will present the manifesto at the Education World Forum, the largest annual gathering of education ministers. Some country offices have also started developing national Youth Manifestos.

The campaign team also launched a record-breaking 'back-to-school' youth activation. The activation aimed to elevate student voices and create a global outcry that violence should not be 'an everyday lesson.' It included a digital poll asking children and young people if they had ever felt afraid of violence in or around their schools. The poll received more than 1 million responses from students in 160 countries, 69 per cent of whom said 'yes.' Some 24,000 respondents recommended ways to make schools safer.

In addition, the campaign launched a report with new data on violence in schools, a web presence and a conceptual video that achieved more than 1 million views.

#ChildrenUprooted

In 2018, a critical year for #ChildrenUprooted, governments came together to adopt the Global Compact on Refugees and the Global Compact for Safe, Orderly and Regular Migration. UNICEF secured commitments to children in support of its six-point Agenda for Action during the Global Compact negotiations that led to the final landmark agreement. DOC played an important role in cross-organizational efforts to influence the negotiations.

To engage the wider public, we rolled out the #LongestGoal initiative in connection with the FIFA World Cup. UNICEF ambassador and Spanish football captain Sergio Ramos launched the initiative, and at least 65 offices participated. #LongestGoal achieved a potential reach of 69.3 million overall, with 13.1 million video views, 2.2 million social media engagements, 154,388 unique views and an average session time of more than five minutes on the campaign landing page – well above the global average.

Another key component of the campaign was youth engagement. In connection with the Global Forum for Migration and Development in Agadir, Morocco, for example, the Morocco country office and DOC's youth team organized a meeting in which international and local young people planned a workshop on migration issues.

DOC went on to assist the children and young people hosting a Youth Forum on Migration, prior to the Marrakech migration summit in July. About 150 young people from around the world attended this event, during which the youth team hosted two workshops – on social media advocacy and human trafficking. The team assisted youth speakers in Marrakech whose remarks received wide media attention.

Other SDG-related Advocacy

UNICEF positioned itself as a leading advocate for children's education in 2018 by providing substantive support to high-level events such as the Global Disability Summit and the UNGA meeting on education for refugee children, among others. Education was also integrated into

three Cause Framework campaigns – #EarlyMomentsMatter, #ENDviolence and #ChildrenUprooted – which featured innovative virtual-reality videos and other assets produced by DOC. Public outreach on education issues benefited from additional DOC visual assets and written materials, including an issue brief and blogposts, as well as the UNICEF Education Twitter account, which now reaches more than 100,000 followers.

On another advocacy priority, the impact of unsafe water and sanitation on children caught in conflicts, UNICEF generated significant support from decision-makers, influencers, donors, partners and the wider public in 2018. The year's major achievement was an agreed change agenda on water and conflict, which will be the basis for all future advocacy by programme, fundraising and communication teams. The agenda emerged from a DOC-assisted process comprising an interdivisional workshop, two draft reports and an event designed to generate high-level support.

Beyond videos, photo essays and other materials on water and conflict issues – and on humanitarian advocacy in general – DOC also produced advocacy materials to advance UNICEF's broader Water, Sanitation and Hygiene advocacy strategy in 2018.

Civil Society Partnerships

In 2018, UNICEF expanded partnerships with global faith-based entities to bolster advocacy on behalf of children on the move. In support of those partnerships, a ground-breaking collaboration between DOC and C4D colleagues fostered more systematic and evidence-based engagement with faith-based organizations.

UNICEF held its first-ever global workshop on faith-based engagement, for example, involving 17 country offices and their faith-based and government partners. And as part of their ongoing partnership, UNICEF and the Religions for Peace coalition launched a Joint Learning Initiative, which has resulted in unprecedented cooperation on faith-based strategies. The initiative is on track to complete major deliverables, including an evidence review, 17 case studies and a theory-of-change guidance document. Partners have engaged in this process through board meetings and other consultations, providing the international community with important knowledge leadership.

Also in 2018, DOC worked to galvanize faith-based partners' involvement in Cause Framework advocacy campaigns – especially #ENDviolence and #ChildrenUprooted – through a series of workshops, and through initiatives led by civil society organizations. Generation Unlimited also benefited from a civil society partner engagement strategy, as well as DOC's co-planning and co-hosting of a civil society conference on youth in Berlin.

Advocacy Capacity-building

DOC took a strategic approach to building advocacy capacity across UNICEF in 2018, following comprehensive consultations with 80 country offices and National Committees. The division also responded to specific requests from country offices for advocacy training and capacity-building, and developed a comprehensive advocacy capacity-building plan for 2019–2021. The plan was included in the proposal for the Global Learning Strategy, and is pending financing.

To support more effective advocacy, DOC has been developing a cross-organizational repository of specialized tools in collaboration with the Data, Research and Policy Division, the Field Results Group and the Humanitarian and Transition Support Unit. This advocacy toolkit includes templates and guides for strategic planning, implementation, and monitoring and evaluation of advocacy activities. Also in 2018, UNICEF initiated a relationship with the Bill & Melinda Gates Foundation focused on advocating for improved child health and nutrition policies. This initiative, for the first time, will engage an important external partner in helping UNICEF build much-needed advocacy capacity, blending quick, visible wins with longer-term gains. It is part of a broader effort to realize our advocacy potential, meet a growing demand for advocacy training and build a solid base of expertise linking national, regional and global advocacy priorities for children.

Outcome #3 (Leading Supporter Engagement Agency)*: UNICEF produces visually cohesive multimedia, digital and print content of the highest quality in order to promote and expand adoption of UNICEF's brand identity and increase understanding of our results.*

Digital Strategy

In 2018, UNICEF solidified its position as a leader in digital communications. Through compelling, high-quality multimedia content, a new editorial vision, robust platforms and innovation, we gained recognition through numerous industry awards and rankings. We also achieved record levels of engagement across our digital platforms.

As cited in the 2018 Twiplomacy rankings of international organizations, UNICEF is the most followed international organization on Instagram and the most 'liked' international organization on Facebook. Among the 50 most effective international organizations on Twitter, UNICEF holds the #2 and #3 rankings, respectively, for its global Twitter account and ED Fore's official account (launched in 2018). For the UNICEF Twitter account, these rankings reflect significant gains in digital engagement – including a 900 per cent increase in retweets per tweet over the preceding 12 months.

UNICEF's multimedia team achieved outstanding results in terms of both audience engagement and industry awards, with 11 viral videos (each attracting more than 1 million views), three prestigious Shorty Awards and a Cannes Lion award. The #EveryChildALIVE newborn photography project broke new ground with relatable newborn portraits and advanced audience understanding of how to save newborn lives. And the team built a state-of-the-art studio that supports in-house, cost-effective video production, Facebook live events and photo shoots.

On UNICEF.org, which hosted 20 million users in 2018, the combination of a new Drupal platform and new editorial vision resulted in a 23 per cent increase in website sessions over the preceding year. Once on the site, visitors found engaging new content. For example, the parenting hub – which is dedicated to helping new parents give their children the best start in life – engaged visitors through Mini Parenting Masterclass videos, how-to articles, educational quizzes and other guidance.

As a pilot for Search Engine Optimization-first content development, the parenting hub had some of the year's most viewed content on UNICEF.org. Several articles ranked first or second on Google search, ahead of Wikipedia and major parenting sites, and engagement on the parenting pages was more than three times the site average.

Through our Digital Transformation Project, DOC also worked with regional and country offices to roll out 35 websites with localized content in 2018, as well as a new website for the Innovation team and a global site relaunch. Strengthened digital infrastructure and content were critical to engaging supporters to sign UNICEF's first online petitions for #EveryChildALIVE, World Children's Day and the #ENDviolence campaign.

Our robust efforts to monitor and protect UNICEF's online brand resulted in the removal of counterfeit UNICEF-branded items for sale on numerous sites, with a potential value exceeding US$500 million. In six key markets, we achieved an average reduction of 90 per cent in the number of paid ads illegitimately using UNICEF's name in search results. And as of October, we secured the removal of 64 websites that were impersonating UNICEF.

Digital analytics, as well as tools and resources for sharing knowledge and building capacity, advanced much of the work outlined above. For example, the digital team launched 43 Google Data Studio dashboards to help country and regional offices, campaign teams and others gain insights into their online performance and audiences. We also launched a Digital Labs Agora channel featuring e-courses and webinars for staff, and a bi-monthly newsletter featuring the latest news on digital initiatives across UNICEF. In addition, we published new staff learning materials, including Drupal guides, content standards and other digital guidelines.

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

In 2018, we saw our greatest progress to date on the implementation of the new brand identity and strategy, building towards ensuring that UNICEF is the most trusted and credible organization for children. Innovations in the way we work and tools we use to tell our brand story – including our work with Goodwill Ambassadors and celebrities – have greatly assisted this progress. Our strategic brand-building approach to Special Projects and Events in 2018, notably World Children's Day and Generation Unlimited, also created key moments and events that elevated UNICEF above the news cycle and set us apart from our comparators.

UNICEF's work with our GWAs continued to increase brand visibility and to support awareness, advocacy and fundraising for UNICEF's priorities among target audiences. Highlights from 2018 include: UNICEF-branded content on the Netflix 'Tales by Light' documentary series with Orlando Bloom; Serena Williams's op-ed for CNN.com on childbirth in connection with the #EveryChildALIVE campaign; Amitabh Bachchan's op-ed in the *Times of India* and the *Guardian*; Priyanka Chopra's field visit to Cox's Bazar and her Facebook Live event, which

reached over 10 million users; and Muzoon Almellehan's advocacy for refugee children at high-profile events in the United States and Europe.

In support of the #ENDviolence campaign, UNICEF engaged with Lilly Singh for the launch of a Youth Talk in South Africa and the campaign's youth poll on violence in schools. Social media posts by Orlando Bloom, Millie Bobby Brown and Lilly Singh generated enormous traffic to the campaign page and online poll, and David Beckham's visit to Indonesia to meet children affected by peer bullying drove engagement on issues related to violence – particularly among young audiences.

Other notable engagements with GWAs included the participation of the pop band BTS and Lilly Singh in the launch of Generation Unlimited; the announcement of Millie Bobby Brown as UNICEF's newest and youngest-ever GWA; our 'hero' video featuring four GWAs in support of World Children's Day; David Beckham's video on fatherhood for the #EarlyMomentsMatter campaign; and Lilly Singh's pilot of an 'impact ad' on girls' education as one of YouTube's social impact pioneers.

In terms of brand and capacity-building, 2018 saw the finalization, translation and distribution of UNICEF's Brand Book 3.0, supported by workshops and a learning module, as well as a new regulatory Framework Procedure on Brand Management. The brand help desk also responded to 672 requests globally. In addition, we produced and disseminated Youth Ambassador and Advocate guidelines to help UNICEF offices build their ambassador programmes at country level.

World Children's Day

World Children's Day – UNICEF's annual 'for children, by children' moment – was even bigger and more impactful in 2018 than in 2017, its inaugural year. A total of 178 countries took part in WCD 2018 – up from 161 in 2017. Media coverage in top tier outlets increased by 44 per cent, totalling 205 mentions in international media (not inclusive of all local media and languages). On social media, the WCD campaign generated 12 million social media engagements – a 155 per cent increase from 2017 – while on the WCD website, UNICEF received 348,600 unique page views, an increase of 445 per cent over 2017.

The WCD campaign also garnered more than 140,000 petition signatures for UNICEF's second-ever global petition and activated more than 100 corporate partners. One partner, Johnson & Johnson, used the day to announce a new US$10 million partnership with UNICEF.

The 'Go Blue' video for WCD 2018 received more than 15.9 million views, up from 14 million for the WCD 2017 video, 'What About Us?' Also on WCD in 2018, UNICEF announced Millie Bobby Brown's Goodwill Ambassador appointment and those of 14 new Youth Ambassadors and Youth Advocates in 11 countries.

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

To guide UNICEF's communication and advocacy work, the division led development of the Global Communication and Advocacy Strategic Framework 2.0 in a consultative manner in 2018, involving country and regional offices, headquarters divisions and National Committees in the process.

At the same time, communication with the field was centralized and streamlined to reduce the volume and increase the predictability and coherence of messages, and DOC established a field help desk for communication and advocacy. The desk responded to 15 to 20 queries per month from country and regional offices on technical guidance and training, translation, branding, donor visibility and recognition, monitoring and evaluation, career guidance and other issues.

DOC conducted 26 quarterly catch-up calls on communication and advocacy issues with seven regions during 2018. The division collected some vital insights on the calls and worked to integrate them into day-to-day operations.

Finally, to improve recruitment processes and reduce the burden on country and regional offices, in 2018 DOC led on identifying new and existing talent at the P4 level for the Communication Talent Group.

Internal Management: Financial and budget

In 2018, with an eye towards managing processes, risks, resources and results, DOC created a planning outline in VISION for our 2018–2021 Office Management Plan. The outline detailed all outputs and activities, and allocated resources by section and output to optimize their utilization. The management team received quarterly budget updates, leading to a budget utilization of 100 per cent by year-end.

Also in 2018, DOC responded to queries from the Board of Auditors, providing relevant information and documents. In line with UNICEF policy recommendations on information management, we completed the digitization of individual consultant and corporate contract files. And under the mandatory requirement to issue contract requisitions in the VISION system with supporting documents, we discontinued the use of paper documents for this purpose.

At the same time, management gave VISION access to all DOC staff and revised the Table of Authority to ensure that it reflected the correct staff roles. We also reviewed the status of vacant positions with the Budget Section, Division of Financial and Administrative Management. By the end of the year, DOC had completed key financial closures on time, finalized the budget planning module in VISION, submitted carry-forward budget commitments to DFAM and finalized all SharePoint activities.

Internal Management: Human resources

At year-end, DOC's workforce comprised 105 staff members (including 91 fixed-term and 14 temporary appointments) plus more than 30 consultants. The staff was 68 per cent female and 32 per cent male, with 63 per cent from industrial and 37 per cent from programme countries.

The OMP provided for the creation of 17 new FT posts and 9 TAs in 2018. These were filled through direct selections and regular recruitments. The average time taken to fill the vacancies was 58 days. On performance planning, 93 per cent of DOC staff members' plans were completed by the global deadline; the remaining cases were delayed due to staff movements within or outside the division.

DOC implemented half of its approved learning and development plan for 2018 by rolling out two training workshops, on advocacy campaigning and storytelling. Other group and individual learning took place through Agora, face-to-face sessions and blended approaches, as well as stretch assignments and support missions. The division aims to increase knowledge and skills-sharing in 2019 under an expanded and more structured learning strategy.

Internal Management: Organizational and strategic planning

DOC's annual planning for 2018 also covered longer-term planning for 2018–2021. The division developed an integrated and costed Annual Work Plan aligned to the VISION outline. We developed new documents, platforms and systems for planning, monitoring, research, analysis and reporting as well.

Carrying forward the measurement framework developed between 2014 and 2017, DOC disseminated RAM Guidelines for communication and advocacy, together with user instructions and definitions of key performance indicators in this area. As a follow-up, the division provided guidance to field offices on planning and coding in VISION, and positioning communication and advocacy in Country Programme Documents. In collaboration with the Field Results Group, DRP and OED, we developed a scorecard for measuring divisional performance in field support.

For continuous monitoring and planning within the division, DOC conducted weekly planning and management meetings. The division also supported a consultancy, funded by the office of the DED, to conduct an analysis of human resources in the Partnerships cone; the findings and recommendations of the analysis informed the strategic distribution of resources across relevant divisions.

In collaboration with PFP, we organized a high-level Strategic Moment of Reflection for the Global Communication and Advocacy Strategic Framework 2.0.

Finally, to improve strategic planning of global communication and advocacy campaigns, DOC produced 11 integrated monthly planners in 2018 and shared them widely across UNICEF, reaching more than 1,500 people, including senior management.

Monitoring and evaluation

In 2018, UNICEF was awarded the Platinum Grand Prix award for the most effective PR consultancy/in-house team by the International Association for the Measurement and Evaluation of Communication. The award recognizes UNICEF's global communication measurement

framework, competing with some of the world's largest private-sector companies, public relations firms and non-profit organizations. UNICEF also won the Gold Award for the best multi-market reporting.

To analyze the results of UNICEF's communication and advocacy efforts, and identify relevant lessons, DOC works closely with Cause Framework teams, regional and country offices, and other headquarters divisions. In 2018, the division's planning, monitoring and evaluation team produced 62 analyses and reports, and supported monitoring and evaluation in 57 country and regional offices via workshops, learning missions and bilateral meetings. DOC also assisted the Cause Framework Secretariat in establishing a theory of change, an indicator framework and operational guidelines for the implementation of campaigns.

c. Lessons learned and constraints

Lessons Learned

Implementing the division's OMP in 2018 provided insights into improving efficiency and effectiveness by setting clear priorities and adhering to work plans. DOC completed its work plan relatively early in 2018 and built accountability for the plan's implementation through weekly technical and strategic meetings. However, for some initiatives that called for a major shift in approach, it was necessary to allow time and space for integrating lessons learned into a continuous planning process.

We realized that the Cause Framework requires coordinated implementation and helps align objectives across divisions. To manage our global communication and advocacy agenda, we found that it was necessary to systematically collect audience insights and making certain to focus on feedback in multiple languages.

Furthermore, while the division has creative expertise in several areas – editorial, digital, advocacy, media, etc. – we realize that our expertise can have more impact if it is made available to other divisions and the field at large. The reverse is equally important; DOC can learn a lot from others, and we should use online resources and tools to amplify best practices from around the world. In addition, inter-divisional collaboration through SkillShare training workshops (like the one held in the Netherlands in 2018) remains critical to aligning communication and advocacy efforts by DOC and PFP.

With respect to media outreach, DOC learned in 2018 that internal processes and sensitivities continue to affect our ability to respond to events related to UNICEF's mandate. A lack of prioritization – along with an incredibly busy calendar of media moments – meant that individual moments were not always given adequate time and space for preparation and activation.

Some of our best media results came from field reporting, whether in the context of humanitarian emergencies, Cause Framework priorities or ED missions. Media Section staff created and amplified key media moments by either travelling directly to key locations (including through Child Alert missions and ED trips) or working with colleagues on the ground to pitch local angles of global stories to international correspondents.

As in previous years, we also continued to see positive results from taking a 'glocal' approach with country and regional offices, shaping messages and headlines to suit international, regional and national media interests.

Major Constraints

The division noted constraints in both operational and strategic areas in 2018. For instance, we need to improve communication with the field and streamline the approval of documents so that we spend less time on transactional and repetitive processes. In some cases, guidance and policy documents are not easily accessible or understandable to staff who may wish to use them.

DOC also needs to improve planning and systems for our work with other headquarters divisions, especially when we are contributing to related goals, strategies and enablers in the UNICEF Strategic Plan. For example, DOC and PFP could achieve more together by improving our division of responsibilities.

There is also growing concern in DOC about managing work load and ensuring staff well-being, while maintaining high-quality work. Management is using the 2018 Pulse Survey results as the basis for a plan to address the challenges highlighted by staff, and to build managers' capacity to improve the work environment. The division is tapping the expertise of external institutions and consultants to improve management.

The OMP for 2018–2021 remains a sturdy foundation for all of DOC's work. Nonetheless, in an ever-changing media and communications environment, our strategies and performance indicators need constant review and updating to improve their relevance, utility and impact. We have already held strategic discussions on the OMP and look forward to reviewing some its aspects during the Mid-term Review, with an eye on further enhancing our results in the coming years.