1. Executive Summary

Achievements

2016 was the second full year of implementation of UNICEF’s Global Communication and Public Advocacy Strategy 2014–2017 (GCPAS) led by Division of Communication (DOC) at global, regional and country levels. An additional 44 Country Offices joined the GCPAS “rollout group” during the year – thus globally to date, a total of 104 offices have formally indicated alignment of their national strategies with GCPAS. The Private Fundraising and Partnerships Division (PFP) has told us that the Joint Strategic Plans of all 34 National Committees also refer to GCPAS implementation in 2015–2017.

GCPAS objectives in areas of voice, reach and engagement guided the development and implementation of multiple campaigns and initiatives in 2016. DOC anticipates engagement targets for the GCPAS 2014–2017 period will be met before the end of 2017. The number of engaged people currently stands at over 46 million globally, and DOC projects it will reach 50 million people on social media platforms alone (with another 10 million including volunteers and pledge donors). Voice and reach targets are also on track, with UNICEF leading the share of voice among comparator organizations speaking out on children’s issues and impactful media coverage in wide-reaching outlets.

Under the new Deputy Executive Director (DED) for Partnerships, DOC is integrally involved in UNICEF’s new UNICEF Cause Framework, in which communication, public advocacy, engagement and fundraising are integrated in campaigns. DOC leads campaigns on child refugees and migrants (the “Uprooted” campaign), ending violence against children (#EndViolence) and early childhood development (ECD) and supports the Cause Management Team with a DOC-staffed Secretariat.

In September, UNICEF launched a report titled Children Uprooted focusing on child refugees and migrants, and brought the voices and needs of children “on the move” to discussions during the High-Level Plenary Meeting at the U.N. General Assembly. DOC crafted messaging around six policy asks, disseminated messages to Regional and Country Offices and coordinated efforts across the organization. Weekly press releases, three Child Alert reports and multiple multimedia assets on the issue reached numerous audiences in prominent media outlets and on social media platforms.

A significant achievement in 2016 was the Media Desk, a rapid-response approach that will improve UNICEF’s ability to be part of breaking news stories and to respond to emerging issues affecting children and reputational issues concerning the organization. The establishment of the Desk in July with the direct involvement of the DED for Partnerships in its daily operations has already translated into faster responses across the organization leading to favourable media reach and increased awareness of the most important issues facing children.

1 A list of acronyms used in this report can be found on the last page.
DOC undertook the mid-term review of its Office Management Plan (OMP) in early 2016, which resulted in $2.4 million additional investment for the Division in 2017 in critical areas, including media, campaigns, digital governance and capacity-building, the flagship publications, language services and internal communication. DOC adjusted its Integrated Resources and Results Framework (IRRF) to reflect the new global monitoring and evaluation (M&E) framework developed to support the GCPAS and to update key performance indicators in output (results) areas.

2016 marked UNICEF’s 70th anniversary in which DOC led global celebrations – including the commemoration event, a publication, exhibitions, a signature video, social media takeovers by influencers and communication materials used throughout the organization. The anniversary event at U.N. Headquarters in New York was co-hosted by the 12-year-old actress Millie Bobby Brown and featured seven Goodwill Ambassadors (GWAs): Ishmael Beah, David Beckham, Orlando Bloom, Jackie Chan, Priyanka Chopra, Angélique Kidjo and Femi Kuti. The appointment of Chopra, an actress and girls’ rights advocate, as global GWA was announced at the event. Participants at the event spoke about their involvement with UNICEF and its work, highlighting the real impact of UNICEF in the lives of children around the world.

DOC collaborated with PFP and National Committees on the Tiny Stories initiative, with contributions from famous authors, and an emotionally moving campaign called ‘There is Hope’ featuring people who have benefited from UNICEF action. DOC continues to compile and showcase the excellent examples of 70th anniversary initiatives and celebrations organized by Country Offices and National Committees.

On 11 Dec., the date of the 70th anniversary, DOC launched UNICEF’s new global brand strategy and a new global website (unicef.org). The brand strategy was designed to help UNICEF differentiate itself from other organizations, build an emotional connection, create trust and drive engagement across all public outreach channels. Nearly 1,000 UNICEF staff in 25 countries (in all regions and all country contexts) took part with partners in qualitative testing of the strategy and branded materials in the six official languages, plus Portuguese. Partners at the testing sessions included youth, civil society, private sector, government, media and partners.

The new global brand strategy conveys what UNICEF stands for, in a way that is relevant to its audiences around the world; emphasizes equity and child rights as key to the organization’s identity; improves the association of UNICEF’s brand with the attributes of trust and effectiveness, and with UNICEF’s work on behalf of the world’s children; and seeks to motivate audiences to take action for children. Three publications produced by DOC in 2017 – The State of the World’s Children 2016: A fair chance for every child, the UNICEF Annual Report 2015 and For Every Child, Hope: UNICEF @ 70, 1946–2016 – introduced UNICEF’s new visual identity and design elements.

**Partnerships**

Partnerships were established and strengthened, towards influencing agendas and advocating for the inclusion of issues affecting children, particularly the most disadvantaged, into partner initiatives. Initiatives on ECD and the SDGs – namely, child protection, education, gender and WASH
(water, sanitation and hygiene) – led to significant work with partners, including the Bill & Melinda Gates Foundation, Education Cannot Wait, Global Citizen, the LEGO Foundation, Project Everyone and the World Health Organization (WHO).

On 23 Sept. 2016, UNICEF launched the world version of John Lennon’s iconic song “Imagine”, raising awareness of the 28 million children around the world who have been driven from their homes due to conflict. The video was previewed to world leaders at the Summit on Migrants and Refugees during the U.N. General Assembly; and by the end of 2016 it had been viewed 50 million times on Facebook, YouTube and Weibo. It features a number of UNICEF GWAs and global influencers alongside people who uploaded their own version of the song via a purpose-built app. Entries were received from every region of the world, including Antarctica, and the International Space Station.

Shortfalls

Country Offices, Regional Offices and National Committees increasingly turn to DOC to provide strategic support in adapting the GCPAS and global brand strategy to their contexts and building their capacities. Offices expect DOC to provide them with content and assets of excellent quality in a broad range of languages for their use in their communication and outreach. DOC simply does not have the capacity among its staff to meet an increasing number of Country Office requests for high-quality assistance, particularly in relation to the implementation of global strategies. Country Offices continue to request in-country support from seasoned staff, and a more professional approach to official languages in global channels. DOC continues to offer knowledge sharing on its internal platform, webinars and toolkits, but offices correctly feel that more individualized support from DOC is of greater quality and value in unique country contexts – and indeed, that is DOC’s role.

2. Divisional Targets and Strategies

In its second full year of implementation of the GCPAS, DOC continues to focus on five key priorities: (1) a ‘digital first’ approach; (2) the integration of communication and public advocacy in all DOC’s work; (3) a ‘glocal’ approach in all campaigns and initiatives; (4) a new system of results measurement, including new key performance indicators (KPIs); and (5) the development and rollout of the new global brand strategy.

Global and Regional Programme outcome:
Effective delivery of communication and public advocacy in support of shifts in public policy, a socially engaged public and an increase in private and public resources for children.

Achievements were accomplished through evidence-based communication, partnerships and a ‘glocal’ approach to communication and advocacy. The latter is shaped by global objectives and core messaging and assets developed by DOC but activated locally – and has allowed country offices to design and implement global initiatives in ways that best meet their needs and address their own markets. This entails a key shift in engagement approaches – away from prescriptive global priorities.
to a more flexible and relevant approach at the grassroots level. The most successful ‘glocal’ initiatives in terms of their reach and engagement have led to increased positive responses on key indicators of UNICEF brand attribute, as evidenced in findings of the Barometer studies conducted by PFP.

#ENDviolence, an initiative against violence against children, has leveraged partnerships and driven policy change and public awareness in more than 50 countries since it was launched in 2013. #ENDviolence had two big moments in 2016. The first was the #ReplyForAll campaign, building on years of UNICEF’s work in the area of digital citizenship and safety. DOC launched the campaign and pushed it out on UNICEF’s global channels with campaign assets that were adaptable for local contexts in all countries. Adolescents were called on to join the campaign, give advice in specific scenarios and share the campaign content on their own channels, thus raising awareness among their friends. Some 35 UNICEF Country Offices posted #ReplyForAll assets on their social media channels, some produced their own videos and many worked with local influencers to engage young people. #ReplyForAll was supported by the WeProtect Global Alliance.

The second moment was at the beginning of Dec. 2016, with the launch of a bold and powerful #EndViolence video with messages based on the results of a U-report poll. The video featured UNICEF GWA David Beckham; and the Tweet featuring it was one of the best performing Tweets on UNICEF’s Twitter account in 2016, in terms of retweets and impressions. One reason for its success was that Beckham’s team reached out to his influential friends, including Hugh Jackman and Liam Payne, who retweeted the video to their own highly engaged followers on Twitter, thus amplifying its reach.

In May, UNICEF launched The State of the World’s Children 2016: A fair chance for every child in traditional and digital formats. The report, led by DOC, argued for equity in areas of child survival, education and child poverty, and articulated UNICEF’s equity agenda. The launch of this year’s report and its accompanying #FightUnfair campaign were more successful than last year’s in terms of both volume and sources. A video for the campaign produced by the Georgia country office about the stigma against children living and working on the streets of Tbilisi went viral with over 160 million video views. The video embodies the ‘glocal’ approach and is an example of the successful collaboration between Country Office, Regional Office and DOC.

Development Effectiveness outcome:
UNICEF recognized as a credible and trusted voice for children; 1 billion people reached globally by 2017 with UNICEF’s passionate message about the rights and well-being of children; 50 million citizens engaged to take action and demand change for the world’s most vulnerable, excluded and disadvantaged children.

To illustrate advocacy arguments and narrative told from the field, DOC packaged data, programmatic evidence and real human stories and disseminated them using multimedia channels at opportune media moments. One such moment was a media trip by global GWA Orlando Bloom to Ukraine in May, when the country featured prominently in the news. Stories were packaged with new statistics generated with partners. Following the trip, UNICEF’s share of voice among
comparator organizations in online media increased to 75% in the second quarter of 2016, from 68% in the same period of 2015.

DOC continued to produce and feature a wide variety of content on UNICEF priorities and programmes from diverse properties, including multimedia content (videos, photo features), human interest stories, blog posts, press releases, reports and data, developed in collaboration with Country Offices and Regional Offices and HQ Divisions. In response to emergencies and crises in Haiti, Iraq, Syria, West Africa (Nigeria “plus”) and Europe (refugee and migrant children), among others, and in coordination with offices in these countries and regions, DOC rapidly acquired digital content (stories, photography and videos) of the situation of children and UNICEF action, produced news stories and amplified them through its digital channels, including ICON, UNICEF’s intranet platform read by staff.

A ‘digital first’ approach and a new digital strategy focusing on audience-friendly content and use of channels have contributed to a 56% increase of UNICEF’s web presence (14.7 million visitors in 2016 vs. 9 million visitors in 2015) and a 34% increase in our social media base (36.4 million supporters on social media by Dec. 2016), positioning UNICEF as the leading non-profit organization in social media in terms of both reach and audience engagement. UNICEF’s global English Facebook page and its Instagram presence were the largest among non-profit/NGO-style IGOs in 2016; UNICEF’s Instagram engagement exceeded 1 million in mid-April, with 70% growth overall in 2016.

UNICEF was one of the first brands to use Instagram’s new Stories platform, which allows users to share photo and video ‘moments’ in a slideshow format for 24 hours, after which it disappears; UNICEF shared photos and statistics on this platform on International Youth Day, during a ‘moment’ on the subject of bullying.

YouTube views in 2016 increased as well, the result of a quality-over-quantity approach to video posting. In late 2016, for example, a UNICEF video against child marriage titled “A storybook wedding – except for one thing” brought more than 4 million views on YouTube.

The Voices of Youth (VOY) platform maintains a healthy level of website traffic and growth, and the VOY blogging internship continues to engage young people. The VOY blogging internship page had over 24,100 unique page views in 2016 through November, representing a 40% increase over 2015. DOC produced a toolkit for Country Offices wishing to implement local versions of the internship.

The Digital Transformation Project (DTP) is progressing as planned – on time, in scope and within budget. Key achievements in 2016 include the release of the initial version of the new global website (unicef.org). The launch reflected a new content strategy geared towards researchers (such as academics, development professionals, journalists and job seekers) and explorers (such as potential donors) and a digital “intelligence plan”, including improved site analytics and campaign tracking. DOC worked with 14 offices to pilot the project, and produced a toolkit to support Country Offices preparing for the move to the new platform in 2017.

DOC successfully rolled out Hootsuite, an enterprise social media management tool, across UNICEF globally. The tool now has 186 users, with 241 active social media accounts and 800 to 900 posts
being published through the tool per week. UNICEF’s Connect Blog, launched in 2015, is now produced in five languages and has four sub-blogs. Globally, the number of authors has increased to 642, and readership has increased on all sub-sites, especially in Arabic.

Digital Labs was relaunched in 2016 as a “one-stop shop” for resources on digital communications, including new policies, standards and guidelines. Through Digital Labs, DOC issued a set of mandatory procedures to support staff with establishing and managing UNICEF websites, social media channels and mobile apps; and set up a Digital Governance Support Desk, with more than 80 requests handled since its launch in late 2016.

UNICEF has long worked with some truly impressive GWAs and high-level influencers who have a special ability to reach broad audiences on children’s issues. In 2016, DOC led the development of a new influencer strategy that will better engage GWAs and influencers as effective advocates for children. The new strategy takes advantage of an information landscape that is increasingly celebrity-driven, acknowledges the important role of digital media in reaching and engaging new audiences, including youth, and is expected to achieve synergies when GWAs share common cause with non-celebrity influencers.

DOC forged successful partnerships with civil society and private-sector partners throughout the year. A partnership with Project Everyone and Unilever on the Global Goals campaign gave UNICEF the opportunity to curate the first Global Goals awards and ensured a wide selection of candidates for the awards. Linkage with the Global Girls campaign and major pushes throughout the year with partners gave UNICEF a better opportunity to build momentum as well as a consistent narrative. The Global Girls campaign seeks to position girls at the centre of the SDG agenda.

In collaboration with DOC and with support from the Middle East and North Africa Regional Office, the video production agency 180LA produced three video animations in a series called Unfairy Tales to raise awareness of the situation of children displaced by war. The first animation in the series, titled ‘Malak and the Boat’, was launched at a donor conference and earned the agency the Cannes Lions Grand Prix for Good award. Each animation in the series was told from the perspective of a child and ends with actual footage (not animated) of the child making powerful closing remarks. UNICEF offices shared the animations across social media and adapted them in their own languages. Besides the significant audience received online, the animations also received exceptional earned media attention, including on television, in traditional outlets and in public spaces.

DOC and Regional Offices conducted media trainings in all regions to improve the ability of UNICEF Representatives, senior staff and communication professionals to work with the media in highly complex and sensitive environments.

Management outcome:
An environment that enables the effective delivery of communication and public advocacy activities towards outcomes at global, regional and country levels.

The Global Communication and Public Advocacy Strategy has allowed for the creation of a new, comprehensive set of key performance indicators at global and national level. These enable
communicators to demonstrate the scale and, to some extent, the impact of UNICEF’s communication and public advocacy work. At the same time, considerable investment has been made, in conjunction with efforts by UNICEF’s Programme Division and Field Results Group, to strengthen planning and monitoring processes in a way that communication and public advocacy is better integrated into country planning processes. This has required considerable direct support from DOC to Regional and Country Offices, through the use of model and pilot initiatives and the production of guidance notes and practical assistance to operationalize the strategy.

DOC has integrated its media monitoring of traditional, web and social media platforms, and it has drawn up a global M&E framework that defined KPIs for voice, reach and engagement and instituted a process of tracking progress against them. Offices in 40 countries were in the process of applying the M&E framework within their country programmes. The standard indicators on communication and public advocacy are now for the first time included in Insight and the Results Assessment Module (RAM) of the VISION performance management system.

For the second year in a row, UNICEF in 2016 was awarded the gold honour for Best Multi-Market Reporting by the International Association for Measurement and Evaluation of Communication (AMEC). The awards recognize and celebrate exceptional work and accomplishments in putting programme research, measurement and analytics on the agenda.

On U.N. Staff Day (25 Oct.), DOC conceptualized and managed an internal communication campaign to promote the work and contributions of 8,000 UNICEF national staff. Campaign assets included ‘Faces of UNICEF’, a new ICON page to record individual and collective stories of UNICEF staff from around the world; ‘5 Questions’ with Anthony Lake, Executive Director; a white board animation featuring UNICEF national staff; testimonials from the field; and a series of data cards and infographics released as ‘pop-ups’ on each staff member’s computer screens in the lead up to U.N. Staff Day.

UNICEF began preparations for developing its new Strategic Plan for 2018-2021, and DOC contributed to the process. DOC held a Global Strategic Planning Meeting in New York with colleagues from across the organization. The purpose of the meeting was to identify and begin to validate the strategies that will achieve results for children through communication and public advocacy, particularly millennials, the middle class and the private sector, and that will allow a better integration of communication, public advocacy and private sector fundraising and engagement in the new Strategic Plan. The meeting also served as a forum to discuss the strategic planning of global initiatives and campaigns for the remainder of the year and into 2017.

A management review commissioned by DOC found that UNICEF’s current operational model for communication and public advocacy work – both globally and nationally – remains unfit for purpose. DOC’s mandate has expanded to reflect an increasing demand for digital campaigns, more sophisticated public advocacy, and communication expertise in response to the growing complexity of media outlets with whom UNICEF needs to engage. Country Offices, Regional Offices, National Committees and partners expect DOC to provide leadership, support and guidance in these areas.
Yet, investment in communication and public advocacy at the global level has remained stagnant for a decade, constraining DOC’s effective response. Many in the DOC team are consultants despite performing highly strategic jobs, especially in the new areas of focus such as media, digital, youth engagement and campaigns.

Although the Mid-Term Review of the Office Management Plan 2014-2017 resulted in additional investment in DOC in 2017, there is further need for sustained and increased resources to ensure that the Division is fully aligned with shifting needs and can continue to deliver results in communication and public advocacy for children.

Title: UNICEF Annual Report 2016
Audience: General
Authors: UNICEF
Quantities: 3,800
Estimated Cost: $95,000

Title: The State of the World’s Children 2016: a fair chance for every child
Audience: Traditional
Authors: UNICEF
Quantities: 8,900
Estimated Cost: $200,000

Title: For Every Child, Hope: UNICEF @ 70, 1946–2016
Audience: General
Authors: UNICEF
Quantities: 16,000
Estimated Cost: $100,000
**LIST OF ACRONYMS USED IN THIS REPORT**

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<tr>
<th>Acronym</th>
<th>Description</th>
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<tr>
<td>CO</td>
<td>Country Office</td>
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<td>DED</td>
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