**Update on the context and trends**

**Top Results:** In 2021, the Division of Communication (DOC) was renamed the Division of Global Communication and Advocacy (DGCA) and delivered notable results in a complex and highly evolving environment. To win support for children, DGCA helped UNICEF grow its supporter base from 79.7 million in 2018 to 160.2 million in 2021 by contributing 114.9 million social media followers and 18.8 million U-Reporters, more than targets. Web platforms reached 132 million users and 213 million unique page views. Children were engaged in 114 countries through U-Report, Voices of Youth, and other platforms. World Children’s Day (WCD) engaged children in 191 countries.  

**Brand:** With almost universal brand awareness and high levels of trust, the UNICEF brand is our greatest institutional asset, contributing to programming results, support from governments and institutions, the success of advocacy, partner attraction and retention, and fundraising. Yet awareness does not always mean knowledge, which is why the Brand Section implements strategies to ensure that UNICEF strengthens our public associations with key areas of our work. The use of UNICEF’s brand assets on products and projects implicitly demonstrates the organization’s endorsement, but misuse by unauthorized entities can also happen. UNICEF’s reputation can be jeopardized by inappropriate comments or actions of Goodwill Ambassadors, influencers, advocates, or corporate partners. Furthermore, misappropriation of UNICEF-branded goods or co-branded projects can happen. In mitigating such risks, DGCA upholds the regulatory framework on brand management, leads on brand portfolio management and identity system updates, and provides guidance, advice, and support through the Brand helpdesk. We also promote strict adherence to UNICEF brand regulations, brand book, and guidelines on the use of our logo and name.  

**Media:** As the leading global authority and advocate for child rights, UNICEF is expected to speak out on sensitive issues – particularly when child rights are undermined in conflict situations. This is more challenging in politically volatile, fragile, and conflict-affected settings, yet we default on speaking out for children as this is critical to building trust with key stakeholders, partners, public audiences and, most importantly, children and their families. However, serving as the world’s most credible and outspoken advocate of children is critical not only to our reputation and brand, but also the ability to secure results for children. DGCA rolls out Emergency Procedures with clear guidance on speaking out, at the same time building staff capacity at all levels so they are aware of their responsibilities and have the confidence, tools, and knowledge to speak out.  

**Advocacy:** Increasingly, UNICEF’s biggest value-added is securing lasting policy change for the most disadvantaged children, backed by active and engaged citizens who hold duty-bearers to account. At the conclusion of Strategic Plan 2018–2021, the gains of prioritizing advocacy organization-wide are becoming increasingly clear. Deputy Executive Directors’ Programme and Partnerships have elevated advocacy as a critical organizational function and formalized headquarter advocacy accountabilities through the renaming of DOC to DGCA and a closer partnership between DGCA and the Programme Group. Advocacy has now been integrated across all UNICEF Goal Areas as a key route to achieving results for children, and as a critical Strategic Plan change strategy. The Global Advocacy Priorities, approved by the Executive Director in 2020, are well entrenched in the Strategic Plan Results Framework, and each priority has an integrated global strategy, which is being implemented at the global, regional, and national levels. A select group of champion countries – country offices and National Committees – are driving progress on each priority, with advocacy recognized in 2021 as a key programming strategy in high-income countries. DGCA chairs the Global Advocacy Taskforce, ensuring that cross-organizational advocacy assets and finances are leveraged to strategically capitalize on key advocacy opportunities. DGCA is leading in a global advocacy excellence programme to set standards and build staff capacity and skills in advocacy organization-wide. The aim is to ensure that UNICEF is powered by effective advocates who work in an integrated way to drive change for children.
Digital platforms: In the face of evolving technology and an ever-changing digital landscape, UNICEF’s digital channels registered another year of stellar growth and impact, albeit clearly pointing to a gradual slowdown compared to 2020, as we return to pre-pandemic growth levels. Digital marketing, alongside new and existing digital partnerships, was pivotal in enabling massive global reach and ensuring our content reached key audiences. In 2021, we were able to take full advantage of marketing budgets and partnership opportunities, as we continued to contribute to UNICEF’s Covid-19 response and Global Advocacy Priorities, combating online misinformation, delivering record-smashing, engaging and innovative content, and building global capacity in digital communication. To date, DGCA has successfully transformed the UNICEF.org web platform, leading to massive growth in user engagement across the UNICEF digital ecosystem. But continual evolution and maintenance is needed to counter obsolescence, reduction in trust and lower adoption rates. DGCA, along with other divisions, leads the ‘Digital First’ initiative, which asks for investment to scale, upgrade, and maintain UNICEF’s online infrastructure, while engaging and supporting a growing, sophisticated, and demanding user base.

Strategic Partnerships: Dramatic shifts in the communications landscape, including major disaggregation of media entities, and a multitude of new partnerships with entertainment, sports, media, and advertising industries, as well as within the United Nations (UN) and its affiliates, are great opportunities. The Strategic Partnerships for Communication and Advocacy Section serves as a global gateway and platform for innovative advocacy and communication-driven partnerships, facilitating special projects and institutional events that put child rights at the heart of global agendas and popular culture.

Internal Communications: Global Internal Communications and Staff Engagement (GICSE) has come to the fore to address the urgent need for an organizational model that is fit for purpose. This includes specifying accountabilities of all staff, especially leaders; establishing a coherent digital ecosystem throughout UNICEF offices; and strengthening internal capacities. DGCA leads all efforts to make GICSE the strategic enabler that it is intended to be.

Major contributions and drivers of results

1.1 Media
In 2021, UNICEF was mentioned in 732,054 articles in online and print media (all outlets) including 35,390 in top-tier media outlets, a significant increase compared to 240,902 mentions in all media (+204 per cent) and 16,105 in top-tier media (+120 per cent) in 2020. Additionally, UNICEF was mentioned in 5,325 broadcasts, an increase from 2,953 (+80 per cent) in 2020. A significant portion of the coverage, 217,874 online and print media (all outlets) articles, were related to COVID-19, including 11,797 articles in top-tier media. An estimated 22 per cent of all mentions were made in the context of COVID-19 vaccines and COVAX. The Executive Director did 20 media interviews with top-tier outlets including CNN, BBC, PBS, The Washington Post and Financial Times. She participated in 10 press briefings and issued close to 70 statements and press releases. UNICEF secured an exclusive with The New York Times data team for coverage of the Changing Childhood Project. UNICEF’s leading media work on vaccine dose donations ahead of and around the G7 Summit generated close to 10,000 pieces of coverage. UNICEF’s work in Afghanistan generated significant media coverage. Between August and December 2021, UNICEF was mentioned in 29,910 news articles, 1,704 of them in top-tier outlets. Over the 2018–2021 period, the Executive Director went on about 50 media trips, wrote over 20 op-eds, and had more than 10 speaking arrangements. In addition, nine child alerts and countless innovative media stories (Pandemic Classrooms, No Time to Lose, etc.) were developed to sustain UNICEF’s powerful voice for children.

1.2 Internal Communication
The Global Internal Communications and Staff Engagement innovatively engaged staff on UNICEF’s core values: care, respect, integrity, trust, and accountability. The Global Pulse Check was launched and nearly three quarters of staff reported active participation in conversations and decisions affecting
their work. Performance of global internal channels increased for ICON site visits (7 per cent), reaching 2 million; unique page views (7 per cent); engagement (12 per cent); and story readership (21 per cent). *uMessage* readership rose by 2 per cent, with a 69 per cent open rate while *Yammer* membership increased by 33 per cent. There were 3.4 million engagements (posts, replies, reactions and read messages), rising by 127 per cent from 2020 while read messages increased nine-fold.

Attendance for Global All-staff Townhall meetings increased by 42 per cent, averaging 7,263 viewers (37 per cent of UNICEF personnel. Attendance for conversations with the Deputy Executive Director (Management) increased by 8 per cent from 2020. The first-ever internal podcast ‘For Every Child’ was launched with 16 episodes focusing on UNICEF 75 commemorations, garnering 5,300 listens and 672 engagements. A staff video series, *From the COVAX Frontline*, was launched with over 100 videos produced, generating 12,500 views and 718 engagements. The Humans of UNICEF initiative achieved 503 new peer-to-peer nominations, reaching a total of 2,458 over two years, with exceptional engagement across all offices. Nearly 75 per cent of nominees reported its positive influence on their motivation at work, while 72 per cent said it increased their understanding of UNICEF’s core values and associated behaviours. During the Ethics Month, the initiative engaged over 1,600 colleagues on Care in Action, thereby boosting the Global Pulse Check response rates. The Spectrum of Behaviors tool/website was developed in 2021, framing nearly 200 staff behaviors around UNICEF’s five core values, and was successfully piloted among 847 participants in six offices.

### 1.3  Global Content Strategy (GCS)

The evolving COVID-19 situation directly influenced our team’s content production dynamics, strategies, editorial and publishing plans, including field support. Fact-checking and copy-editing of UNICEF content increased by 34 per cent in 2021 compared to 2020, involving over 30 documents and publications, including the Executive Director’s Annual Letter, UNICEF’s 2020 Annual Report, and the UNICEF 75 Report. Nine key publications were designed, produced, and translated. DGCA translated 3.5 million words, a 20 per cent increase compared to 2020. GCS developed content strategies and hero content for each GAP initiative to pilot new approaches for World Mental Health Day, WCD, Back to School, World Immunization Week and UNICEF 75, reaching millions of viewers on UNICEF global channels. Through collaboration with PFP, DGCA gathered over 50 pieces of field content for an emergencies approach that improved turnarounds in a rapidly evolving pandemic. Responses to sudden-onset emergencies in Afghanistan, Haiti, Ethiopia, and Yemen further demonstrated GCS’s agility. The mental health activation *Family Dinner* hero film produced in-house garnered over 60 million views and record-breaking engagement. Over 180 videos were produced to support the ED’s office in addition to a live CNN interview. GCS also piloted the first global podcast, ‘Hidden Heroes’, which generated more than 4,500 downloads and streams within 30 days of launch, pushing it into the top 10 per cent of new high-performing podcasts. It also won a Webby Honoree award.

### 1.4  Advocacy Capacity-Building Initiative

The Advocacy Capacity-Building Initiative organized thematic workshops and webinars to reach 637 people with advocacy know-how, tools, and tactics. Overall, 82 per cent participants reported increased knowledge and confidence in their capacity to advocate for child rights issues. Fifteen country-level advocacy strategies were developed, focusing on mental health, humanitarian emergencies, social protection, and education. The Advocacy Portal increased the resources offered with 12 new case studies, advocacy monitoring guidance and anti-racism guidance. Through two Advocacy Speaker Series events, colleagues dialogued with external experts on new thinking for improving advocacy outcomes for children.

### 1.5  Partnerships with Goodwill Ambassadors

Goodwill Ambassadors (GWAs) and high-profile personalities supported UNICEF’s advocacy through 138 engagements. A US$5 million donation from BMGF was unlocked within 24 hours through GWA support. Ahead of the G7 Summit, nine GWAs and 28 high-profile supporters delivered an open letter to world leaders to donate COVID-19 doses. Liam Neeson launched UNICEF Ireland’s campaign, *Get a Vaccine-Give a Vaccine*, which raised over US$6 million for COVID-19 vaccines. Ricky Martin, BTS, Arlo Parks and Alyssa Milano contributed to the State of the World’s Children Report while
Millie Bobby Brown’s video narration of the WCD raised the engagement on UNICEF’s global channels. An advocate and activist from Afghanistan, Lina Tori Jan, spoke at the UNICEF International Council for a US$1.5 million pledge for Afghanistan. Samuel Eto'o’s BBC media interview at Web Summit supported UNICEF around Reimagine Education and Giga. On the Call from Africa, over 50 supporters, including Angélique Kidjo and Femi Kuti, signed a letter calling on world leaders to urgently deliver COVID-19 vaccine doses to Africa. For World Health Day, Angélique Kidjo and fellow African artists promoted confidence in COVID-19 vaccines. In collaboration with Sesame Workshop, Muzoon Almellehan talked about parenting and empowering girls while Lucy Liu talked about good parenting, Early Childhood Development, and mental health on the Day of Parents.

1.6 Civil Society Advocacy
UNICEF engaged at least 30 civil society organizations including CARE, Norwegian Refugee Council, International Rescue Committee, and others. Through this workstream, religious leaders were engaged as vaccine champions, leading to the participation of major membership-based networks such as World Council of Churches, Rotary and Latter-day Saints Charities, whose advocacy support to UNICEF USA secured US$20 million for COVAX. DGCA collaborated with Arigatou International in the Wear My Shoes interfaith campaign, with key messages and asks on education and mental health. The campaign’s statement and call to action was signed by over 20 global faith organizations. Islamic Relief Worldwide signed a memorandum of understanding with UNICEF to cooperate on global advocacy. UNICEF partnered with WHO and Religions for Peace on a series of webinars on COVID-19 vaccines misinformation.

1.7 Thematic Advocacy

Vaccines and Child Health: The Global Advocacy Priority on vaccines and child health was launched in 2021, drawing support from the Bill and Melinda Gates Foundation. Ultimately, 23 countries implemented policy changes and committed to strengthening routine immunization. The World Immunization Week and Immunization Agenda 2030 were big global activations that deepened political engagements while increasing public confidence in vaccines and demand for vaccination. More than 150 UNICEF offices garnered over 26.4 million engagements and unlocked US$5 million for vaccine programmes. UNICEF’s Global COVID-19 Vaccine Advocacy Strategy was developed to guide advocacy and communications, clarify roles, shape partner engagement with the One World Protected Summit, G7 and G20 via the #DonateDosesNow campaign. UNICEF launched a major activation in June, which was supported by over 30 GWAs.

Learning: UNICEF drove a sustained and coordinated global advocacy agenda to demand governments reopen schools as a critical first step to addressing the learning crisis. UNICEF further included a month-long global moment in August-September to show strong public demand for decision makers to return children to in-person learning. A classroom installation highlighting new data at the United Nations General Assembly (UN) was visited or amplified by around 40 world leaders including UN Secretary-General António Guterres. More than 30 country offices secured policy change with their advocacy under the Global Advocacy Priority on learning, in 2021.

Mental Health: UNICEF launched The State of the World’s Children report on child and adolescent mental health, the focus of the Ministerial Mental Health Summit in Paris and over 20 national and regional high-level launches. The #OnMyMind campaign was launched and supported by Z Zurich Foundation, with more than 120 countries activating to help tackle stigma and promote positive action on mental health. A policy CTA was launched on parenting programmes with the support of WHO, SRSG-VAC and Global Partnership to End Violence, the first of its kind to galvanize global action around an essential package of universal parenting support. The LEGO Foundation supported a Parenting Month activation with more than 132 countries involving decision makers, parents, and caregivers. New partnerships were established with United GMH, GPEVAC and other coalitions to drive forward UNICEF’s mental health agenda.

Water and Climate: Jointly with PG, DGCA launched the Children’s Climate Risk Index report, with new data analysis on children’s vulnerability to climate and environmental hazards. It generated the highest-ever media attention for a UNICEF report, with youth activists from Fridays for Future amplifying it, including Greta Thunberg. At COP26, the Group of Friends of Children and SDGs
issued a 61-country statement declaring the climate crisis a children’s crisis and calling for action, while the International Chamber of Commerce issued a business declaration calling for climate action for children.

### 1.8 Digital Strategy

UNICEF’s digital channels overperformed in 2021, reaching 133+ million people. The growth rate was lower compared to 2020, hinting a return to pre-COVID levels. UNICEF.org registered phenomenal growth, reaching over 132 million users (+22 per cent from 2020). Donation-related engagements on the platform rose by 35 per cent, with UNICEF.org referrals contributing 15 per cent of UNICEF USA’s digital income. Usership on the French site increased by 55 per cent, by nearly 70 per cent on the Spanish site and by over 95 per cent on the Arabic site. UNICEF’s Parenting Hub registered a 443 per cent growth since 2019 with a 130 per cent increase in organic search traffic since 2020. There were 30+ million views of parenting content, including COVID-19, at headquarter level alone, whereby 1 in every 3 people visiting UNICEF.org engaged with parenting content. Traffic to humanitarian content nearly doubled the 2020 figures. The migration of content from RedDot to Drupal on the UNICEF headquarters site was completed in 2021 and the legacy RedDot Content Management System was fully decommissioned. Platform enhancements continued with 10 product releases, 40 new features, over 320 functional improvements and 164 bug fixes. User support included the release of five regulatory documents and responses to 429 governance and brand protection requests. The #OnMyMind activation, developed entirely in-house, generated 30 million social media engagements, becoming the biggest social media campaign of 2021. UNICEF’s global vaccine confidence social media campaign, #vaccinated, received more than 10 million engagements, with the participation of 18 country offices, high-profile influencers, and the UN Secretary-General. About 40 per cent of total video views and 23 per cent of total engagements (62 million) were from non-English channels. On Facebook, the Arabic, French, and Spanish channels received 60 million engagements – over a quarter (26 per cent) of the 2021 total – and 43 per cent increase from 2020. Additionally, these channels received 4.43 million comments.

### 1.9 Youth Engagement

Our annual advocacy platform for children’s rights – WCD – saw 191 countries participating up from 185 in 2020, with 124 performing blue branding activations, up from 59 in 2020. WCD generated 13 million social media engagements and 310,000 mentions, a three-fold increase from 2020. Ninety-five UNICEF offices organized Kids Takeovers and the first WCD TikTok challenge was launched to reach youth on new platforms. Youth-led advocacy on climate change was central to the launch of the Children’s Climate Risk Index and COP26. Over 70 young climate activists were accredited for COP, and a meeting between the UN Secretary-General and youth delegates was arranged, including a press conference and 27 media interviews. The Global Youth Advocates Programme was scaled up in 2021 with the appointment of 38 new Youth Advocates and Young Ambassadors, bringing the total number of appointees to 88. Youth Advocates participated in over 100 global activations focused on advocacy and awareness-raising. Voices of Youth (VOY) grew as a dynamic hub for young people with more than 4.3 million web sessions and 495,000 digital followers. The VOY Instagram channel grew to nearly 40,000 followers, 60 per cent of them under 24 years old. The Youth Mediathon engaged more than 100 young content creators, mentors, internal and external partners, enabling new and innovative partnerships with TikTok and GIPHY. The updated U-Report platform exceeded targets, growing by more than 6 million users to 18.8 million, and adding 12 new country platforms to reach 88 in total. The platform consolidated over 30 million responses to more than 500 polls, chatbots and messages on youth-focused issues. It also supported emergency-response efforts in Afghanistan, Côte d'Ivoire, and Haiti. Capacity-building. Knowledge exchange was achieved through 20 webinars and hybrid-styled workshops, 17 community calls, 11 case studies, and 4 toolkits reaching around 2,300 UNICEF staff.

### 1.10 Brand Management

The Brand Barometer Survey revealed that in 2021, UNICEF gained in spontaneous awareness and association with children. Constraints on brand performance included the ongoing spectre of the COVID-19 pandemic, lack of guaranteed investment in brand-building and audience perceptions of global priorities. Brand strategy implementation by country offices and National Committees was almost universal as 191 countries participated in WCD and UNICEF 75 activations across all country
office channels and platforms, in addition to ‘evergreen’ design assets hosted on the Brand SharePoint site, which had more than 7,700 views by end of 2021. The adoption of the UNICEF logo in Spanish, para cada infancia, is a milestone worth celebrating. Brand audits were carried out in six country offices, with debriefs leading to closer alignment with UNICEF’s branding guidelines. The Brand Helpdesk handled over 788 queries around brand guidance and assets. Fourteen learning activities were offered through the Brand Camp programme with colleagues from over 70 country offices, 5 regional offices and 25 National Committees participating.

1.11 Strategic Planning, Monitoring, Reporting and Knowledge Management
DGCA contributed to the development of the UNICEF Strategic Plan 2022. To structure and manage the division’s strategic ambitions, a management, coordination, and prioritization system was established with relevant tools for planning, monitoring, and reporting. Field support was further strengthened by close collaboration with regional offices and country offices to ensure work on the ground informed global priorities, agenda, and work plans. Four regulatory documents were developed or translated and disseminated as part of the knowledge management and capacity development strategy as informed by a global survey on learning needs. Additionally, DGCA collaborated with PFP to jointly implement the Virtual Skills Share. DGCA’s SharePoint sites is maintained as a learning hub supplementing over 50 webinars and online courses, 14 campaign reports, 4 media monitoring reports and 11 monthly planners.

1.12 Strategic Partnerships, Projects, and Institutional Events
UNICEF’s 75th anniversary was a milestone comprising a year-long series of events culminating in a week-long commemoration in December involving approximately 190 countries. Key highlights were the UNICEF 75 report Preventing a lost decade, Global Forum for Children and Youth (CY21), two backpack installations at UN Headquarters in New York, the UNICEF 75 New York event and illumination of the Empire State Building in cyan blue. The UNICEF TED Salon video series at CY21 engaged over 2 million people globally. Coping with COVID-19 Season II, a five-part documentary series in collaboration with six country offices and other divisions, projected the voices of adolescent girls to spotlight the impact of COVID-19. DGCA developed the UNICEF 75 strategic concept, guidance and ‘glocal’ initiatives used by 188 countries to build UNICEF’s brand, mobilize support, renew commitments to children’s issues and drive advocacy. UNICEF reached millions of new audiences using innovative long-format content, such as Vaillante. New partnerships were brokered, including five Youth TED talks premiered at the CY21 Forum and with Global Citizen for UNICEF to relay nutrition messages via global television networks during a Global Citizen concert in Central Park, New York. The new partnership with Minderoo carried UNICEF’s Early Childhood Development TED Talk on global channels and garnered a record 5.5+ million views.

6.1 Effective Operations and Management
We achieved a 100 per cent expenditure rate, completed all closure activities including assets/inventory management, rephased grants, and completed cost distribution. Needs-based capacity-building, including developing guidance on the 7 per cent set-aside fund, was conducted. It targeted budget managers and new staff, covering financial planning, VISION, InSight, and financial dashboards. DGCA recruited 25 new staff, thereby narrowing geographic diversity gap to 44 per cent (programme) versus 66 per cent (donor). 166 consultancy contracts, including amendments, were processed for additional expertise. By year-end, the division had 167 personnel, comprising 49 consultants, 4 temporary appointments and 114 fixed-term staff. An anti-racism zero tolerance pledge was adopted and promoted in the division. DGCA’s investment in the 360-feedback process enhanced the leadership skills of 31 managers. Management and staff well-being plans were implemented as informed by pulse surveys, focusing on work-life balance. The return to office strategy included a hybrid modality that offered flexibility to staff with personal needs.

Lessons Learned and Innovations
- COVID-19 Response: The ever-changing nature of the pandemic was both an opportunity and a
constraint. Evolving information meant evolving policy recommendations and messaging, which was often challenging to secure internally and hard to navigate with growing and demanding partnerships. As a COVAX partner, UNICEF inherited the reputational risks of the facility, often on issues beyond its control or expertise or which could indirectly affect our advocacy on childhood vaccines.

- **Internal Communications:** It helps to have the internal communication adequately positioned within The Office of the Executive Director on critical executive leadership initiatives, such as Headquarters Efficiency Initiative. The lack of capacity, resources, a global governance framework and strategy for internal communications hampers progress.

- **Content Strategy:** A high level of motivation and creativity drives work in unusual settings, including remote and hybrid work arrangements. Piloting an agile content strategy workflow and adapting it to specific advocacy needs resulted in successful activations and creative concepts. Content must resonate with audiences. A re-evaluation of how diversity, equity, inclusion, and anti-racism are reflected in UNICEF’s global content is necessary.

- **Digital Strategy:** A new digital channel database that systematically records UNICEF’s vast online presence helped better inform capacity building and governance work. Digital partnerships are critical for driving results. Featuring of UNICEF.org content in the Facebook COVID-19 Info Center showed the impact such opportunities can create in countering misinformation. Unicef.org ranked #2 most viewed domain in the United States for traffic from Facebook (Quarter 2), ahead of the Centres for Disease Control, media brands like NBC and CNN, and major platforms like TikTok and Spotify.

- **Youth Engagement:** Successful youth engagement centres on strategic integration with the Global Advocacy Priorities and involvement of young people from conceptualization and planning phases. Platforms such as U-Report are critical to UNICEF’s programming, emergency response and advocacy, as they increase reach and engagement while offering interactive content and information in real time.

- **Strategic Partnerships:** It helps to work closely with country offices and cost-share to enliven powerful content-led projects, which otherwise could not be funded (e.g., Vaillante). To enhance agility, utilize long-term agreements specifically for projects with short lead times.

- **Brand Strategy:** A call for field-level brand support transitioned two headquarter posts to the regional level as a direct response to the Headquarters Efficiency Initiative (HQEI), while simultaneously strengthening Brand design capacity at the global level. Resourcing of brand measurement and support in emergency contexts requires strengthening and resourcing.

- **Strategic planning and coordination:** Reflecting advocacy and communication in UNICEF’s Strategic Plan clarifies their importance at all levels, but field support must be continuously strengthened to align work at the global and national levels.

- **Leadership and culture change:** The annual performance review (calibration exercise) focused on team performance, beyond individual ratings, thus empowering managers and mitigating the risk of subjective assessments. As DGCA maneuvers through a period of key changes within and outside the organization, the existing leadership mechanisms will continue to be strengthened and improved.

- **Budget and Financial Management:** DGCA seeks to progressively strengthen utilization, monitoring and reporting of budgets in collaboration with DFAM. For example, Closure of Accounts SharePoint Activity 13b, introduced in 2019, remains problematic despite efforts to have it improved. It currently requires a review of the full year’s transactions at once in December, whereas a monthly schedule is better.

DGCA’s new Office Management Plan 2022–2025 has made several provisions and adjustments to deal with the constraints noted over the last cycle and specifically in 2021. Strategic and structural changes have also been implemented, but some are yet to be adequately resourced, pending the finalization of the HQEI and PBR. Where new data and evidence are still outstanding, changes will be made as soon as practicable but they may be documented during the mid-term review of 2023–2024.