A Guide to Working with Goodwill Ambassadors

Celebrity Relations and Partnerships Section
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INTRODUCTION

For more than half a century, UNICEF’s goodwill ambassadors have helped to protect the rights and improve the lives of children and women around the world. By creating public awareness of children’s issues and helping to mobilize resources, the celebrities who work with us send a clear message that children are a priority.

This guide aims to help UNICEF offices and National Committees build and sustain the most effective and strategic relationships with celebrity ambassadors and to harmonize the celebrity programmes across the organization. It is intended especially for those who work in communication, external relations and private sector fundraising. As our work continues to grow, we need to draw on our creativity and that of an ever-widening circle of friends to ensure that we Unite for Children.

Division of Communication
UNICEF New York
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GOODWILL AMBASSADORS
GREATLY ENHANCE UNICEF’S WORK

UNICEF works with approximately 30 international Goodwill Ambassadors, 200 national and 10 regional Ambassadors around the world to increase public awareness of the rights of children and women and of UNICEF’s work protecting those rights. Since 1954, when Danny Kaye began working with UNICEF, celebrities have helped sway government policies on behalf of children, publicize children’s issues around the globe and raise funds for UNICEF-supported programmes.

Our relationship with celebrities, like all of our work, is guided by UNICEF’s vision and values, based on the Convention on the Rights of the Child, UNICEF’s Mission Statement, the UN Millennium Development Goals and the priorities of UNICEF’s Medium-Term Strategic Plan.

We hope that this document will help UNICEF offices and National Committees recruit outstanding Ambassadors and manage successful relationships with them in support of UNICEF’s mission and goals.
WHO ARE UNICEF GOODWILL AMBASSADORS?

UNICEF Goodwill Ambassadors are well-known personalities willing to do their utmost to mobilize support for children around the world among the general public and within their industry. These volunteers demonstrate a high level of commitment to children and to the organization. Most represent specialized fields in the arts, sports and contemporary culture.

Goodwill Ambassadors are chosen because they:

- Demonstrate an active commitment to promoting the rights of children and to furthering UNICEF’s mission to unite for children.
- Commit to the core values of UNICEF.
- Communicate effectively and passionately.
- Have a genuine interest in the issues facing children, and are willing to learn more through briefings and field visits, which at times involve difficult circumstances.
- Exemplify good citizenship and are passionate, courageous, inspiring, caring, principled, credible, and capable of acting as influential advocates for children.
- Demonstrate leadership in their professions and a willingness to use their professional prestige and networks to promote the cause of children.
- Represent positive role models for young people in particular.
- Have the ability to reach specific audiences, including young people. Factors such as age, profession, country of origin, and appeal.

In addition to ascertaining how well candidates meet the Goodwill Ambassador criteria above – either at global, regional or national level, several additional qualities are considered:

- A willingness to contribute to activities such as fundraising, promoting causes or influencing public officials.
- Participation in a minimum of two to three activities per year on behalf of UNICEF.
- Reputation and integrity. UNICEF looks for individuals who share the same goals and ideals. Background checks should ensure that candidates do not support any organizations or causes that conflict with UNICEF’s values and mission.
For a complete list of Ambassadors, see UNICEF website:
http://www.unicef.org/people/people_ambassadors.html
GOODWILL AMBASSADORS' TITLES AND SPECIAL FUNCTIONS

The United Nations allows two titles to be used for those high profile individuals who enlist their volunteer services and support to the UN.

1) Messengers of Peace: appointed by the Secretary-General only
2) Goodwill Ambassadors: appointed with the approval of the Secretary-General

UNICEF Goodwill Ambassadors serve in three categories:

1) Goodwill Ambassadors (International/Global)
2) Regional Ambassadors
3) National Ambassadors

UNICEF has in the past provided other titles such as Advocate, Supporter or Friend of UNICEF. With new UN regulations, it is strongly recommended to avoid using any titles other than the official Ambassador titles.

All UNICEF Ambassadors are:

- Widely recognized by the public in their field.
- Persons of integrity who demonstrate a strong desire to help mobilize public interest in and support for the purposes and principles of the United Nations, and who demonstrate the commitment and proven potential to reach out to significant audiences, including decision makers.
- People who possess the personality and dignity required for such high level representative capacity.

Goodwill Ambassadors
These are individuals with strong international appeal who are influential beyond their national borders.

Regional Ambassadors
These are celebrities with strong regional appeal and work primarily within the region of their recruitment.

National Ambassadors
These are celebrities with strong local appeal and constituencies, who are affiliated with National Committees or UNICEF Country Offices and work primarily within the nation of their recruitment.
Non-UNICEF Ambassadors

Increasingly, celebrities work short term with UNICEF on a specific campaign, event, partnership or issue at the international, regional or country level. Responsibility for managing these celebrities lies with the UNICEF office that engages them. The Celebrity Section should be kept informed of these partnerships when the event has a broad regional or international impact.

The title of Goodwill Ambassador is reserved for those individuals who sign an agreement/contract with UNICEF. However, when an office would like to acknowledge someone’s dedication and commitment to children in an appropriate way, the Celebrity Section suggests “UNICEF Supporter” to be used for the duration of the project. The only guideline to take into consideration is that the title should not contain the word ‘Ambassador’. 
The designation of a Goodwill Ambassador is a prestigious appointment regardless of whether it is at the global, regional or national level.

**International Goodwill Ambassadors:** are recruited internationally through the Celebrity Section of the Division of Communication, with the approval of the UNICEF Executive Director and notifying the UN Secretary-General.

Candidates for International Goodwill Ambassadors are recommended to the Executive Director for approval two months before designation and within which time the SG’s office is informed of the intention to appoint them. The Celebrity section is always scouting for new and exceptionally talented celebrities who have a proven interest in issues that pertain to the lives of children. Recommendations can come from other Goodwill Ambassadors, their managers, UNICEF Country Offices, National Committees and other offices and individuals.

**Regional/National Ambassadors:** are recruited by UNICEF Regional or Country Offices and National Committees, making sure that the Celebrity Section is informed of all potential recruitment.

When National Committees, Regional and Country Offices wish to appoint a National or Regional Ambassador, they should inform the Celebrity Section at least four weeks in advance of designation, provide a biography and explain the role the person is expected to play. In addition, Country Offices are requested to inform the Regional Director and regional communication advisers of the upcoming appointment.

All candidates should be carefully screened to help safeguard against damaging UNICEF’s reputation.

**The Courtship**

We recognize the important role that strong relationships play in a successful partnership between UNICEF and our celebrity supporters. With that in mind, we begin all relationships with a 6-12 month courtship period. This ensures that UNICEF’s mission is a good fit with the individual’s interests.

During the courtship period the individual will be asked to:

- Learn about UNICEF through private study as well as briefings with UNICEF experts.
- Participate in a minimum of one field visit and/or event.
When to formalize agreement?

Designation of all levels of Goodwill Ambassadors should be made only after satisfactory completion of the courtship process. Due cognizance is given during the selection process to ensure availability, media appeal, status, etc.

The selection process will include consideration of cultural and geographical diversity, languages, gender, age and skill sets such as actors, singers, musicians, famous writers, sports personalities and people who can shape public opinion and behaviour.

How to formalize/Invitation to participate

**Goodwill Ambassadors:** Once the UNICEF Executive Director has approved a nomination for Goodwill Ambassador, a formal letter can be issued inviting the candidate to join in a partnership with UNICEF, describing the title and role the celebrity will have, and any particular issue(s) he or she will work on. On a case by case basis a letter of invitation could be issued by the Executive Director (see sample attached – appendix 1).

**Regional/National Ambassadors:** Once the Director of a National Committee, Regional Director or Representative of a Country Office has approved a nomination and the Celebrity Relations Section has been informed, a letter of invitation can be issued. The Regional Office and Country Office may wish to simply issue a Letter of Designation (see sample attached – appendix 2).

Detailed briefing

At the conclusion of the courtship period, the Chief of the Celebrity Relations Section will brief the candidate on the expectations of the relationship. Candidates meet with senior staff and the Celebrity Section to be briefed on the vision, mission and mandate of UNICEF as well as how the relationship will be managed and the role they will play.

The Commitment

At the end of the briefing, the title of GWA will be bestowed upon the individual if all parties are in agreement. The designation will have specific responsibilities and a term of two years, renewable upon mutual consent.

During the two year term UNICEF will provide a dedicated relationship manager who will keep the GWA informed of UNICEF’s successes and needs and goals. He/she will create a customized strategic plan that supports the GWA’s interests and UNICEF’s priorities.

If the individual is unable to make the commitment to become a Goodwill Ambassador, we will encourage them to continue to work with UNICEF in another capacity.
5 DESIGNATION CRITERIA

- Only the Division of Communication (DOC) with the approval of the UNICEF Executive Director may designate internationally recruited Goodwill Ambassadors. They must inform the Secretary-General of their intention to designate an individual as Goodwill Ambassador before any commitment is made, no less than four weeks prior to the announcement of the designation. Only in exceptional cases and with very good reason, could this four-week period be fast-tracked.

- Upon notification to the Executive Director of the intention to designate a Goodwill Ambassador, an explanation of the reasoning behind the designation will be provided, along with proposed terms of reference and confirmation that the appropriate due diligence to determine suitability has been conducted.

- The DOC shall advise the Executive Director, who will endorse the appointment, at which point a commitment and public announcement can be made.

- National Committees or Country Offices can appoint Regional or National Ambassadors and involve celebrities on an ad hoc basis for specific events and activities. In these circumstances, no special UN title shall be granted. However, DOC-Celebrity Section must be duly notified.

- Newly appointed Goodwill Ambassadors shall be granted a ‘Letter of Designation’ issued by the Executive Director. Regional and National Ambassadors shall be granted the Letter of Designation issued by either the Regional Director, Country Representative or the National Committee Director.

- The Letter of Designation shall set out their terms of reference and length of designation.

- Designation of a Goodwill Ambassador, either at global, regional or national level, is to be considered rare and exceptional. UNICEF should ensure that the number of Goodwill Ambassadors is kept to a minimum, in order to maintain the value attached to the designation. The Secretary-General strongly recommends that we regularly evaluate our Goodwill Ambassadors programme with a view to keeping it functional, prestigious and unique.

- An individual shall not be designated Goodwill Ambassador by more than one UN Agency at the same time.

- In the interest of courtesy and transparency, requests for the participation of Goodwill Ambassadors shall be made through the Celebrity Section or the person designated in the Regional or Country Office or National Committee who is responsible for the management of the celebrity in question.
Letter of Designation

**Goodwill Ambassadors:** Once the candidate accepts the invitation to become a Goodwill Ambassador, the Celebrity Section issues the Letter of Designation for internationally recruited Goodwill Ambassadors. The agreement is for two years, renewable upon mutual consent (see sample attached - appendix 2).

**Regional and National Ambassadors:** Once the candidate accepts the invitation to become a Regional or National Ambassador, the Regional Office, Country Office, or National Committee issues the Letter of Designation. The agreement is for two years renewable upon mutual consent. The letter can be signed by the Regional Director, Country Representative or Head of National Committee (see sample attached - appendix 2).

In the letter, the role of the Ambassador and UNICEF’s mission will be explained. A Terms of Reference (TOR) will be attached. (see sample attached - appendix 4).

Follow-up

**Goodwill Ambassadors:** A new Goodwill Ambassador receives a letter of thanks and welcome, and this is followed by a press release and possibly a press conference announcing the appointment. A public event or field trip is strongly encouraged immediately following the appointment.

A profile with photo should be available for the UNICEF webpage as soon as the official appointment has been made.

**Regional/National Ambassadors:** A letter of thanks and welcome will come from the Head of Office, and this is followed by a press release and possibly a press conference announcing the appointment. A public event or field trip is strongly encouraged immediately following the appointment.

Termination

The designation of a Goodwill Ambassador shall be terminated if -- in the view of the Celebrity Section -- the designee is unable or unwilling to carry out the role envisaged in the terms of reference; the Goodwill Ambassador engages in any activity incompatible with his/her status or with the purposes and principles of the United Nations; or if the termination is in the interest of UNICEF.

In case there is no longer a mutual beneficial relationship between UNICEF and the Goodwill Ambassador, the contract will not be renewed beyond the two-year period. In case of serious breach of contract, the Ambassador will be asked to refrain from public events involving UNICEF. If it turns out that the Ambassador is no longer able to perform his or her duties on behalf of UNICEF, a discussion will take place between the Ambassador and those responsible for his or her recruitment. On a case by case basis, the Executive Director, the Director of
Communication or the Chief of Celebrity Section or Head of Office will write a letter to thank the Ambassador for his or her services rendered.

Any intention to terminate a Goodwill Ambassador must be conveyed to the Executive Director through the Director of Communication before any measures are taken.

Alumni List

Internationally recruited Goodwill Ambassadors who are unable to remain as active Ambassadors for the organization will be placed on an alumni list on the UNICEF website. This is to recognize their involvement and their linkage with the organization.
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ROLE OF GOODWILL AMBASSADORS

All Goodwill Ambassadors must commit to the following:

- Advocate for issues and struggles facing the world’s children to governments, businesses and the public.
- Educate the public through the media and events.
- Fundraise and/or donate on behalf of UNICEF programmes.
- Witness UNICEF’s programmes by travelling to the field.

Ambassadors should also be mindful of the importance of UNICEF’s image and not compromising its values.

- They will not associate with corporations or organizations which are at odds with UNICEF’s mission and ethical corporate policy and be aware of potential conflict between companies supporting UNICEF and those they personally endorse. They will alert UNICEF to any potential associations being explored which may impact on UNICEF.

- They recognize the importance of UNICEF’s humanitarian, non-political stance and will not compromise this. Ambassadors taking on official political roles or posts will need to stand down from their UNICEF duties.

- They understand that their personal actions could reflect on UNICEF’s image, and that any behaviour which severely compromises the core values of UNICEF (e.g. illegal actions) may result in a termination of the appointment.
Celebrity schedules and competing demands can often be limited. Therefore, their focal point should develop a close and regular working relationship with the Goodwill Ambassador (GWA) and their management. Having a long-term focal point creates trust and a closer working relationship.

By working closely with the GWA, UNICEF can help develop that voice of expertise and provide first-hand experience through field visits to make the GWA a ‘go-to’ source by members of the media or specialist panels on the issue of children. Upon appointment, the GWA should be presented with a communication package including the top priorities of the organization, latest facts and figures and key messages.

GWAs should routinely receive UNICEF press releases and speeches of the Executive Director as well as news and video clips of UNICEF programmes and events.

GWAs should be encouraged to find their niche at UNICEF and to participate in various awareness activities for UNICEF. Some of the most common opportunities being Public Service Announcements (PSAs); interviews; fund-raising initiatives; major events such as launches of flagship reports and publications and field visits.

A careful assessment should be made of the added value of a GWA to an event or visit before moving forward.

UNICEF will provide support and be responsible for:

- Providing an orientation and briefing so that the GWA understands his or her role in the event.
- Helping the GWA stay informed about UNICEF and its activities through regular updates as well as newsletters and information packs.
- Helping the GWA in his or her advocacy role for children by equipping him or her with key messages and briefing notes (preferably no more than one to two pages).
- Helping the GWA craft messages for traditional and new media such as tweets, editorials, and radio and TV PSAs to reflect the strategic thinking of the organization.
- Inviting the GWA to UNICEF special events and briefing meetings when appropriate.
- Providing the GWA with UNICEF branded items such as t-shirts, caps, armbands, and pins that are especially useful for field visits and events.
HOW TO PLAN AND MANAGE SUCCESSFUL EVENTS AND VISITS

The visits of Goodwill Ambassadors -- to the field or to events initiated by National Committees, Regional or Country Offices -- can provide significant support to an office’s ongoing work, draw public attention to an emergency situation or a specific campaign, and strengthen advocacy and fundraising activities. Such visits can be initiated by Headquarters, a Regional or Country Office, or a National Committee.

Because there is a growing number of celebrity spokespeople working with UNICEF and other UN agencies and organizations, it is important to share information and coordinate activities with the Celebrity Section, especially with respect to celebrity field visits and international press coverage.

Goodwill Ambassadors: All planning, logistics, press events and other details of field visits by Goodwill Ambassadors should be coordinated by the Celebrity Section in DOC.

Regional/National Ambassadors: Details of visits of Ambassadors associated with Regional or Country Offices or National Committees should be reviewed by senior staff in that office. The Celebrity Section could play an advisory role if required.

(See appendices 5, 6 and 7 for sample Celebrity request forms for various kinds of activities involving Goodwill Ambassadors.)

Events

A National Committee, Regional or Country Office inviting a Goodwill Ambassador to participate in an event should fill the request form and include the following information: (Please note that the requesting party covers all travel and related costs.)

- The type and purpose of the event, target audience, other participants, organizers, expected media coverage, date, time and location.
- Expected role of the GWA (speech, press conference, etc.).
- Who else will be attending the event and in which capacity.
- Expected amount to be raised if GWA is being asked to participate in a fundraising gala or private sector partnership event.

Field visits

Field visits involving Goodwill Ambassadors can take a variety of forms and are initiated by Headquarters, a UNICEF Regional or Country Office, a National Committee or through Private Fundraising and Partnerships.

All requests for visits must be made through the Celebrity Section of DOC either in New York or Geneva. Goodwill Ambassadors should not be contacted directly. It is important to make the request as far in advance as possible.
As a general rule, international Goodwill Ambassadors enjoy the same duty travel privileges as UN staff members, including business-class travel for long flights.

It is important to keep the celebrity’s entourage as small as possible. A Goodwill Ambassador should be encouraged to cover travel costs for companions, except in the case of a recognized partner who will be willing to participate in public appearances for UNICEF. This partner should be invited to all events.

According to UN regulations, celebrities are not eligible to receive a UN Laissez-Passer and must rely on their national passports.

If UNICEF Ambassadors are travelling on behalf of UNICEF, and UNICEF is arranging their travel, UNICEF should also process their visas.

A staff member from the Celebrity Section, Regional or Country Office, or National Committee should accompany a Goodwill Ambassador during official UNICEF travels.

**Security Clearance:** At an early stage in the planning process, the Celebrity Section should consult with EMOPS to see whether United Nations security clearance is necessary. For National Committees it will be at the discretion of the host country. In addition, Goodwill Ambassadors travelling to a Phase 3 country or above should complete the *Security in the Field* CD-Rom training and obtain the accompanying certificate since all persons travelling with a Travel Authorization are required to have this certificate.

**Information and Itineraries:** The itinerary for the field visit is created by the Country Office in consultation with the Celebrity Section and will likely include courtesy calls with high-ranking government officials, NGOs and partners. Because the Goodwill Ambassador’s time is often limited, courtesy calls should be kept to a minimum. Along with the itinerary, the Goodwill Ambassador should receive brief summaries of projects, including details about UNICEF’s role and the country programme, and background information on the economic and social conditions in the country visited.

Celebrities also need guidance on climatic conditions and appropriate clothing to wear, including for occasions that might require formal dress. They should be informed of local customs or cultural requirements/tabooos that could have a bearing on their dress or conduct.

(See appendix 8 for suggested field visit briefing material and check list.)

**Costs:** All costs associated with the visit will be covered by the office that initiates the request. When a field trip is initiated by the Goodwill Ambassador, the organization will suggest that the Ambassador pay for his own travel expenses. When the travel is initiated by UNICEF, the organization will bear the costs.

**Maximizing publicity:** Before, during and after the field visit, the Celebrity Section or appropriate office will work closely with the media section, the Regional Office and the Country Office to identify key messages and coordinate media coverage and publicity.
There are several key areas of media exposure:

**National Media:** Depending on local circumstances, Country Offices are expected to mobilize national television, radio and print media in advance of a visit. Background information about the Goodwill Ambassador, including copies of a biography, video footage and photographs, should be provided in advance to the office.

**International Media:** Media and communication staff secure placement of stories and television, radio or print interviews during the visit. For visits involving International Goodwill Ambassadors, HQ media staff will play a lead role. Depending on the scale and type of the field visit, the trip is pitched to a limited number of large publications and media outlets. The composition might include, for example, a magazine feature writer and photographer, TV crew (often it is best to arrange a newswire such as Reuters or APTN to cover the event to ensure the largest distribution) and a print journalist.

New Media like social networking sites (Facebook, Twitter), YouTube, and other websites should be used as much as possible during and after the trip when appropriate. Tools like Podcast, Vodcasts, photo essays, clips, PSA could be made for this purpose.

**Press Conferences:** If appropriate, two press conferences are arranged by the Country Office during the visit – one at the airport on arrival, to talk about the purpose of the visit, and the other at the end of the visit, to talk about highlights of the trip and anticipated follow-up. It is important to note that Goodwill Ambassadors are not expected to have in-depth knowledge of a country programme, and the Representative or Communication Officer must be on hand to answer any detailed questions. Questions about the celebrity’s personal life must be discouraged. Individual interviews are welcome.

**Video Footage:** Any video footage taken of the Goodwill Ambassador’s visit should be pitched to a newswire and go out on an international feed. Footage should also be made available to UNICEF for distribution to National Committees, Country Offices and the UNICEF website. For visits of International Goodwill Ambassadors, video coverage should be discussed and coordinated through HQ’s DOC Internet and Broadcast and Image Section (IBIS) in consultation with the Country Office, and the media and Celebrity Section.

**Photos:** For visits of International Goodwill Ambassadors, the HQ Photo Unit can arrange for photo coverage of one or two celebrity field visits each year, covering the cost of the photographer, development and distribution of photos to Country Offices and National Committees. Additional photo coverage should be done in consultation with the Photo Unit.

**Field visit follow-up:** A press day or conference, where appropriate, should be set up soon after the Goodwill Ambassador’s return to his or her home country, in consultation with the Media Section and the Celebrity Section. This could take the form of an informal briefing, a press conference, or one-on-one interviews and can take place in a prime location or in a city near the celebrity’s residence.
In addition, wherever feasible, a meeting or phone conference should be arranged between the celebrity and the Celebrity Section to discuss impressions, outcome, follow-up and lessons learned from the field visit.

Finally, a follow-up package must be sent immediately to the celebrity containing press coverage, a report on any funds raised as a result of the visit, and a letter of thanks from the Director of Communications or National Committee, Regional or Country Office senior staff person, explaining exactly how the trip made an impact.
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USE OF CELEBRITY FIGURES IN CORPORATE PARTNERSHIPS

UNICEF Ambassadors

In the context of a corporate partnership, UNICEF Ambassadors are engaged as representatives of UNICEF. Corporate partners are not permitted to independently contract and pay UNICEF Ambassadors to promote their partnership with UNICEF.

UNICEF Ambassadors are independent and impartial and when representing UNICEF cannot endorse a brand or product. They can only speak on behalf of UNICEF’s work for children and should focus on the issue and not be asked to promote a business, commercial product or deliver a commercial campaign strap-line.

UNICEF Ambassadors are not permitted to wear t-shirts featuring the brand name of a corporate partner when representing UNICEF. Ambassadors should be encouraged to wear UNICEF branded attire (t-shirt, arm-band, cap) in all work with corporate partners. There is one exception to this rule; UNICEF is the owner of certain registered trademarks worldwide including “Change for Good,” “Check out for Children” and “Round up for Children.” Upon their agreement, Ambassadors are permitted to wear attire featuring these slogans as UNICEF owns the trademarks and no profit will be made from the association. This exception does not apply to commercial (non-UNICEF owned) slogans that aim to drive sales e.g. “One pack = One vaccine.”

Use of non-UNICEF celebrities in corporate partnerships

Some corporate partners have their own celebrity supporters or choose to contract new celebrities to promote a partnership with UNICEF. This should not happen without prior consultation with the initiating National Committee or Country Office (for celebrities undertaking national communication work) or UNICEF DOC-Celebrity Section (for celebrities undertaking international communication work) to ensure a proper fit.

If a corporate partner wants to contract a non-UNICEF celebrity to support a partnership it is vital that the initiating National Committee or Country Office sees the list of approaches and reserves the right to veto any individual who is felt to not appropriately fit with the brand values of the organization. Any veto would be used to protect both the partner and UNICEF from negative external commentary and would be used in the genuine best interest of the partnership.

Upon mutual agreement, it is possible for a non-UNICEF celebrity to endorse a corporate partner in relation to a UNICEF activity. The non-UNICEF celebrity is contracted by the partner and is therefore free to promote the partnership and commercial product.

In cases where non-UNICEF celebrities have been engaged by corporate partners the media has often assumed that the celebrity is a UNICEF Ambassador. It is the role of the National Committee or Country Office to make clear that this person is
not a UNICEF spokesperson or Ambassador by ensuring that this message is included in all communication material issued by UNICEF or the corporate partner (press releases, pitches to media and Q&A).

Corporate Partners should also be encouraged to apply the term ‘Spokesperson’ rather than ‘Ambassador’ when referring to non-UNICEF celebrities.

A UNICEF representative should meet with the celebrity before communication activities take place to ensure the individual has a good understanding of the organization’s work and realistic expectations of planned activities especially field trips.

Non-UNICEF celebrities should not speak on UNICEF issues unless they are talking from their own personal experience and it should be made clear that the views expressed are their own and not those of the organization e.g. personal reflection on a UNICEF field trip.

Questions about payment to celebrities who endorse/promote UNICEF is an important issue, which corporate partners and non-UNICEF celebrities should be made aware of, as this raises difficult questions for the celebrity. In the past, individuals have been put in the spotlight and asked: How many children could have been vaccinated for that amount of money? UNICEF and partners are encouraged to plan an appropriate response before communication activities begin.
10 SUPPORT YOU CAN EXPECT FROM THE CELEBRITY SECTION

As of February 2009, the Goodwill Ambassador programme is managed out of the New York and Geneva hubs to ensure broad geographical coverage. The two hubs report directly to the Director of the Division of Communication (DOC) in New York. Although there are two entities, they have one systematic and consistent approach; one recruitment process; one review system and one strategy.

The Celebrity Section based in New York handles all Goodwill Ambassadors, Advocates and other high profile people based in: USA and Canada, UNICEF’s Regional Office for the Americas and Caribbean (TACRO), the UNICEF East Asia and Pacific Regional Office (EAPRO), UNICEF’s Regional Office for South Asia (ROSA), Australia, New Zealand, and the National Committees in those areas. The New York Hub also handles the Eminent Advocates such as Queen Rania and the Duchess of Luxembourg.

The Geneva hub deals with all the European National Committees, West Europe, UNICEF’s Regional Office for Central and Eastern Europe and the Commonwealth of Independent States (CEE/CIS) UNICEF Eastern and Southern Africa Regional Office (ESARO), UNICEF’s Regional Office for West and Central Africa (WCARO) and UNICEF Middle East and North Africa Regional Office (MENARO).

What can the section do for you?

- Assist with recruitment: letters, terms of reference, contracts, procedures etc.
- Assist with itinerary for field trips
- Assist with messaging for your National Committee or private sector partner
- Assist with international media coverage
- Help find alternatives if requested Goodwill Ambassador is not available – e.g. video message, letter, National Ambassador or other celebrity

When should you contact the Celebrity Section?

- Prior and during recruitment of a National or Regional Ambassador
- When you end a relationship with a National or Regional Ambassador
- When you organize an activity where a Goodwill Ambassador will be present
- When you wish to propose an Ambassador to become a Goodwill Ambassador or have a suggestion for GWA recruitment
- When you wish to contact a Goodwill Ambassador or Eminent Advocate
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RESOURCE MATERIALS FOR NATIONAL COMMITTEES AND COUNTRY OFFICES

UNICEF Internet:

http://www.unicef.org/people/people_ambassadors.html

- List of Goodwill Ambassadors, Regional and National Ambassadors.
- Profile of Goodwill Ambassadors and activity highlights.
- Alumni list.

UNICEF extranet/intranet

http://www.intranet.unicef.org/docny/celebrityactivities.nsf/Home/Homepage
http://www4.intranet.unicef.org/docny/celebrityactivities.nsf/Home/Homepage
http://intranet.unicef.org/pd/pdc.nsf/0/20a03fd5ca40edeb7852575b4004be37a?OpenDocument

- List of goodwill ambassadors, regional and national ambassadors
- Overview of activities per country, date, ambassador (who will be where for what)
- A Guide to Working with Goodwill Ambassadors
- Who Does What in DOC
APPENDIX 1

SAMPLE LETTER OF INVITATION TO BECOME A GOODWILL AMBASSADOR
(CAN BE ADAPTED FOR NATIONAL AND REGIONAL AMBASSADORS)

Dear [Mr./Ms. ____________]

I would like to extend my personal congratulations and warm thanks to you for your efforts on behalf of the world’s children and families through your association with UNICEF. Your advocacy and fundraising work have inspired others and have helped move UNICEF’s work forward.

You have demonstrated a genuine commitment to communicating strong and clear messages about the importance of education for young people and protecting children against HIV/AIDS (choose issues reflective of candidate). In recognition of your bold endeavours in using your talents to improve the lives of children, we would be honoured if you would accept an official role with UNICEF. By doing so, you would join the list of well-known and highly respected personalities from sports, music, and performing and film arts including (list names as appropriate and applicable) and many others who are serving in this capacity.

Our International Goodwill Ambassadors are chosen not only because of their name recognition but more particularly because of the respect with which they are held and their appeal as genuine humanitarians. As a UNICEF Goodwill Ambassador you would assist us in our advocacy, fundraising and programme efforts and in communicating to a broad public, young people in particular, the vision and values that guide UNICEF’s work for children.

UNICEF has a strong presence in over 150 countries as well as through 36 National Committees in the industrialized world. Our global reach would offer you unique access to audiences around the world as you help disseminate UNICEF’s messages. This appointment would also provide you with a platform to urge political leaders to commit more human and financial resources to creating a world truly fit for children.

I am pleased that you are interested in working with UNICEF and look forward to having you on our team.

I will call you soon so we can arrange a meeting for a further briefing.

Yours sincerely,

Head of office
APPENDIX 2

SAMPLE LETTER OF DESIGNATION FOR INTERNATIONAL GOODWILL AMBASSADORS 
(CAN BE ADAPTED FOR NATIONAL AND REGIONAL AMBASSADORS)

Dear [Mr./Ms. _________],

We are pleased to confirm your appointment as UNICEF Goodwill Ambassador.

Goodwill Ambassadors are prominent individuals from art, science, literature, entertainment, sport or other fields of public life who have expressed a desire to contribute to raising awareness of the aims, objectives and priorities of the United Nations, to convey messages about its activities and to extend its public outreach.

Given your strong commitment to children in need of protection from violence, abuse and exploitation, you will be a compelling and eloquent advocate in focusing on this area and related issues. The prestige, talent and presence that you bring will help UNICEF and the United Nations send a powerful message that will reach the hearts and minds of people throughout the world.

Should you have any questions, please do not hesitate to contact [Name] the Director of Communication, Division of Communication, New York.

Thank you again for your willingness to serve and for your strong commitment on behalf of the world’s children.

Yours sincerely,

Executive Director

Name of Celebrity
Title
Address

Attachments: Letter of appointment with supporting documents
I, [Name of Goodwill Ambassador], am pleased to accept your invitation to serve as Goodwill Ambassador for UNICEF for a period of two years from [1 May 2010 to 30 April 2012], in accordance with the conditions of service and entitlements attached to this agreement.

Signature

XXX

UNICEF Goodwill Ambassador

Signature

Anthony Lake

Executive Director

Date: __________________

Date: __________________
APPENDIX 3

Conditions of service and entitlements of
Goodwill Ambassadors

1. Goodwill Ambassadors and Messengers of Peace will serve for two years, renewable, from the date of signature of the letter of designation by both the Head of the designating UN Office, Fund or Programme or the Secretary-General and the Goodwill Ambassador or Messenger of Peace.

2. Goodwill Ambassadors and Messengers of Peace are not United Nations\(^1\) staff members. Goodwill Ambassadors and Messengers of Peace will be expected to:

   - Respect the impartiality and independence of the United Nations and to refrain from any conduct that would adversely reflect on the United Nations;
   - Refrain from any activity incompatible with the purposes and principles of the United Nations;
   - Exercise good judgement and discretion in all matters relating to the performance of their functions as Goodwill Ambassadors or Messengers of Peace;
   - Obtain guidance on specific activities as Goodwill Ambassadors and Messengers of Peace from the Head of the United Nations office, Fund or Programme who designated them or the Secretary-General and/or staff members assigned to liaise with them.

3. Goodwill Ambassadors and Messengers of Peace will not be paid a salary, although a symbolic payment of US$1 per year or equivalent may be granted to them.\(^2\)

4. Goodwill Ambassadors and Messengers of Peace may be given travel and daily subsistence allowances when they are travelling on behalf of the United Nations. In such cases, Goodwill Ambassadors and Messengers of Peace will be entitled to the standard of travel and daily subsistence allowance normally accorded to senior United Nations Secretariat officials.

5. When on official travel or performing services for the United Nations, Goodwill Ambassadors and Messengers of Peace will be considered as having the status of “Expert on Mission” for the United Nations within the meaning of Section 22, Article VI of the Convention on the Privileges and Immunities of the United Nations of 13 February 1946 (“the General Convention”).

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\(^1\) The term “United Nations” used in this document includes the United Nations Funds and Programmes, such as UNICEF, UNDP and UNFPA.

\(^2\) The symbolic payment of $1 a year or equivalent may be made when requested by the Goodwill Ambassador or Messenger of Peace, or when required under the rules, policy and/or practice of the designating United Nations Office, Fund or Programme.
6. As “Experts on Mission”, Goodwill Ambassadors and Messengers of Peace shall not be entitled to a United Nations laissez-passer. However, they shall be entitled to a certificate that they are travelling on official business of the United Nations, and should be accorded facilities for speedy travel, similar to those accorded to holders of the UN laissez-passer, by Governments that are parties to the General Convention (Sections 25 and 26, Article VII of the General Convention).

7. When Goodwill Ambassadors and Messengers of Peace are authorized to travel at United Nations expense or are requested to perform services on behalf of the United Nations, they shall, in the event of injury, illness or death attributable to the performance of duties on behalf of the United Nations, be entitled to compensation in accordance with the relevant rules and regulations. Such compensation shall be the sole compensation payable by the United Nations in respect of such service-related death, injury or illness and shall be paid by the designating UN Agencies, Funds, Programmes and Partnerships.

8. Goodwill Ambassadors and Messengers of Peace shall be fully responsible for arranging, at their own expense, such life, health and other forms of insurance covering the period of their services on behalf of the United Nations, as they consider appropriate. Goodwill Ambassadors and Messengers of Peace are not eligible to participate in the life or health insurance schemes available to United Nations staff members. The responsibility of the United Nations is limited solely to the payment of compensation under the conditions described in paragraph 7 above.

9. The designation as Goodwill Ambassadors or Messengers of Peace shall be terminated if, in the view of the Head of the relevant UN Agency, Office, Fund or Programme who designated them or the Secretary-General, they are unable or unwilling to carry out the role envisaged in the terms of reference attached to the letter of designation, if they engage in any activity incompatible with their status or with the purposes and principles of the United Nations, or if the termination is in the interest of the United Nations.
APPENDIX 4

SAMPLE TERMS OF REFERENCE FOR NATIONAL / REGIONAL AMBASSADORS

A UNICEF Ambassador will demonstrate an active commitment to promote the rights of children and to further UNICEF’s mission to Unite for Children.

He/she will be committed to the values and principles set forth in the UN charter, the Universal Declaration of Human Rights, the Convention on the Rights of the Child and other humanitarian guidelines championed by UNICEF.

He/she will:

1. Defend child rights, including the right to health, education, equality, protection and participation and encourage social change and national policies to ensure compliance with the Convention on the Rights of the Child.
2. Use his/her fame and personal capacity for social mobilization, advocacy and social policy to make children’s and young people’s rights, protection, development and participation a priority. Encourage other well-known personalities to do likewise.
3. Promote and participate in information and sensitization campaigns to bring about social and cultural change.
4. Help disseminate information to the public about UNICEF work, encouraging solidarity, and help get the attention of all sectors of the country, including government, civil society, academia, the private sector and the media.
5. Be available for UNICEF, at least twice a year, to participate in campaigns and key events on child-related issues in support of UNICEF programmes.

A Terms of Reference can also include:

- Areas of responsibility.
- A yearly workplan with key activities.
This form should be submitted to Marissa Buckanoff (mbuckanoff@unicef.org) or Maria Zanca (mzanca@unicef.org) at least 12 weeks prior to the date of the trip. If this suggested timeframe poses any problem, please notify us as soon as possible so we can help facilitate your request. Thank you.

### CONTACT INFORMATION
- REQUEST FROM:  
- EMAIL ADDRESS:  
- PHONE NUMBER:

### FIELD TRIP INFORMATION
- GOODWILL AMBASSADOR REQUESTED:  
- DATES OF PROPOSED VISIT:  
- LOCATION (COUNTRY):  
- DESCRIPTION OF PROGRAMME(S):  
- KEY OBJECTIVE OF VISIT:  
- DEADLINE FOR RESPONSE:

### CELEBRITY REQUIREMENTS
- PROPOSED PROGRAMME ITINERARY:  
- VIP/COURTESY CALLS TO BE MADE:  
- SENIOR UNICEF/UN STAFF INVOLVED:

### ADDITIONAL INFORMATION
- SECURITY SITUATION IN COUNTRY:  
- VISA REQUIREMENTS:  
- FUNDING SOURCE:

Please note - The requesting department is responsible to pay all costs (i.e. flight, hotel, car, etc) associated with the fulfillment of their request.

The Celebrity Relations Section is dedicated to working with you to determine the best celebrity spokesperson for your event based on your target audience, focus and goal of the event.

Thank you in advance.
APPENDIX 6
Celebrity Request Form - Events

This form should be submitted to Marissa Buckanoff (mbuckanoff@unicef.org) or Maria Zanca (mzanca@unicef.org) at least 12 weeks prior to the date of the event. If this suggested timeframe poses any problem, please notify us as soon as possible so we can help facilitate your request. Thank you.

<table>
<thead>
<tr>
<th>CONTACT INFORMATION</th>
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<tbody>
<tr>
<td>REQUEST FROM:</td>
</tr>
<tr>
<td>EMAIL ADDRESS:</td>
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<td>PHONE NUMBER:</td>
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<table>
<thead>
<tr>
<th>EVENT INFORMATION</th>
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<tbody>
<tr>
<td>NAME:</td>
</tr>
<tr>
<td>DATE:</td>
</tr>
<tr>
<td>TIME:</td>
</tr>
<tr>
<td>LOCATION:</td>
</tr>
<tr>
<td>DESCRIPTION:</td>
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| KEY OBJECTIVE:    |
| TARGET AUDIENCE:  |
| FUNDRAISING GOAL: |
| DEADLINE FOR RESPONSE: |

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<thead>
<tr>
<th>CELEBRITY ROLE</th>
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<tbody>
<tr>
<td>PLEASE SPECIFY CELEBRITY ROLE AT EVENT:</td>
</tr>
<tr>
<td>WILL THERE BE MEDIA AT THE EVENT? Please note – a media list must be provided in advance for approval.</td>
</tr>
<tr>
<td>ARE THERE ANY EXCLUSIVE MEDIA RELATIONSHIPS IN PLACE? IF YES, WITH WHO? HAVE SPECIAL REQUESTS BEEN MADE OF CELEBRITY?</td>
</tr>
</tbody>
</table>
### ADDITIONAL INFORMATION

<table>
<thead>
<tr>
<th>Question</th>
<th>Answer</th>
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<tbody>
<tr>
<td>HAVE OTHER CELEBRITIES BEEN SECURED FOR EVENT? IF SO, WHO?</td>
<td></td>
</tr>
<tr>
<td>ARE THERE ANY THIRD PARTIES INVOLVED? IF YES, WHAT ARE THEIR EXPECTATIONS FROM CELEBRITY?</td>
<td></td>
</tr>
<tr>
<td>IS THIS REQUEST ON BEHALF OF A PARTNER? IF YES, PLEASE PROVIDE A BRIEF HISTORY OF UNICEF’s RELATIONSHIP WITH THE PARTNER.</td>
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<tr>
<td>PLEASE PROVIDE ANY ADDITIONAL INFORMATION YOU THINK WOULD BE HELPFUL.</td>
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Please note - The requesting department is responsible to pay all costs (i.e. flight, hotel, car, etc) associated with the fulfilment of their request.

The Celebrity Relations Section is dedicated to working with you to determine the best celebrity spokesperson for your event based on your target audience, focus and goal of the event.

Thank you in advance.
## Celebrity Request Form – Media Interview

This form should be submitted to Marissa Buckanoff (mbuckanoff@unicef.org) or Maria Zanca (mzanca@unicef.org) at least 2 weeks prior to the date of the interview. If this suggested timeframe poses any problem, please notify us as soon as possible so we can help facilitate your request. Thank you.

### CONTACT INFORMATION

<table>
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<th>Request From:</th>
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<tr>
<th>Phone Number:</th>
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### INTERVIEW DETAILS

<table>
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<tr>
<th>Goodwill Ambassador Requested:</th>
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<tr>
<th>Dates of Proposed Interview:</th>
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<th>Location:</th>
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<tr>
<th>Amount of Time Involved:</th>
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<tr>
<th>Potential Audience:</th>
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<tr>
<th>Live or Taped:</th>
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<tr>
<th>Phone or In-Studio:</th>
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<tr>
<th>Type of Outlet: (TV/ Radio/ Print/ Electronic/ Other) (Circle which applies)</th>
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<tr>
<th>Deadline for Response:</th>
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### JOURNALIST INFORMATION

<table>
<thead>
<tr>
<th>Name:</th>
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<table>
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<tr>
<th>Media Affiliation:</th>
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<tr>
<th>Email Address:</th>
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<tr>
<th>Phone Number:</th>
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### CELEBRITY REQUIREMENTS

<table>
<thead>
<tr>
<th>Unicef Theme/Area of Focus:</th>
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<tr>
<th>Sample Questions (If Possible)</th>
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<tr>
<th>Key Messages/Speaking Points:</th>
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</table>

### ADDITIONAL INFORMATION

* Please note - The requesting department is responsible to pay all costs (i.e. flight, hotel, car, etc) associated with the fulfilment of their request.

The Celebrity Relations Section is dedicated to working with you to determine the best celebrity spokesperson for your event based on your target audience, focus and goal of the event. Thank you in advance.
APPENDIX 8

SUGGESTED FIELD VISIT BRIEFING MATERIAL

1. Provide a general overview of UNICEF country programme. This should include a brief snapshot of the situation of children and women. The overview should cover key areas of child rights within the overall framework of the Millennium Development Goals and MTSP, including children's and women's health, education, nutrition, water and sanitation, HIV/AIDS and protection. It should present the situation and UNICEF's response in this framework:
   - Issues
   - Action taken by UNICEF and its partners
   - Impact

2. A day by day breakdown of each event / project visit / meeting that the Celebrity will participate in or attend.

   This must include:
   Date & Time
   - Location
   - Short description of project activity
   - Short description of NGO and other partners
   - Names of persons to meet
   - UNICEF assistance provided
   - Key messages

   In addition, especially for meetings with Government / UN/ NGO officials, the Celebrity must be provided with the following information:
   - Background information / context
   - Important biographical information if relevant
   - Relationship with UNICEF
   - Key Talking Points

3. Press interviews can be conducted either at the beginning or at the end of the field visits or both. It is often recommended to do press briefings at the end of the trip so the GWA can speak about impressions and experiences in country to support key messages. The Celebrities must be provided with:
   - Type of media present (breakdown if necessary of local press)
   - Key UNICEF messages for the visit
   - Warnings and preparation for any difficult or controversial question areas

4. List of key contact information
   This must include the names, addresses, and phone, fax, email numbers for:
   - UNICEF Office
   - Hotel accommodation
   - Key UNICEF staff involved
   - Regional Office/ NYHQ focal point
**APPENDIX 8 (CONT’D)**

---

### Goodwill Ambassador Program

**Checklist For VIP Field Visits**

<table>
<thead>
<tr>
<th>Name of person completing checklist:</th>
<th>Are you the traveler?</th>
<th>☐ Yes ☐ No</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>UNICEF Staff traveling w/VIP(s):</strong></td>
<td>Name:</td>
<td>Department:</td>
</tr>
<tr>
<td><strong>Budget Code for this trip:</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Trip Purpose or Mission</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VIP Name(s):</td>
<td>1)</td>
<td>2)</td>
</tr>
<tr>
<td>Country(ies) you are visiting:</td>
<td>1)</td>
<td>2)</td>
</tr>
<tr>
<td>Dates of Visit:</td>
<td>From: (mm/dd/yr)</td>
<td>To: (mm/dd/yr)</td>
</tr>
<tr>
<td><strong>COMMENTS/OTHER INFORMATION:</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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### Travel Documents

<table>
<thead>
<tr>
<th>Is travel itinerary attached?</th>
<th>☐ Yes ☐ No ☐ N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the VIP have a current passport?</td>
<td>☐ Yes ☐ No ☐ N/A</td>
</tr>
<tr>
<td>Does this passport have sufficient number of pages/months remaining before it expires for this trip?</td>
<td>☐ Yes ☐ No ☐ N/A</td>
</tr>
<tr>
<td>Is a VISA required for this visit?</td>
<td>☐ Yes ☐ No ☐ N/A</td>
</tr>
</tbody>
</table>

**If VISA is required? Has paperwork been submitted for processing?**

<table>
<thead>
<tr>
<th>☐ Yes ☐ No ☐ N/A</th>
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</table>

| Does the country(ies) require vaccinations? If so, attach copy of vaccination card | ☐ Yes ☐ No ☐ N/A |

**COMMENTS/OTHER INFORMATION:**

---

### Security and Briefing

<table>
<thead>
<tr>
<th>Does the VIP need to do the Basic or Advanced “Security in the Field” CD-Rom? If yes, please attach certificate.</th>
<th>☐ Yes ☐ No ☐ N/A</th>
</tr>
</thead>
</table>

| Does the VIP have a briefing kit including copy of protocols (e.g., what not to wear, customs, etc)? | ☐ Yes ☐ No ☐ N/A |

**COMMENTS/OTHER INFORMATION:**

---
# VIP Information

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
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<tbody>
<tr>
<td>Does the VIP have any special food requirements/dietary needs?</td>
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<tr>
<td>If yes, list here:</td>
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<tr>
<td>Does the VIP have any allergies?</td>
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<tr>
<td>If yes, list here:</td>
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<tr>
<td><strong>COMMENTS/OTHER INFORMATION:</strong></td>
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</tbody>
</table>

## Country Office Information

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
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<tbody>
<tr>
<td>Country Office contact name/title for this visit:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Email:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone:</td>
<td></td>
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<tr>
<td>Do you have an itinerary for in-country visits? – if yes, please attach copy of itinerary</td>
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<tr>
<td>Have you requested cell phones from the country office for this visit?</td>
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<tr>
<td>Has the country office arranged for pick-up and return to the airport in country(ies) you are visiting?</td>
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<tr>
<td>Have you identified the staff person who can travel with and educate the VIP further on the specifics of the programmes they will see during the trip?</td>
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<tr>
<td>Has the country office arranged for lodging? If yes, please provide name of hotel/lodging accommodation:</td>
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<tr>
<td>Is it possible to check the VIP in to their hotel room prior to arrival?</td>
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<tr>
<td>Have you made arrangements with country office for VIP to receive briefing prior to in-country travel/programme visits?</td>
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<tr>
<td><strong>COMMENTS/OTHER INFORMATION:</strong></td>
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## Media and Communications

<table>
<thead>
<tr>
<th>Question</th>
<th>Yes</th>
<th>No</th>
<th>N/A</th>
</tr>
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<tbody>
<tr>
<td>Name of Communications Officer in country:</td>
<td></td>
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<tr>
<td>Have you planned and reviewed the media/communications plans with media team, including press conference plans and a plan for engaging exclusive media to cover the VIP during or after the trip?</td>
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<tr>
<td>Do you need to hire a videographer and photographer?</td>
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</tr>
<tr>
<td>If you are hiring a photographer and/or videographer, have they been briefed on photo release form policy, branding, retaining rights of media, providing team with finished product, equipment needs, etc?</td>
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<tr>
<td>Have you briefed the photographer and/or videographer on media and web strategy’s use of video and photos?</td>
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<tr>
<td>Do you need to coordinate blog postings/photos?</td>
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<tr>
<td><strong>COMMENTS/OTHER INFORMATION:</strong></td>
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</table>
IMPORTANT INFORMATION

Brand Visibility:
When preparing for the visit, make sure the UNICEF brand is visible at the locations the VIP will visit, so the brand is seen in photography and videography documenting the trip by displaying branded banners, t-shirts, hats, etc. Additionally, the VIP should wear a UNICEF shirt, hat or armband.

Personal Photography:
Wherever possible, staff should have the opportunity to take a group shot with the VIP by the hired photographer. The photo of the group should be made available to the team.

Scheduling a Trip:
For some VIPs, who have traveled a long distance for the field visit, it is important to work in rest time.

The amount of staff at each location should be kept to as few people as possible so that the VIP has the best opportunity to interact with children and the crew has the best opportunity to get the coverage needed.

Decorum:
If issues arise during a VIP trip, those issues should be addressed during a time when the VIP is not within earshot.

ADDITIONAL COMMENTS/OTHER INFORMATION RELATED TO THIS TRIP NOT MENTIONED ABOVE: