

COMMUNICATE TO ADVOCATE FOR EVERY CHILD:

UNICEF's Global Communication and Public Advocacy Strategy,
2014–2017



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Giving voice to the vision of the UNICEF Strategic Plan:
To realize the rights of every child, especially the most disadvantaged

COMMUNICATE TO ADVOCATE FOR EVERY CHILD: UNICEF's GLOBAL COMMUNICATION AND PUBLIC ADVOCACY STRATEGY, 2014-2017

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A note about the development of the strategy

UNICEF's Global Communication and Public Advocacy Strategy was developed by the Division of Communication (DOC), together with a dedicated task force and two Efficiency and Effectiveness working groups. The task force conducted a comprehensive analysis of UNICEF communication, based on extensive desk reviews, interviews with senior management and external partners, and peer review.

The development of the strategy has benefited from a wide range of inputs from within the organization and also from external reviewers. A multi-sectoral reference group composed of some 50 staff members from headquarter (HQ) divisions, regional and country offices and National Committees was created in 2013.¹ The group met three times in New York and helped define the main elements of the strategic approach.

The draft strategy was presented to the Global Management Team meeting in February 2014 and National Committee Directors in March 2014, and thereafter to colleagues attending Regional Management Team meetings and colleagues in various HQ divisions. A group composed of executives from private-sector companies was invited to critique the draft strategy in April 2014. They validated the direction and approach of the strategy, noting the tremendous opportunity UNICEF has to use communication and public advocacy to further its mission and raise the profile of issues concerning children.

Also in April 2014, DOC launched a global pilot programme to test aspects of the approach. The pilots included field visits to 16 country offices and 2 National Committees, selected on the basis of **their size, structure, budget and country typology**. These visits yielded practical insights and recommendations for the refinement and future implementation of the strategy.²

The final draft of the strategy was presented at the Global Management Team meeting in June 2014 and shared with all offices and staff involved in its development, including all pilot countries. Comments from these groups have been reviewed and incorporated into the final version. UNICEF Executive Director Anthony Lake approved the full strategy in August 2014, opening the way to its full implementation.

A note about implementation

This document presents the underlying principles, objectives and desired outcomes of UNICEF's Global Communication and Public Advocacy Strategy. An accompanying action plan, building on lessons from the global pilot programme, provides detailed guidance for implementing the strategy in local contexts, including concrete actions and timelines.

Capacity building and training will be fundamental to the successful implementation of the strategy. This will include a series of onsite and virtual learning activities for staff, with a strong focus on digital engagement, storytelling and the use of new technologies. Monitoring and analysis are also key, and DOC is refining monitoring tools that will help offices measure impact.

In the coming months the global pilot programme will be expanded to at least 35 countries that exemplify the various environments in which UNICEF operates. DOC, Private Fundraising and Partnerships (PFP) and regional offices have begun to identify the full list of countries that will roll out the strategy as of January 2015. DOC will work with all participating countries to adapt the strategy to local contexts. DOC intends to support *all* countries that wish to implement the strategy, with the goal of participation by all countries over the next several years.

A note about terminology

The Global Communication and Public Advocacy Strategy is premised on the belief that to support the goals of the 2014–2017 Strategic Plan, UNICEF must do more than communicate; *we must communicate to advocate*. *Communication* raises the visibility of key issues affecting children by employing evidence-based, compelling messages designed to connect with and inspire key audiences.

Public advocacy uses that visibility and messaging in the public domain to make the case for children as a winning cause, thus engaging key audiences to act on behalf of children. Communication and public advocacy work in tandem as part of a broader effort to support the programme and advocacy priorities of the UNICEF Strategic Plan.

The term 'social movement' is used throughout the strategy to describe citizen-driven efforts to achieve social change or political action. The new Global Communication and Public Advocacy Strategy aims to drive greater social engagement to support such movements for children.

Executive Summary

The new Global Communication and Public Advocacy Strategy is grounded in UNICEF's fundamental conviction that all children have an equal right to survive, thrive and fulfil their potential – to the benefit of their societies and a more equitable world. To help translate that conviction into resources and action for children, UNICEF must build a more coordinated, consistent and cutting-edge global communication and public advocacy operation that both embraces and leads change.

The overarching goal of the new strategy is to put the rights and well-being of the most disadvantaged children at the heart of social, political and economic agendas, in line with UNICEF's equity focus – working across the organization, with partners in government, civil society, foundations and the private sector, and with people and communities, to *support shifts in public policy, fuel social engagement, and increase private and public resources for children.*

Its specific objectives are to sustain and expand UNICEF's leadership as a credible and trusted voice for children; to use that voice to reach 1 billion people globally by 2017 with UNICEF's passionate message about the rights and well-being of children; and with that expanded reach, to engage 50 million citizens to take action and demand change for the world's most vulnerable, excluded and disadvantaged children.

To achieve these objectives, the strategy builds on UNICEF's current strengths and comparative advantage: an unequivocal mandate for children's rights and equity; our global coverage across more than 190 countries; our respected reputation among the general public for achieving results; evidence-based credibility and objectivity; our role as a convenor and participant in partnerships to increase the impact of our work; and our vital base of pledge donors, supporters, volunteers and citizens engaged through both online (digital and social media) and offline networks.

To succeed, UNICEF must shift the way we work externally – from the audiences who are the targets of UNICEF communication and public advocacy, to the means used to reach them; from the way audiences are engaged, directly and through strategic partnerships, to the ends sought through that engagement. UNICEF's global voice must also shift. Using these comparative advantages to represent and amplify the voices of the children and families we serve and to deepen our conversation with constituents will compel greater attention and action. *We must communicate to advocate.*

UNICEF must also shift the way we work internally. The strategy requires us to rethink the components of effective communication and their critical role in advancing the organizational priorities. The work of communication and public advocacy must be integrated more closely with the work of programme and advocacy. Communication planning and implementation must align more closely with Communication for Development (C4D) planning, and make better use of new synergies. Communication and public advocacy must coordinate more closely with private-sector fundraising and resource mobilization strategies, understanding their mutuality. Resources must be allocated in a way that puts our money and our people where our priorities are. We must learn to manage risks associated with more immediate and inclusive communication, and more direct public advocacy. And we must all be communicators: In every country and regional office, at HQ and in key divisions, we must develop twenty-first century skills and digital fluency.

UNICEF's country offices and National Committees are the heart of its work – and they must be the driving force behind the new Global Communication and Public Advocacy Strategy. UNICEF's singular and sustained coverage across more than 190 countries is the backbone of our credibility and leadership. But the key to maintaining UNICEF's leadership is not the *quantity* of our communication and public advocacy. It is how our communication and public advocacy help drive change for children by being more coordinated, more consistent and more compelling – inspiring more people to engage and act. The 'glocal' approach is a key lever of the new strategy: setting global priorities that can be adapted to local contexts, integrated into policy and planning, and keyed to the UNICEF Strategic Plan.

The ultimate aim is nothing less than the mission stated in the first paragraph of UNICEF's Strategic Plan: "The fundamental mission of UNICEF is to promote the rights of every child, everywhere, in everything the organization does ... emphasizing the most disadvantaged and excluded children and families."

Context: Why a Global Communication and Public Advocacy Strategy is needed

We must do more than adapt to change. We must also shape and lead it for children.

— UNICEF Executive Director Anthony Lake

The world in which UNICEF works – and in which today’s children live – is changing rapidly, presenting new challenges and opportunities to improve the lives of the world’s most disadvantaged children. To take stock of global, social, technological and development trends as they affect the lives of children – and UNICEF’s work to promote child rights – UNICEF commissioned a thorough internal analysis.

The results of the analysis are expressed in UNICEF 3.0 and UNICEF 4.0, which describe a world where changes in technology and shifts in power are transforming the way people interact with one another, in their communities and with their leaders. Civil society has grown in size and influence. Mobile information and communication technology are rapidly becoming the most important ways in which people connect, access services and, increasingly, seek social change. The lines between communication and advocacy are blurring, and citizen-sparked campaigns fuelled by digital media are beginning to drive social movements and achieve political change.

UNICEF must not only react to these trends; we need to be ahead of them, capitalizing on their potential to strengthen our advocacy, and in doing so, increasing the results we deliver for and with children and communities.

UNICEF’s 2014–2017 Strategic Plan recognizes the central role of communication and public advocacy in leveraging these trends to benefit the most disadvantaged children. With this in mind, UNICEF undertook an organization-wide analysis, engaging staff in country and regional offices, at HQ and in National Committees and consulting with external partners to evaluate the current state of UNICEF communication – its strengths and weaknesses – and to gauge its readiness and ability to capitalize on new trends in support of the Strategic Plan.

The analysis validated many of UNICEF’s strengths and attributes as an effective, non-political, global leader for children’s rights and in achieving results for children. UNICEF’s work and its ability to capitalize on change have been recognized repeatedly. A recent global brand

tracking survey shows UNICEF to be first among three of the most highly regarded global organizations, together with the World Health Organization and the International Committee of the Red Cross. *Fast Company* magazine recently named UNICEF as one of the world’s top 10 innovative ‘companies.’ Burson-Marsteller’s influential 2013 Twiplomacy study identified UNICEF as the international organization most followed on social media.

UNICEF has earned its reputation – but it cannot rely on business as usual in a world of rapid change. Many other organizations are acting quickly to capitalize on new ways of connecting and engaging to further their missions. UNICEF must move just as quickly, learning and leading to keep children on the public agenda and to strengthen public and private support for UNICEF’s work.

Our communication analysis identified six critical areas in which UNICEF must invest and improve at global and country levels to sustain its leadership: These ‘hot spots’ include: overall strategy and key messages (increasing clarity and focus; connecting more directly and on a more human level); impact measurement (setting clear objectives against which to measure results – at first in terms of the three objectives of the Global Communication and Public Advocacy Strategy, but over time, tied to the goals of the Strategic Plan); brand equity (building UNICEF’s institutional identity in all regions); digital dissemination (updating UNICEF’s web system and increasing digital governance across all platforms); management structure (integrating communication with programmes and advocacy and strengthening accountabilities); and resource allocation (aligning resources with organizational priorities).

The conclusion of the analysis was unequivocal: There is an opportunity now to increase UNICEF’s ability to deliver on its mandate and strengthen the organization by transforming our communication model. If we don’t seize this opportunity, we risk becoming less relevant – and less effective. The potential for growth is great, and the time is right to capitalize on change and use it to help realize the rights of the most disadvantaged children.

Shifting the current communication model

UNICEF's new Global Communication and Advocacy Strategy entails significant shifts and improvements in the way we work by 2017:

From working to change policies ...

To also working to change behaviours, social attitudes and beliefs.

From primarily targeting governments, corporates and influencers ...

To also powerfully communicating with the broad general public.

From primarily informing ...

To inspiring by telling compelling stories.

From telling ...

To also listening, conversing and crowdsourcing (two-way communication).

From disseminating information ...

To communicating to advocate, to drive change and to move people to act.

From focusing mainly on print media ...

To fully developing content for print, digital, mobile and broadcast media.

From knowledge brokering ...

To knowledge leadership.

From press releases ...

To integrated communication strategies (which include traditional communication).

From 'everything' ...

To selected strategic priorities, communicated and supported across the organization.

From partnership initiatives ...

To a broader fuelling of social engagement.

A new strategic approach

UNICEF's Global Communication and Public Advocacy Strategy is grounded in five general principles:

First, equity and rights must be at the heart of our messaging. In the messages we communicate and the actions for children that we publicly advocate, we reaffirm the argument that all children have an equal right to survive, thrive and fulfil their potential. All our communication – from public campaigns to press releases, from 20,000-word reports to 140-character tweets – must reflect the core conviction that by focusing on the most disadvantaged children we build stronger societies and a more equitable world for *all* children.

Second, UNICEF's communication and public advocacy must be truly global, fully integrated into programme and policy work and fully adaptable at the local level – in high-, middle- and low-income countries. Effective communication is more than a 'service' within UNICEF's programme and advocacy work. By supporting, strengthening and extending the reach of advocacy and programming, communication can help place children at the centre of the public agenda in a way that inspires and compels action. A 'glocal' approach is key to the new strategy – with over 190 countries working in a more coordinated way to meet common objectives, drawing from a range of concepts and global assets designed to be fully adaptable in local contexts, integrated into policy and planning, and aligned with the priorities of the Strategic Plan.

Third, our communication and public advocacy must drive action for children. Communication and public advocacy are not public relations; together, they are an engine to raise the visibility of issues affecting children, reach more people with messages that inspire them to act, fuel social engagement and shift public policy, and increase private and public resources for children. *We must communicate to advocate.*

Fourth, our communication and public advocacy must be people-focused. A key shift within the new strategy

is to move communication from a one-directional stating of facts or disseminating of an argument in favour of child rights, to a two-way conversation, allowing us to listen and respond to our audiences, address challenging views, nurture interest and passion for children's issues within our audiences and drive that interest towards tangible action.

Fifth, our communication and public advocacy must embrace and embody innovation. UNICEF is committed to fuelling and implementing innovation to promote the rights and improve the lives of the most disadvantaged children. Communication must do the same, incubating new ways of working in our country offices and National Committees, and scaling up what is working across the entire organization.

A new strategic approach to global communication also relies on the parallel development of global brand and advocacy strategies. Brand is not simply a marketing tool. It is a core organizational principle, with implications for advocacy, fundraising, partnerships and beyond. Recognizing UNICEF's name, or appreciating the good work of UNICEF, is not enough. Our audiences must also see a connection between the values and the mission of UNICEF and their own realities: If audiences are to be inspired, motivated and engaged on children's issues, UNICEF must be relevant to their lives. The brand strategy is being developed in partnership with other divisions, especially PFP, and with country offices and National Committees.

In 2014, UNICEF will develop its first-ever global advocacy strategy to support the priorities of the 2014–2017 Strategic Plan. The Global Communication and Public Advocacy Strategy makes a distinctive contribution to the global advocacy strategy, clearly defining how our external-focused communication supports the overall advocacy agenda of the organization.

Targets of communication

The power to bring about change is expanding as people and communities make their voices heard – and the focus of our communication must adapt to take advantage of these trends. As always, we will continue engaging with governments, corporates, foundations and institutions, but we must broaden our focus: by reaching out more directly to civil society; leveraging the collective force of individuals uniting around causes; building relationships with media that go beyond seeking a headline; and working more closely with our C4D colleagues to connect with vulnerable communities and children.

Specifically, two key audiences are rapidly gaining in size and influence: millennials (children and young people between the ages of 15 and 34) and the middle class (socially conscious individuals with the capacity to become supporters, pledge donors and volunteers) in high-, middle- and low-income countries.

Millennials (15–34 years old) will drive lasting support for UNICEF. The world's future decision-makers are the children and young people of today. By 2015, 32 per cent of the world's population will be millennials and 1.4 billion will live in just 20 countries – especially in Asia, with the highest number of millennials, and Africa, which has among the highest proportion of millennials relative to the total population. We must connect with them on their terms, in every context, and let them speak.

The middle class is a growing, critical audience. Educated, socially aware and willing to support children's causes, the middle class is a critical audience that supports, bolsters and even leads many social movements. This is a growing population on every continent and in every country, except in North America. Expected growth in East Asia and the Pacific, South Asia, the Middle East and North Africa, and

Latin America and the Caribbean is especially important.

Alignment with C4D: In some contexts, communication and public advocacy audiences will merge with the traditional audiences of C4D, particularly at the country level where vulnerable populations remain the main target of communication. But as an increasing number of people – including children and young people – living in marginalized communities begin to make use of mobile technologies, communication is becoming more of a two-way conversation. The new Global Communication and Public Advocacy Strategy will rely on closer collaboration and alignment with the C4D Strategic Vision and Policy Framework to capitalize on these trends through high-impact communication strategies including mobile, television and radio, and more effective use of print materials such as billboards and posters.

Objective 1: Be the leading voice for – and with – children

UNICEF is already a trusted, credible voice for children everywhere, speaking with the full power of our non-political mandate to promote the rights of all children, especially the most disadvantaged.

According to a recent global brand tracking poll, UNICEF is first among three of the most highly regarded global organizations, together with the World Health Organization and the International Committee of the Red Cross. But our favourable positioning varies by region – and our voice is not being heard as clearly in countries where UNICEF's work is increasingly focused and our target audiences are growing. At the same time, peer organizations are catching up quickly, connecting more directly with overlapping groups of potential donors, supporters and funders. And a favourable public opinion rating does not always translate into fundraising gains or real relevancy among target audiences.

To drive change for children in an issue-dense environment, UNICEF's voice must capture an even greater share of public attention as a first step towards convincing the general public, corporate partners, funders and

decision-makers that improving the lives of the most disadvantaged children is right in principle and right in practice – both a sound investment and a winning cause.

Three key approaches to sustaining and expanding UNICEF’s global voice leadership:

More strategic and compelling storytelling. We need to become better storytellers – connecting more directly and on a human level with all our target audiences, including the media – by highlighting the personal stories of children and UNICEF’s efforts to reach them in every context: in emergencies, in the least developed countries, in middle-income countries where an increasing number of children are being left behind, and in high-income countries where the rights of millions of children are unrealized. Reflecting UNICEF’s Private Fundraising and Partnerships Communication Framework – the ‘head, heart and hands’ approach – UNICEF’s voice must do more than connect on a human level; it must also captivate our audiences intellectually to inspire them to act.

Evidence-based messaging. UNICEF speaks from the experience of our global presence: through our work in upstream policy development to downstream

delivery in emergencies and conflicts, and in least developed countries; and from our role as eyewitness to the daily challenges and difficulties faced by so many children. This is the basis of UNICEF’s knowledge leadership. We must use this experience and the evidence it yields in a more compelling way, showing the real lives of the children behind the facts and figures: their courage and dignity, and their hopes and dreams for a better life.

Rapid, bold, authoritative and proactive communication. Our communication must respond authoritatively to emerging issues affecting children – but rapidly, as such issues arise. We must also take the lead in raising matters of concern, globally and locally. Our reach gives us the ability to raise national issues globally, and global issues in local contexts – and we must raise issues whenever our public voice can have a real impact. Our objectivity and non-political approach deepen our credibility.

Objective 2: Reach 1 billion people around the world

As UNICEF 3.0 and 4.0 clearly state, social, political and economic agendas are increasingly shaped by a wider range of media and digital channels, and informed both by emerging social movements driven by the collective action of individuals and by local appreciation and concern for global issues. We need to capitalize on these trends to dramatically expand the reach of UNICEF communication – and in doing so, expand our ability to influence public policy, fuel social engagement and drive private and public resources for children.

By 2017, the objective is to reach 1 billion people – globally, regionally and nationally – with UNICEF’s message.

Three key approaches to greatly expand the reach of UNICEF communication and public advocacy:

New approach to media: Print, digital, mobile and broadcast media are rapidly converging, and UNICEF’s approach to media must also be integrated. In every country, DOC will analyse the key channels on which to focus, balancing between offline and online communication and recognizing that in some contexts, traditional media still drive the majority of web and digital stories.

Digital outreach must be strongly supported by increased investment in broadcast media, with a sharp focus on television and the packaging of assets specifically for use by national TV outlets. We must

also increase our use of data visualization and infographics that can work across both traditional and digital platforms. However, in countries and communities with less online and digital access, especially where the audience is young children, we will continue to employ more traditional forms of communication and public advocacy, including billboards and printed materials.

DOC will work with country offices to better understand the local landscape and tailor strategies to specific contexts. And whether in digital, print, broadcast or social media, we must be faster, sharper

and more compelling in our headlines and core messaging.

Partnerships: To maximize our reach and impact, DOC will invest more effort in convening new partnerships, working more closely with corporates, foundations, international organizations, NGOs, media groups, grassroots organizations, Goodwill Ambassadors, influencers and advocates. At the same time, DOC will work more closely within existing partnerships involving programmes, fundraising and corporate social responsibility, and identify and support grassroots advocacy networks. Recent experiences with the #ENDviolence against children initiative, the No Lost Generation campaign, the Committing to

Child Survival: A Promise Renewed global effort and the Scaling Up Nutrition movement make clear that wide global reach depends on partners at all levels.

Innovation: The use of new technology, innovations and the power of images in emerging channels will allow us to reach new audiences, especially among youth and millennials. A viral YouTube video reaches millions in days; a trending story on BuzzFeed is shared millions of times in a day; and a unique photograph or factograph on Instagram goes viral in minutes. DOC will test and pilot these approaches to reach new audiences, taking advantage of the opportunities presented by advances and growth in mobile technology and social media.

Objective 3: Engage 50 million people to take action for children

The days of 'one-way' communication are over. In a hyper-connected, 'user-centric' world, it is not enough to inform people about UNICEF's concerns and goals for children and expect them automatically to support our work or promote our mission. We must use communication and public advocacy to inspire them, and give them the opportunity to explore their own interests and engage with and through us to support children.

Just as innovation is increasingly driven by 'end-users,' UNICEF communication must engage by 'listening' and crowd-sourcing stories and ideas. The lines between communication, fundraising and advocacy are blurring: pledge donors might also be digital supporters, and social media followers might become volunteers or influencers in their own communities.

To truly engage, we must expand our involvement with structured networks and provide people with the means and opportunities to seek specific change. At the community level, we must effectively engage through C4D programmes and partnerships (both formal and informal) with local activists – religious leaders, grassroots organizations, teachers and health associations, gender groups, youth groups and many others. And because more communities of interest now exist online, our communication will work to change attitudes and beliefs through digital campaigns and social media – and to inspire online communities to engage offline as well, advocating through other means for the rights of children.

Engagement will grow from the bottom up, building on the targets of each country participating in the roll-out of the Global Communication and Public Advocacy Strategy, with an objective of engaging regularly, by 2017, at least 50 million people to act on key issues affecting children, ultimately fuelling social movements.

Three key approaches for increasing our ability to engage:

'Glocal' approach: Local implementation of global objectives – the 'glocal approach' – is a pillar of the new strategy. Whatever the global objectives, concepts and messages, and whatever range of assets may be produced at the global level to support these objectives (including public service announcements, websites and social media tools), they will be easily adaptable to local contexts. This has already proven to

be an effective way to engage governments, partners, our National Committees and citizens around key issues such as ending violence against children. Real engagement drives local action – and the link to global movements can amplify the reach and impact of national initiatives.

The Global Communication and Public Advocacy Strategy addresses the priorities of the UNICEF Strategic Plan: health; HIV and AIDS; water, sanitation and hygiene; nutrition; education; child protection; and social inclusion. Every region and every country office will be able to translate the strategy in a way that best delivers local results for children.

Partnerships for change: Partnerships are key to expanding our reach – and they are equally critical in engaging people to act. UNICEF already has both initiated and strengthened networks that have increased engagement on specific issues – such as Committing to Child Survival: A Promise Renewed and Scaling Up Nutrition – through advocacy, dialogue and knowledge-sharing. Whether global or local, such formal networks will continue to provide important opportunities to promote the equity agenda and channel action linked to policy and practices.

In addition, UNICEF's decentralized structure creates great potential to build engagement for children through 'home-grown' social movements, inspiring people to support collective action in their own societies – driving change through campaigning, knowledge sharing and personal efforts to improve the lives of children. The new strategy will help provide the tools and guidance to enhance this type of engagement.

Goodwill Ambassadors and key influencers: UNICEF's unrivalled roster of global and national Goodwill Ambassadors and other influential people is a powerful resource for public advocacy. These relationships will be strengthened with clear objectives, creating a link between the activities of our champions and the advocacy goals we share – again, accommodating national priorities where appropriate.

Internal management shifts

To drive change for children, we must rethink the role of communication in delivering on UNICEF's 2014–2017 Strategic Plan – and we must transform our communication model internally as well as externally.

A new culture: To build a more co-ordinated, consistent and cutting-edge communication model, we must foster a new culture at UNICEF: one that embraces risk-taking, cedes total control of the message, questions the status quo and encourages debate and dialogue both externally and internally, among staff, partners, audiences, children and communities.

Fuelling innovation: Innovation must be promoted as an everyday practice – something integral to everything we do as a communication and public advocacy operation. Reflection, conversation and collaboration must be a priority in order for innovation to flourish.

Integrating communication and public advocacy with programme and policy planning: Communication and public advocacy should be fully integrated as a strategic component of programme and advocacy planning and implementation at national, regional and global levels. Communication and public advocacy priorities should be clearly articulated within UNICEF country programmes, with defined results and performance indicators that show their contribution to the objectives of the country programme and thus to the priorities of UNICEF's Strategic Plan.

Fully aligning communication and public advocacy with Communication for Development: C4D already enables UNICEF country offices to drive individual and collective change for children. Closer alignment between C4D and communication and public advocacy will strengthen both approaches and add value throughout our external communication. By establishing common objectives, complementary planning and more consistent messages – with a shared focus on the most disadvantaged children – and by leveraging common digital platforms and tools, both DOC and C4D teams will help drive greater citizen and youth engagement.

Strengthening internal communication and knowledge sharing: DOC will build a stronger system for the harvesting of good practices, tapping into the wealth of communication knowledge and experience across the entire organization and connecting country offices and National Committees more closely.

Investing in and building the best human resources: UNICEF's greatest strength is its people, and the Global Communication and Public Advocacy Strategy will build on those strengths, supporting all relevant staff – communication professionals, Directors, Representatives, Deputy Representatives and others –

to become fully skilled in emerging and digital communication channels. DOC will carefully assess our current skills base and identify any critical skills gaps, focusing on maximizing a diversity of languages and a broader understanding of the realities on the ground. DOC will balance the need for technical expertise in key areas with standardized job descriptions that underline the common skills and competencies required by all communication staff and build communication as a function of other key positions.

Putting our resources where they will deliver the most for children: Across our organization, we must target resources for communication where they can deliver the most impact – and redirect investments accordingly. For example, the resources spent on printing and distributing traditional reports could achieve greater reach and impact with new audiences if redirected to the development of digital materials for wide-reaching, mobile platforms. Producing simple multimedia packages for radio and television broadcast could reach more audiences with public advocacy messages than delivering heavily produced packages for UNICEF’s own websites. If debates and discussions on equity are happening online, or via social media, investment here could have much more impact than if spent on high-level technical meetings.

Workflow and collaborative relationships: The Global Communication and Public Advocacy Strategy will

reinforce the impact of UNICEF’s work for children across sectors and emphasize the importance of partnerships for public advocacy. This will require renewed efforts to harmonize communication functions across the organization. Wherever external communication and public advocacy are taking place, there should be a common approach with a common purpose. Whether a global campaign or an integrated strategy to promote social change in a country, it is essential that communication be well aligned with different parts of the organization and tightly managed. This also requires more closely aligned management and reporting systems and clearly defined accountabilities.

Risk management: Communication that is less risk-averse depends on strong risk management strategies. Alongside the development of the Global Communication and Public Advocacy Strategy, DOC is already working to strengthen UNICEF’s ability to manage communication-related risks. For example, in humanitarian advocacy, we must balance the risks and values associated with communicating publicly in politically charged situations and other challenging circumstances. The same approach will be taken in a number of areas, including organizational integrity, credibility and public perception.

ROADMAP FOR IMPLEMENTATION

The implementation plan will be designed in close collaboration with country and regional offices as well as other key internal partners. It will include clearly defined expected results, sets of activities and timelines. Implementation will be facilitated by accompanying guidance documents, workshops, tools and mechanisms that will enable countries to translate the Global Communication and Public Advocacy Strategy to the local context.

ANNEX 1: DIGITAL TRANSFORMATION AT UNICEF (2014–2017)

To drive change for children, UNICEF must fully develop its digital capacity – embracing a cultural change across the entire organization. Technological innovation has transformed the pace, speed and ease with which people, goods, services and ideas move. Advances in technology have generated today's knowledge-based societies, in which individuals are empowered to seek and generate information, build virtual networks and exchange experiences in real time. Digital media, especially social platforms, are changing the ways people interact, giving rise to new and diverse audiences and empowering civil society in ways that have profound implications for UNICEF's work – and for how communication and public advocacy are used to support that work.

Skype, Weibo, Twitter, Badoo, WeChat, QZone, Wikipedia and Facebook, for example, are transforming the way individuals relate to each other, their communities and the world. In many places, the near ubiquity of internet-connected, camera-enabled mobile phones means billions of people are potential storytellers, journalists, critics and advocates. To drive change for children, UNICEF – at all levels – must target these people as emerging audiences and engage meaningfully with them across multiple digital platforms, moving away from disseminating information and moving towards having conversations.

A more transparent organization. Across the organization, we will make full use of digital opportunities to co-create knowledge and ideas with others, to become better listeners with our target audiences and to enhance our transparency. Whether through the use of social media via mobile apps to engage with external audiences or share stories from the field, or a wiki or collaborative publishing space to get feedback on a research report, or real-time chats and video streaming to open up HQ-based events to broad online audiences across time zones and languages, UNICEF will create a 'digital layer' around the people with whom we work and the places where we work.

People: *The digital transformation at UNICEF means cultural change, starting with our people.* All staff – regardless of whether they work in communication, programme or operations – must become more digitally savvy. Social media guidelines, training and platforms such as a global blog will provide pathways for all staff to engage directly with the people, issues and geographies relevant to their work. Just as important, the digital transformation means finding new ways to use technology to share information and knowledge more freely with one another. *This change will not happen overnight. It will require significant effort to promote the benefits of becoming more digital in terms of our work on the ground and the lives of the children we serve.*

Places: Digital transformation also means investing in infrastructure and technology. The physical spaces in which we work need to be upgraded and modernized to enable digital engagement. This requires reliable,

fast internet access, web streaming capability, and video and audio equipment to connect.

Operating context: Increasingly, organizations are using both internal and external data sources to better understand context and inform operational decisions. UNICEF will also strengthen its intelligence gathering *and its listening capacity*, and build on the success of open data initiatives like childinfo.org.

A new unicef.org: UNICEF's web presence is a gateway – the first place our target audiences go to connect with us. UNICEF's reputation as an innovative, collaborative, nimble organization depends in large part on the ability of unicef.org to inform, inspire and engage. In the coming years, unicef.org will be transformed into a digital platform and content syndication service that is audience-centred – structured not as a mirror of UNICEF's internal organization, but in a way that makes sense for the external user.

As a content resource and platform, unicef.org will become a visually engaging space for advocacy, engagement and fundraising, seamlessly integrated with social media platforms. The site will facilitate the sharing of UNICEF's operational knowledge with the world, especially for multi-partner and country-to-country (C2C) dialogue. Through blogs, mobile applications, open data and other means, it must reflect one brand, with many facets, voices and areas of expertise. The approved investment for a new web and improved internal communication and knowledge exchange systems will be essential for the digital transformation.

DOC's digital communication team will modernize the way UNICEF creates and syndicates content, updating the content strategy and normative guidance across the organization, using various tools to transmit content to affiliates, notably National Committees.

One UNICEF with many facets: In response to the findings of the 2013 web audit, DOC will establish global guidelines and standards for external-facing websites, apps and social media accounts or channels,

including partnership sites. These will be aligned with the new brand strategy.

Cultural change and capacity building: Capacity building will be at the heart of the digital transformation. The Digital Strategy Section of DOC will develop a comprehensive *Digital Users Guide* designed not only to build digital skills, but also to make the case for how digital skills can help achieve our local and global goals for children.

ANNEX 2: MEASURING SUCCESS

To drive change for children, we must measure our results. UNICEF’s Global Communication and Public Advocacy Strategy encompasses three central, global objectives: be the leading voice for children, reach 1 billion people and engage 50 million people. Implementation of the strategy will be supported and strengthened with a comprehensive monitoring and evaluation framework.

Each strategic objective will include a set of specific key performance indicators (KPIs), targets and baselines to track and measure the impact of communication and public advocacy as envisaged in the strategy over the four-year period of planning and implementation (2014–2017). The KPIs listed below are only a sampling of the indicators that will be included in the measuring framework. Monitoring tools such as scorecards will be developed and distributed among country and regional offices. HQ will then aggregate all values, estimate global figures and adapt accordingly – devoting resources where they are most needed and scaling up successes.

We must also begin to measure the impact of communication and public advocacy on the

substantive priorities of UNICEF’s Strategic Plan and on the lives of children. Impact indicators might include shifts in public policy, increased social engagement and increased investment.

Tools for measurement

A global media monitoring company will analyse and code articles with UNICEF mentions across countries and languages, and provide access to online dashboards for news and social media with real-time data. The company will also prepare quarterly reports with quantitative and qualitative analyses and insights. Other tools for measurement include scorecards, surveys and barometers, web analytics and social media insights.

Voice	
<p>What will we measure?</p> <ul style="list-style-type: none"> • Share of voice • Quantity of communication activities • Quality of communication activities 	<p>Specific KPIs</p> <ul style="list-style-type: none"> • Share of voice on all stories related to children’s issues on online news • Share of voice on digital media (e.g., Facebook and Twitter) • Share of voice in targeted print and broadcast media (including TV and radio) • Percentage of UNICEF coverage that is favourable or higher in global top-tier media
Reach	
<p>What will we measure?</p> <ul style="list-style-type: none"> • Quantity of people reached by UNICEF messages and communication actions 	<p>Specific KPIs</p> <p>Online</p> <ul style="list-style-type: none"> • Total impressions to target audiences of news online • Total impressions to target audiences on social media networks <ul style="list-style-type: none"> ○ # of potential impressions on Twitter ○ # of people reached on Facebook • Number of people reached via mobile phone campaigns • Volume of traffic to websites, blogs and other sites (unique visitors) <p>Offline</p> <ul style="list-style-type: none"> • Number of people reached through events, campaigns, C4D initiatives, etc. • Number of people reached by mass media campaigns (TV and radio)
Engagement	
<p>What will we measure?</p> <ul style="list-style-type: none"> • Quantity of people who support UNICEF by taking specific actions 	<p>Specific KPIs</p> <p>Offline engagement</p> <ul style="list-style-type: none"> • Number of people volunteering for UNICEF

<ul style="list-style-type: none"> Quantity of people who engage with UNICEF content 	<ul style="list-style-type: none"> Number of donors (pledge, one-off cash donations, emergency donations, major donors and legacy) Number of signatories of UNICEF's petitions <p>Digital Engagement</p> <ul style="list-style-type: none"> Number of supporters online <ul style="list-style-type: none"> # of fans on Facebook # followers on Twitter Engaged users on Facebook Number of retweets of UNICEF content Web analytics: returning users
<p>Brand</p>	
<p>What will we measure?</p> <ul style="list-style-type: none"> People's familiarity, understanding, perception and behavior towards UNICEF's brand Perception of UNICEF on various brand/reputation attributes and values 	<p>Specific KPIs</p> <ul style="list-style-type: none"> Brand awareness and familiarity (i.e., people who know a lot about UNICEF): UNICEF ranking among other key organization(s) Proportion of people who understand UNICEF helps children 'Good opinion' and 'trust': UNICEF ranking among other key organization(s) Brand image: Identification of UNICEF with several brand attributes (include 'trust' and 'credibility') Willingness to support UNICEF (i.e., likelihood of performing an advocacy behaviour on behalf of UNICEF and/or consideration to donate): UNICEF ranking among other key organization(s)

ANNEX 3: PEER AND PARTNER ANALYSIS

A qualitative analysis of communication initiatives led by peers and partners has yielded insights into how UNICEF can strengthen its communication and public advocacy.

Target the general public; engage wider audiences through communication that adopts a compelling tone and provides for various levels of commitment. The campaign ‘What would you bring if you had to flee?’ exemplifies how UNHCR is speaking with a unified, consistent voice intended to engage and inspire its audiences to help improve the lives of refugees.

Tell the story in bolder and more passionate messages that illustrate the human side. UNDP’s corporate communication action plan combines the use of high-visibility materials to highlight the human element of the agency’s work, with an emphasis on results. The plan notes that UNDP works with people, not just governments. Its new tagline reflects this orientation: ‘Empowered lives. Resilient nations.’

Focus more deeply on fewer priorities. UNICEF’s Global Communication and Public Advocacy Strategy involves a shift from ‘everything’ to a limited number of communication priorities that are well selected and executed. UNHCR works on only two main events every year: World Refugee Day and the Nansen Refugee Award event in Geneva. The agency’s Strategic Communication Section handles branding, internal communication, campaigns and GWAs; the News and Content Section handles media relations and coordinates a global network of public information officers, broadcast media outlets and websites. At UNICEF, this more selective approach will require improved coordination across divisions, including those not engaged in communication-related work.

Unleash the communication power of staff in the field. This is what Médecins sans frontières (MSF) does extremely well. MSF puts substantial emphasis on its doctors and other staff speaking from the field – through blogs, interviews and social media. Having the voice directly from the front line adds to the organization’s credibility and effectively communicates that MSF is on the ground and saving lives.

Adopt a regional/subregional approach. International non-governmental organizations and global entities are building their brand with a regional/sub-regional approach. Amnesty International has recently opened regional offices in Dakar, Johannesburg and Nairobi (all with communication, research and advocacy roles).

Human Rights Watch has a similar model. Such organizations are seen as more legitimate because they use local researchers and partner with local human rights organizations. The Gates Foundation has opened offices in Abuja, Addis Ababa and Johannesburg (following the Ford Foundation and the Rockefeller Foundation). Save the Children and World Vision have both started fundraising and advocacy campaigns in sub-regions, particularly in middle-income sub-regions.

Leverage the voice of the Executive Director for increased visibility. What the head of an organization does and says is a powerful tool for communicating its priorities. At the Gates Foundation, Bill and Melinda Gates use Tweets, op-eds and field visits frequently and effectively in communicating around their core issues. UNHCR’s High Commissioner is visible through high-level field visits and interviews; the head of WFP is easy to approach for media interviews; and UNDP’s chief is active on Twitter.

Measure and analyse impact to make informed decisions and drive results. The Gates Foundation is strengthening its measurement tools throughout the foundation, including its communication measurement tools. The importance of measurement in making informed decisions was noted in Gates’ Annual Letter for 2013.

Strengthen global communication capacity with training. Training of communication staff globally as well as of Representatives and senior staff will build capacity and help make senior management more visible in communications. UNDP’s Communication Division provides global training of communication officers and inductions for managers with new field assignments so they may become better communicators and become proficient in using new tools. The Gates Foundation has developed a media training team to build communication capacity.

Communicate with speed and accuracy. Particularly in emergencies, a response in real time requires faster clearance of information and communication products. WFP has empowered its Communication Division to quickly put out press releases and information with a more efficient clearance process. Communication staff attend senior management meetings and know what’s sensitive and what needs additional clearance. MSF can issue emergency information in just a few hours but can

take weeks to issue information on technical topics, such as HIV and AIDS, because they entail a heavier clearance process.

NOTES

¹The reference group met three times (August and November 2013 and January 2014). At each meeting it reviewed and validated the direction of the strategy and the progress being made. In August 2013, the group validated the findings of the communication situation analysis. In November 2013 and January 2014 it validated strategy draft versions.

² The first phase of engagement with the pilots yielded a number of practical recommendations, including: 1) the importance of a 'bottom-up' approach in strategy

implementation; 2) the importance of a more structured approach to joint planning and identification of results; 3) the need for flexibility in implementation at the country level and the development of models to support implementation; 4) the need for stronger synergy between external communication, C4D, programmes and senior management; 5) the need to build capacity at the regional level; 6) the affirmation that country offices will retain the overall accountability for the communication strategy, supported by RO and HQ, but everyone has a responsibility to implement it.