

# MEASUREMENT & THE THREE i'S

**BARCELONA**  
**12-14 June, 2018**

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Integration driving the future

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# Paloma Escudero

Director of Communications,  
UNICEF

unicef  | for every child



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# How the Barcelona Principles help improve the lives of children

## UNICEF's Measurement Journey

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# What is UNICEF?

UNICEF is mandated by the United Nations General Assembly to **advocate for the protection of children's rights**, to help meet their basic needs and to expand their opportunities to reach their full potential.

UNICEF is guided by the **Convention on the Rights of the Child** and strives to establish children's rights as enduring ethical principles and international standards of behavior towards children.



# For every child

Whoever she is.

Wherever he lives.

Every child deserves a childhood.

A future.

A fair chance.

That's why UNICEF is there.

For each and every child.

Working day in and day out.

In 190 countries and territories.

Reaching the hardest to reach.

The furthest from help.

The most excluded.

It's why we stay to the end.

And never give up.









A young boy with dark skin and short hair is smiling at the camera. He is wearing a bright green long-sleeved shirt. He is standing next to a blue metal fence with a wire mesh. The background is a blurred blue sky and some greenery. The entire image has a blue color overlay.

# UNICEF Global Communication & Public Advocacy Strategy 2014-2017



2014:

- UNICEF'S **first-ever** Global Communication and Public Advocacy Strategy
- **First-ever** Global Communications Measurement Framework
- And finally a **refreshed** Brand Strategy





# Global Communications & Advocacy Strategy 2014-2017

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GOAL: Put the rights and well-being of the most disadvantaged children and adolescents at the *heart of social, political and economic agendas.*



# Global Communications & Advocacy Strategy 2014-2017

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## Voice: Be the leading voice for – and with- Children

- More strategic and compelling storytelling
- Evidence-based messaging
- Rapid, bold, authoritative and proactive communication



## Reach: Reach 1 Billion people around the world

- New approach to media
- Partnerships
- Innovation



## Engagement: Engage 50 Million people acting regularly in support of children

- ‘Glocal’ approach
- Partnerships for change

Goodwill Ambassadors and key influencers



# Target Audiences

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***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***

**Millennials (15–34 years old) are the world's future decision makers.** They will drive lasting support for UNICEF. We must connect with them on their terms, in every context, and let them speak.

**Middle class are a growing, critical audience.** Educated, socially aware and willing to support children's causes, the middle class supports, bolsters and even leads many social movements.



# The Barcelona Principles: The foundation of our Communications Measurement Framework

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Barcelona Principles	
2010 ORIGINAL	2015 UPDATE
Importance of goal setting and measurement	Goal setting and measurement are fundamental in communication and public relations
Measuring the effect on outcomes is preferred to measuring outputs	Measuring communications outcomes is recommended vs only measuring outputs
The effect on business results can and should be measured where possible	The effect on organizational performance can and should be measured where possible
Media measurement requires quantity and quality	Measurement and evaluation require both qualitative and quantitative methods
AVEs are not the value of public relations	AVEs are not the value of communications
Social media can and should be measured	Social media can and should be measured consistently with other media channels
Transparency and replicability are paramount to sound measurement	Measurement and evaluation should be transparent, consistent, and valid



# How did we bring the Barcelona Principles to life at UNICEF?

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- ✓ **Developed a global M&E framework/KPIs** that can be adapted at the local level
- ✓ **Integrated Communications KPIs into UNICEF systems** for planning, monitoring, and results reporting
- ✓ **Increased our internal capacity to provide M&E support** for Country & Regional offices
- ✓ **Developed M&E resources and guidance documents** (KPI Handbook, case studies, etc.)



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# How we brought the Barcelona Principles to the next level at UNICEF?

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- ✓ **Entered into Long Term Arrangements** with global providers for media monitoring & digital analytic tools and quarterly reports measuring progress and providing insights around our KPIs
- ✓ **Formed strategic partnerships and a Global Communications Measurement Advisory Board** with private sector companies and academic institutions
- ✓ **Organized a summit on Measuring Results and Impact for Communication & Advocacy in 2017**
- ✓ **Became an active member of AMEC** – including the Not-for-Profit Group— to learn & share knowledge



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# Key Performance Indicators

## VOICE LEADERSHIP



### KPIs:

- Share of Voice on children-related issues in **online & print media**
- Share of Voice on children-related issues in **broadcast media** (TV and radio)
- Share of Voice on **social media**
- % coverage that is **positive in online media**
- % coverage that is **positive in print & broadcast media**
- % coverage that **includes key messages**
- % coverage with **quotes** from **UNICEF spokespeople**
- % coverage with **quotes** from **UNICEF GWAs**
- % coverage with **quotes** from **UNICEF corporate partners**

## MAXIMIZE REACH



### KPIs:

- # potential impressions in **online and print media**
- # potential impressions through **broadcast media** (TV and radio)
- # potential impressions on **social media** (Twitter, Facebook, YouTube, Instagram\*)
- # of people reached through **mobile phone initiatives**
- # of users that interacted with **web content**
- # of people reached through **offline events, campaigns, and C4D**

\*Countries can include other social networks that have significant local presence



# Key Performance Indicators

## MAXIMIZE ENGAGEMENT



### KPIs:

- # people that **take action in support of UNICEF** (petitions, volunteering, etc.)
- Engagement score on **Facebook**
- Engagement score on **Twitter**
- # of **returning users to UNICEF websites**, blogs, and other relevant sites
- # of **online supporters**: new Facebook likes, new Twitter followers, new YouTube subscribers
- # of **donors** (pledge, one-off cash donations, emergency donations, major donors and legacy)

## CROSS-CUTTING



### KPIs:

- **Brand awareness, familiarity** and proportion of people who understand that **UNICEF helps children**
- **“Overall public opinion”** and **“trust”**
- **Brand image**: Identification of UNICEF with several brand attributes
- Willingness to **support UNICEF**



A photograph of two young girls in school uniforms sitting at a desk and eating biscuits. They are both smiling and looking towards the right. The background is a blurred classroom with other students. The entire image has a blue color overlay.

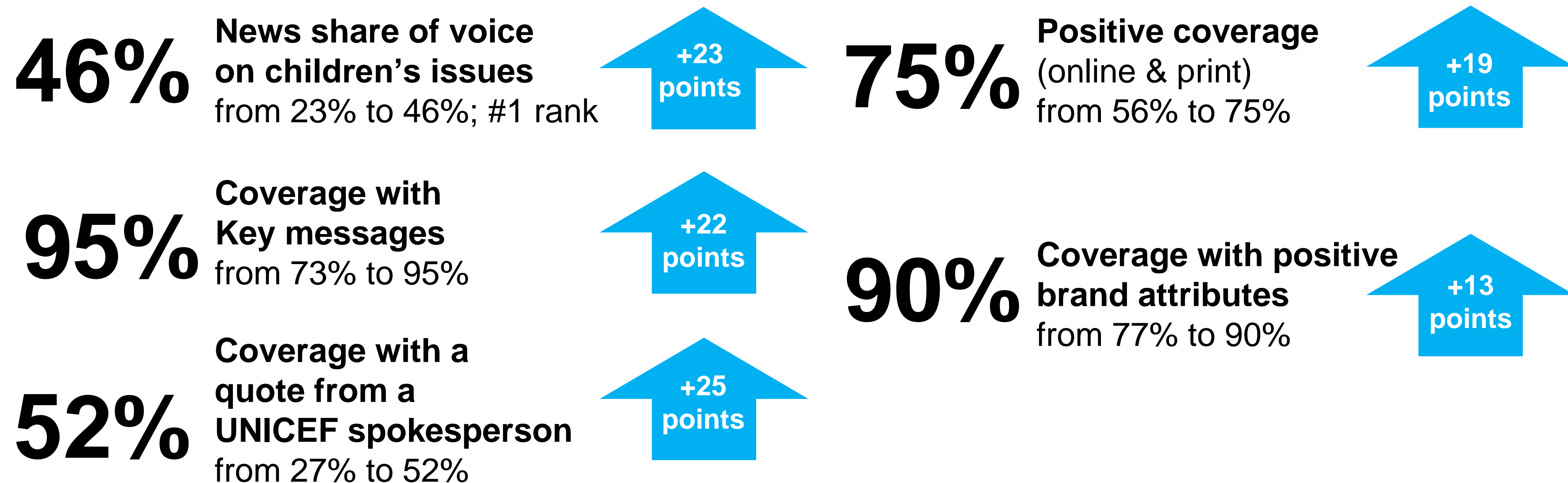
# How Did we Do?

## Key Results of the Strategy



# UNICEF doubled its global share of voice on children's issues in news media

Increasing from 23% to 46% between 2014-2017 & ranking #1

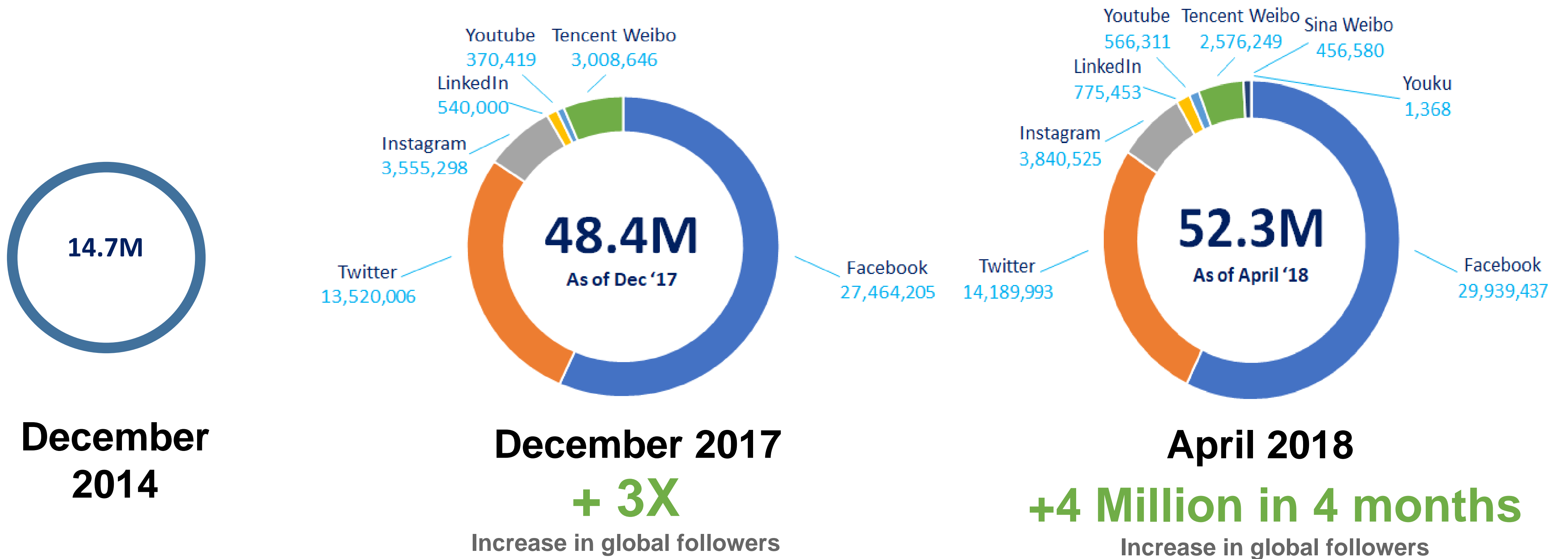


UNICEF media coverage in top-tier media (online & print news): 2017 vs. 2014



# UNICEF tripled its social media fanbase

from 14 to 48 million followers globally between 2014-2017

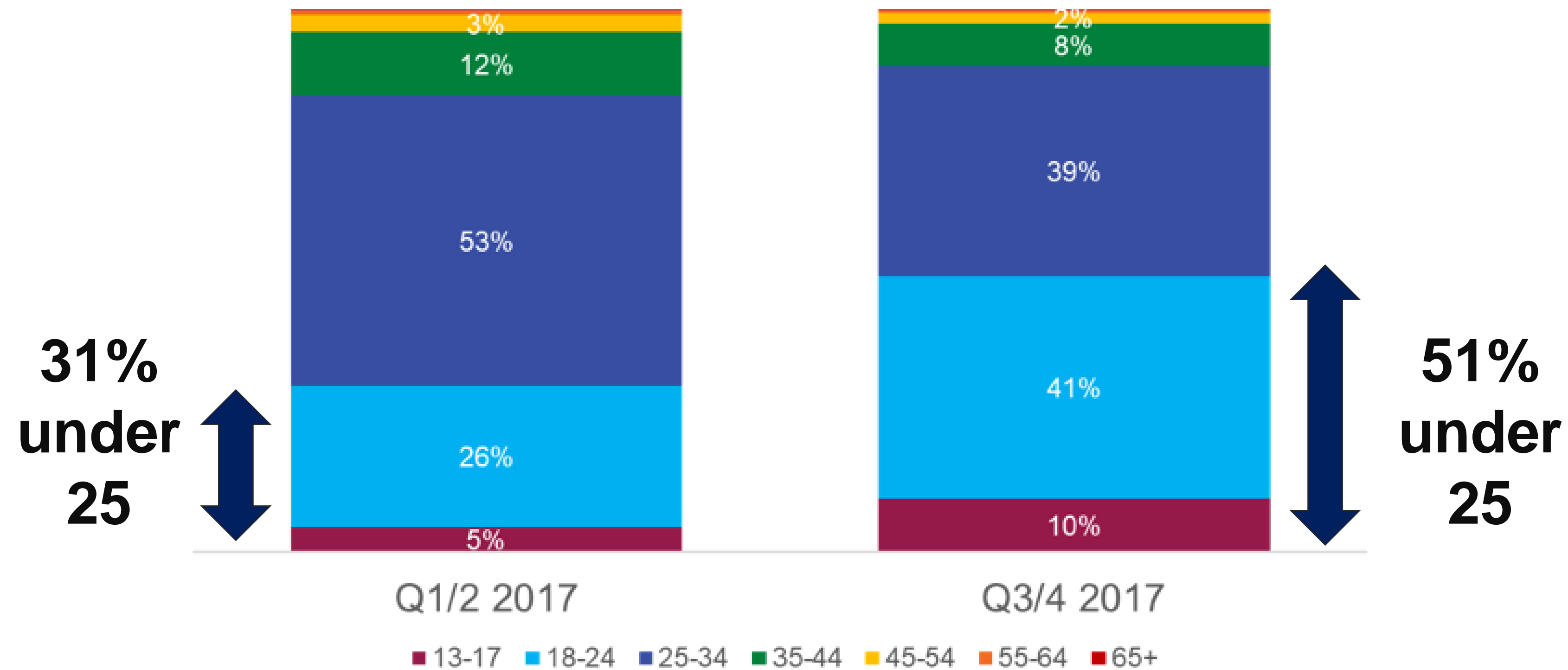




# YOUTH ENGAGEMENT

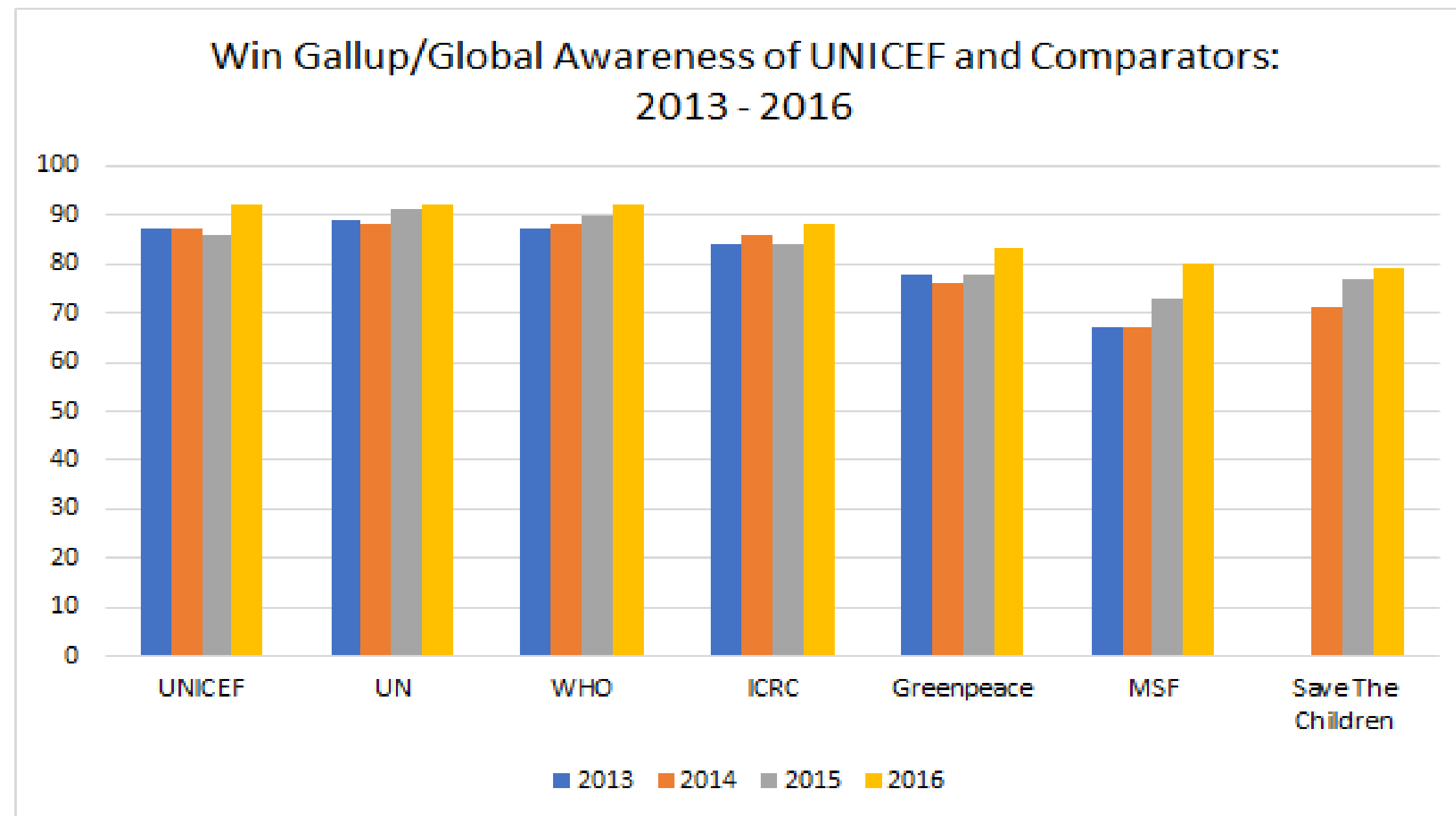
*UNICEF successfully reaching younger audiences through partner collaborations & relevant campaigns*

## 2017 results (Q1/2 vs. Q3/4)





# BRAND BUILDING



**LEADING BRAND:** For the first time ever, UNICEF's global brand awareness reached the same level as that of WHO and the UN.

- WinGallup Survey - **UNICEF global awareness score increased from 87% in 2013 to 92% in 2016.**
- New brand strategy deployed in December 2016. New survey results expected July 2018

**STRATEGIC PLAN:** Strengthening our brand is included in the UNICEF Strategic Plan for the first time as an organizational priority.



# UNICEF has become...

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**The #1 Most Liked International Organization on [Facebook](#)**

**The #1 Most Followed International Organization on [Instagram](#)**

**The #2 Most Followed International Organization on [Twitter](#)**



# What Did We Learn?

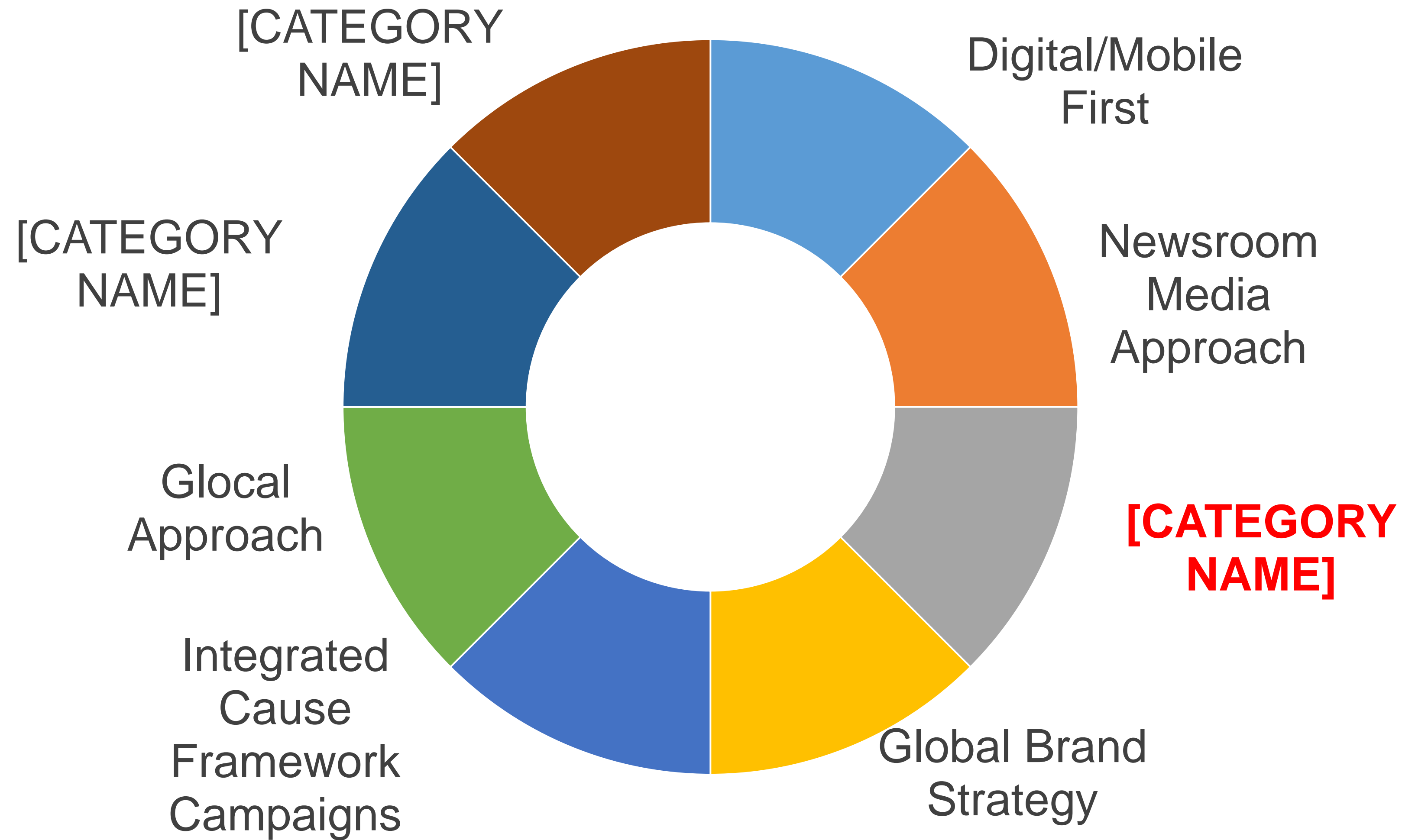
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Integration





# Key Strategic Approaches That Worked

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# ‘Digital First’

Compelling, interactive, channel-specific content + innovation on digital platforms





# Investments in a new global web platform, compelling content, and roll out to 190 countries deliver results

**+88% ↑ in website visitors between 2015-2017**



**Europe & Central  
Asia Region**



**Kyrgyzstan  
(Multi-lingual)**



**Middle East and  
North Africa Region**



**East Asia & Pacific  
Region**



**West and Central  
Africa**



**Afghanistan**



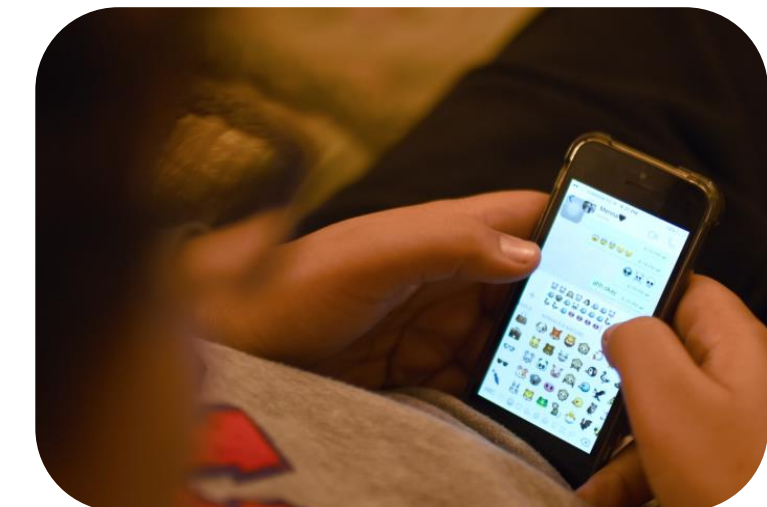
**Latin America &  
Caribbean**



**Regional Office for  
South Asia**



**Argentina**



**Egypt**

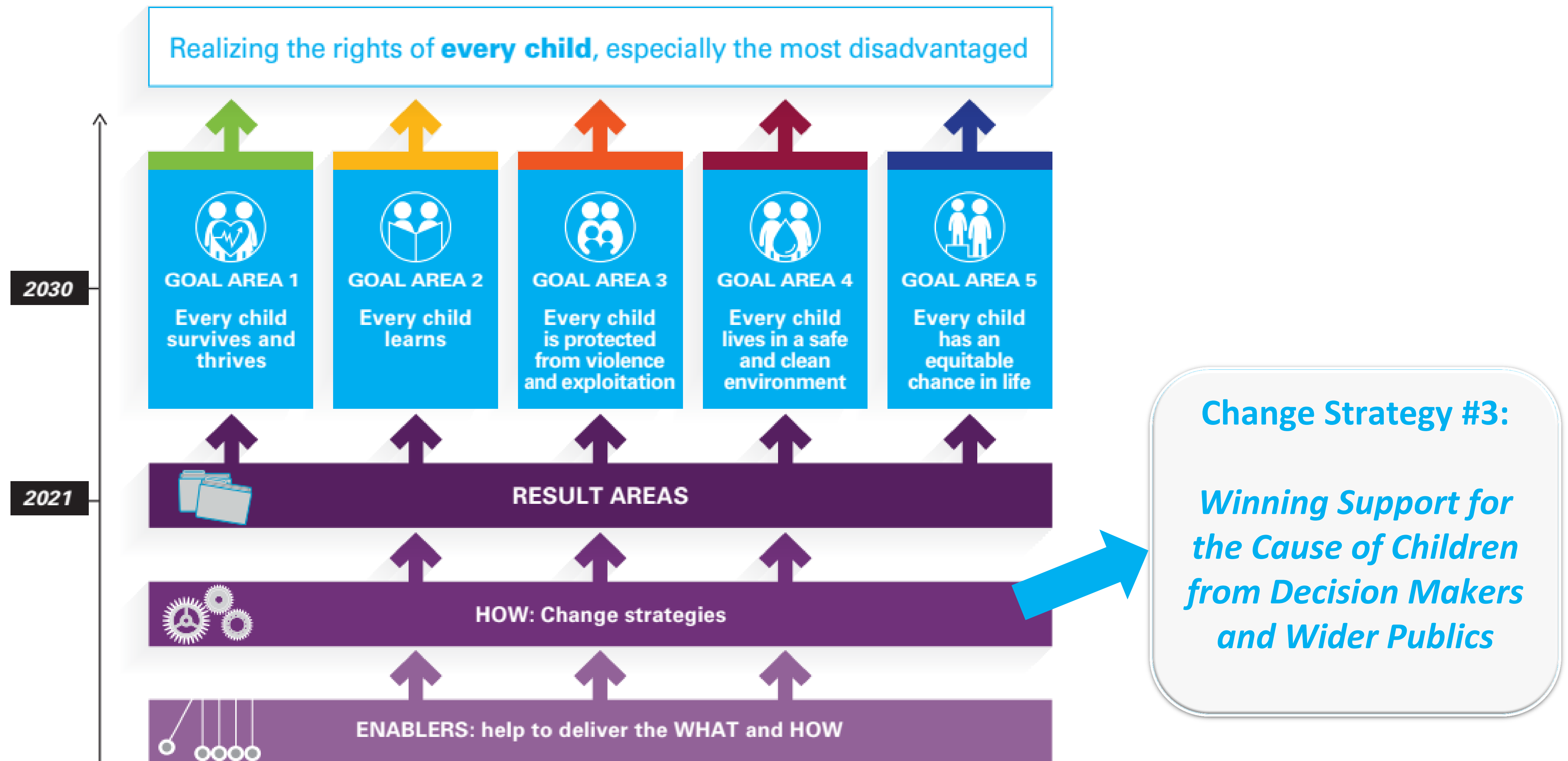


# Where are we heading?





# Key Elements of the Strategic Plan 2018-2021





# Institutional Change Strategy 2018-2021

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## *Winning Support for the Cause of Children from Decision Makers and the Public*

Become a stronger advocacy, campaigning, fundraising and communications force – through specific cross-organizational campaigns.

Grow our base of supporters to 100 million people who are willing to volunteer, advocate and donate resources.

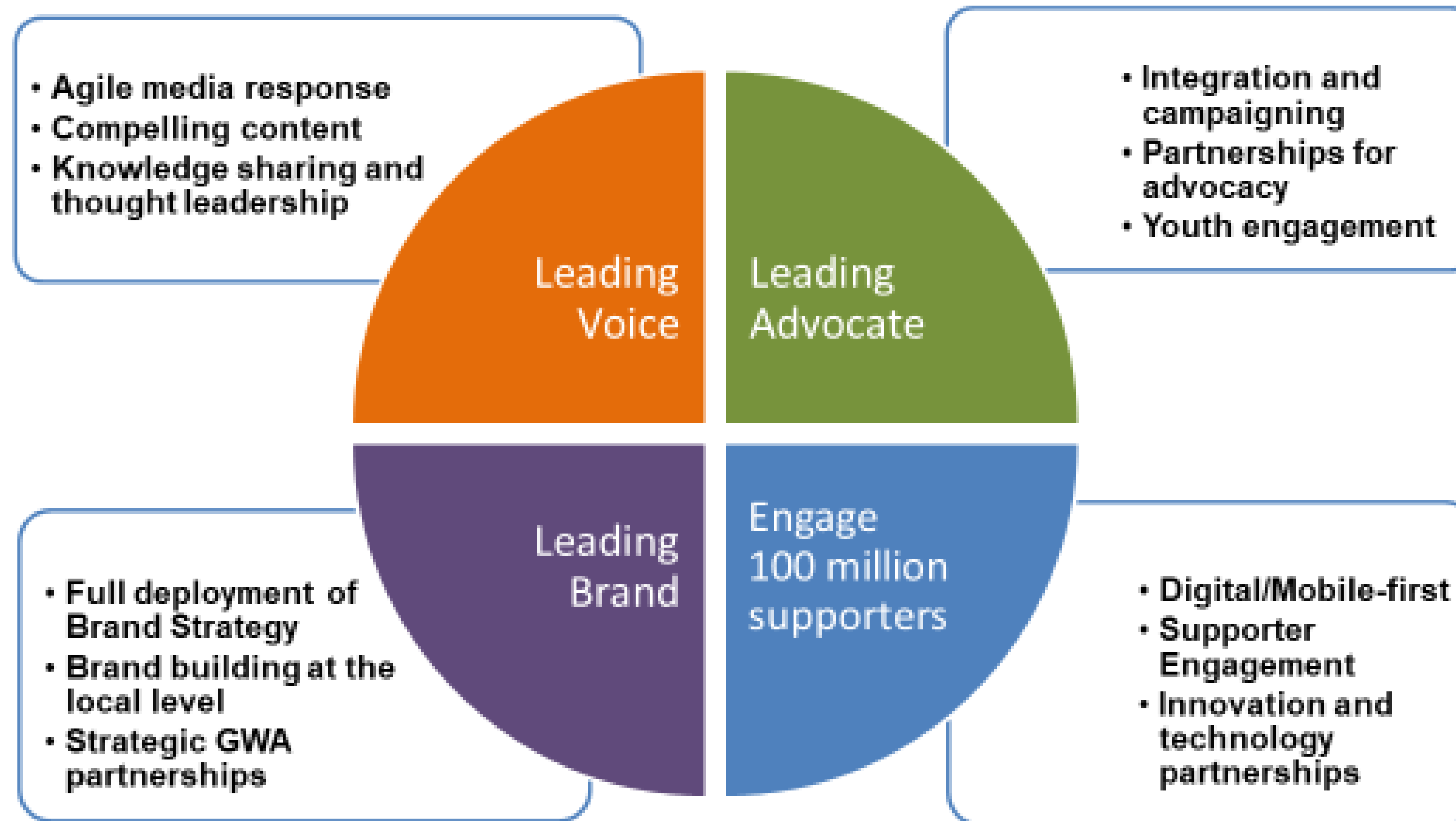
Support children and young people as agents of change and progress.

Strengthen the UNICEF brand to mobilize millions of people for the cause of children, fundraise and speak truth to power.



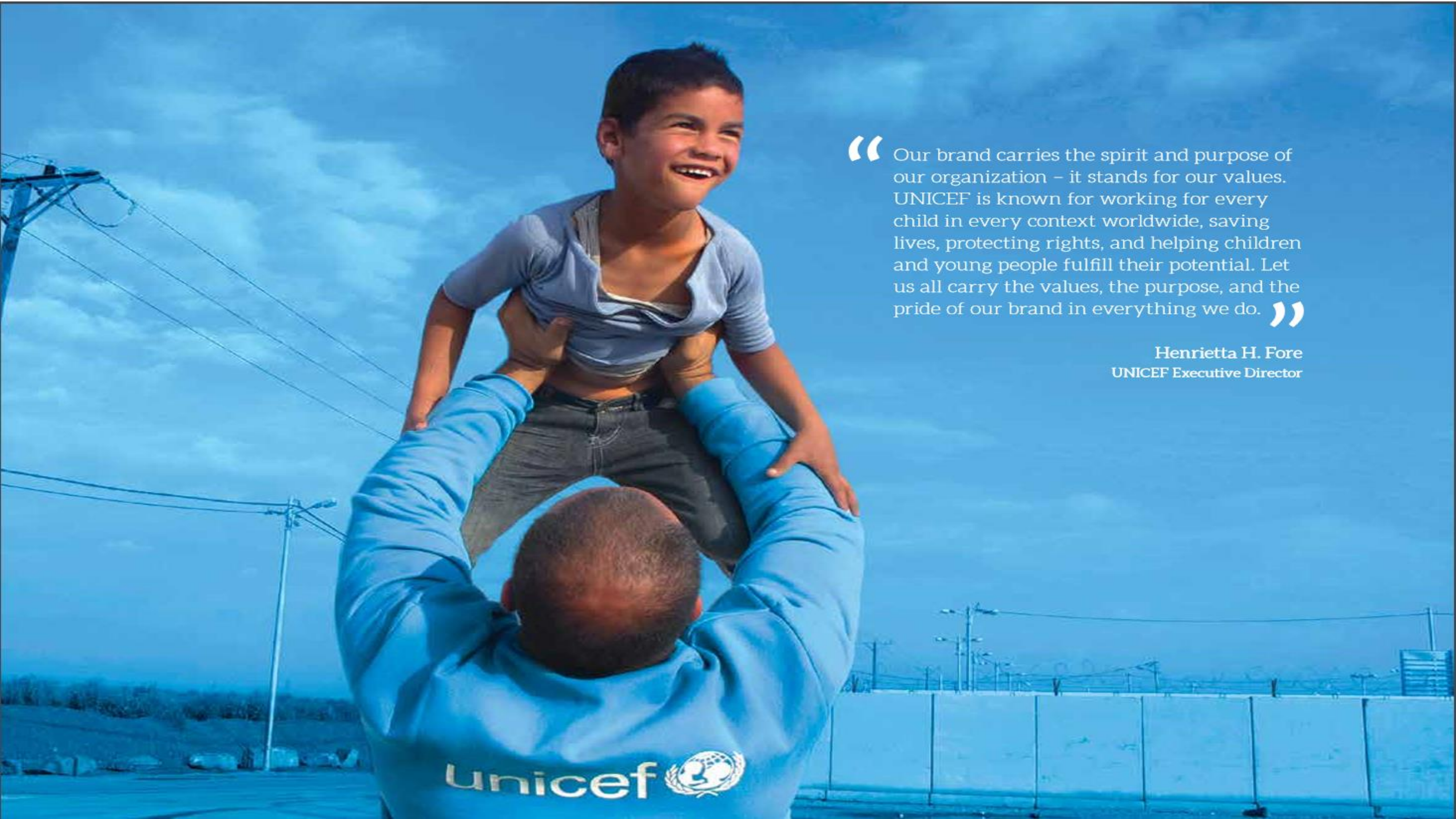
# New Strategies... New Barcelona Principles

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How do we adapt our measurement principles to measure these strategies?





“ Our brand carries the spirit and purpose of our organization – it stands for our values. UNICEF is known for working for every child in every context worldwide, saving lives, protecting rights, and helping children and young people fulfill their potential. Let us all carry the values, the purpose, and the pride of our brand in everything we do. ”

**Henrietta H. Fore**  
UNICEF Executive Director