MEASUREMENT & THE THREE I'S

Insights, Innovation and Integration driving the future

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Director of Communications, UNICEF unicef for every child





How the Barcelona Principles help improve the lives of children





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UNICEF's Measurement Journey unicef for every child





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.

We Communicate to Advocate – **UNICEF** for every child

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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.







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

unicef

UNICEF's Global Communication and Public Advocacy Strategy 2014 - 2017

To motion the rights of every child, especially the most disadvantaged

The new global communication and public advocacy strategy is: - Technic electron of a DAU Index Per

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Shifting our communication model:

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argets of communication:

- The prover to party advant dramage for children's a second rule of precidence of communitiest their child offer communities.
- * Youth & Millerenials (10.11 pass int on the solutions)
- * Middle class + proving initial adjent to experiment

Objectives:

Be the leading

- VOICE for and with children
- More enough and armitest storyteting.
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Reach 1 billion people around the world

- a New relegated approach to started ensatement and good marks
- Rev and enouge partnerships:
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Engage 50 million people to take action for children

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UNICEF | for every child



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Global Communications & Advocacy Strategy 2014-2017

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



- 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

- 'Glocal' approach
- Partnerships for change Goodwill Ambassadors and key influencers

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





Target Audiences

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.

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

> 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

Barcelona Principles

2010 ORIGINAL

Importance of goal setting and measurement

Measuring the effect on outcomes is preferred to measuring outputs

The effect on business results can and should measured where possible

Media measurement requires quantity and quality

AVEs are not the value of public relations

Social media can and should be measured

Transparency and replicability are paramount sound measurement

	2015 UPDATE
	Goal setting and measurement are fundamenta in communication and public relations
d	Measuring communications outcomes is recommended vs only measuring outputs
be	The effect on organizational performance can and should be measured where possible
	Measurement and evaluation require both qualitative and quantitative methods
	AVEs are not the value of communications
	Social media can and should be measured consistently with other media channels
to	Measurement and evaluation should be transparent, consistent, and valid



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

- ✓ 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.)











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

- ✓ 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













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

MAXIMIZE REACH



KPIs:

- # potential impressions in online and print media
- # potential impressions through broadcast media (TV and radio)
- # potential impressions on social media \bullet (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 \bullet **UNICEF** (petitions, volunteering, etc.)
- **Engagement score on Facebook** \bullet
- **Engagement score on Twitter** \bullet
- **# of returning users to UNICEF websites,** \bullet blogs, and other relevant sites
- # of online supporters: new Facebook likes, \bullet new Twitter followers, new YouTube subscribers
- # of donors (pledge, one-off cash \bullet donations, emergency donations, major donors and legacy)



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 lacksquare



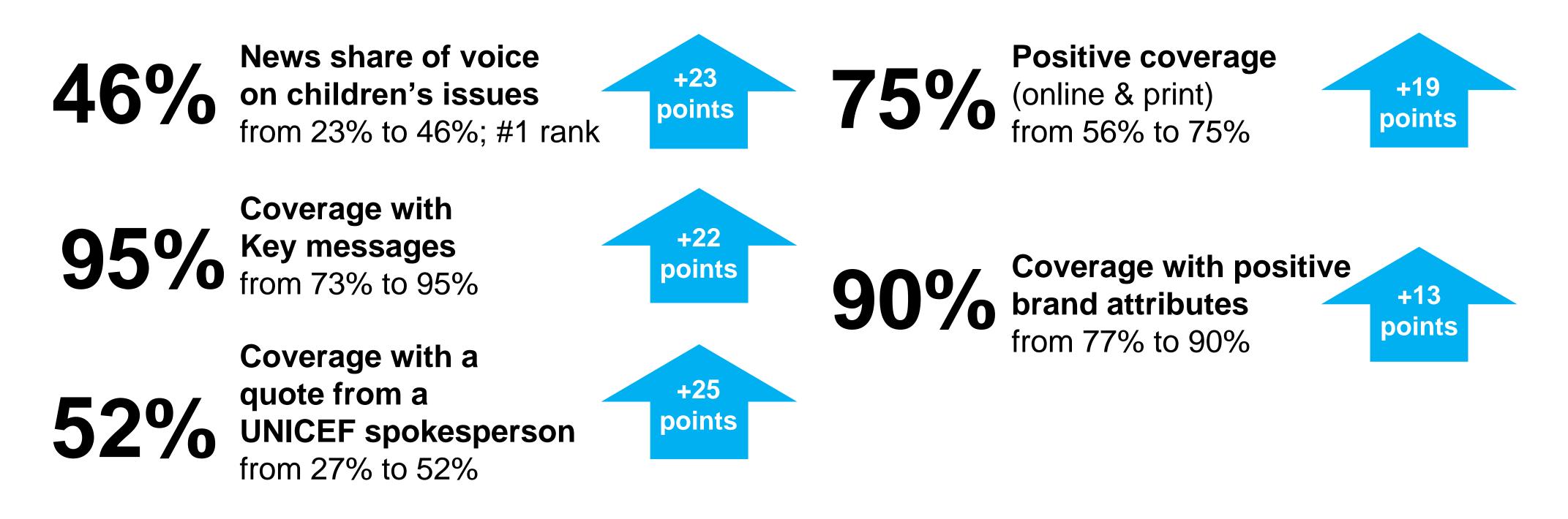


How Did we Do?

Key Results of the Strategy



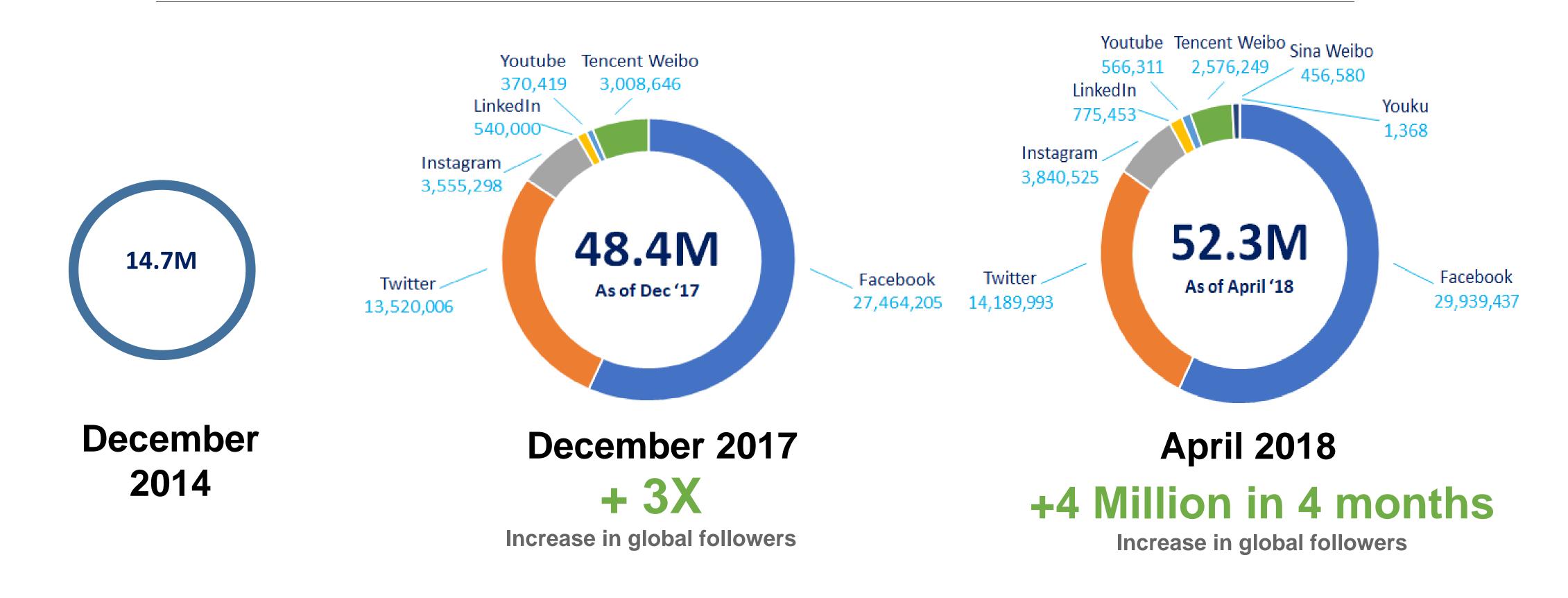
UNICEF doubled its global share of voice on children's issues in news media Increasing from 23% to 46% between 2014-2017 & ranking #1



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

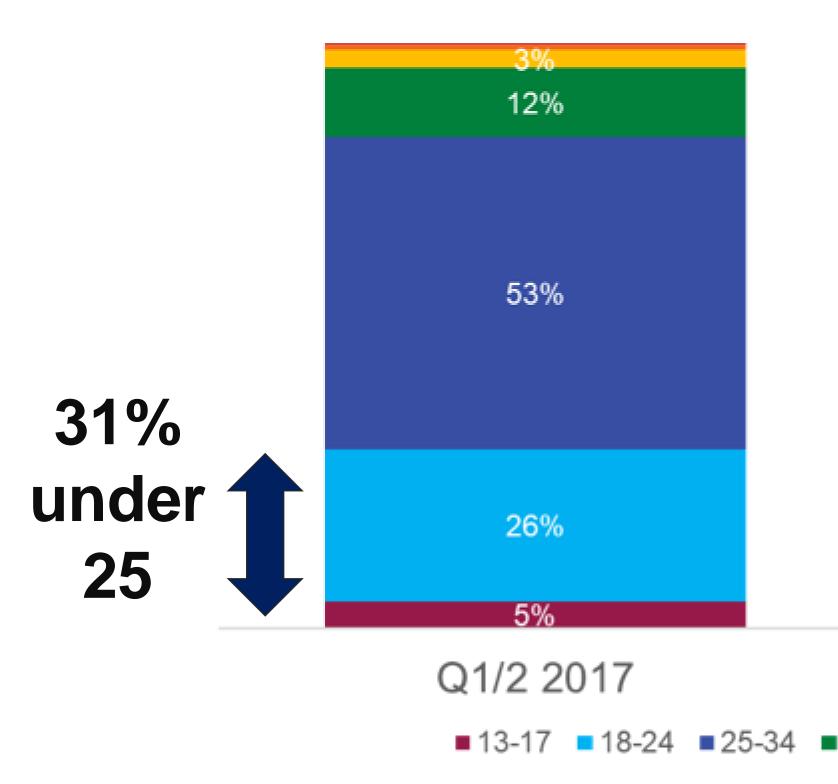


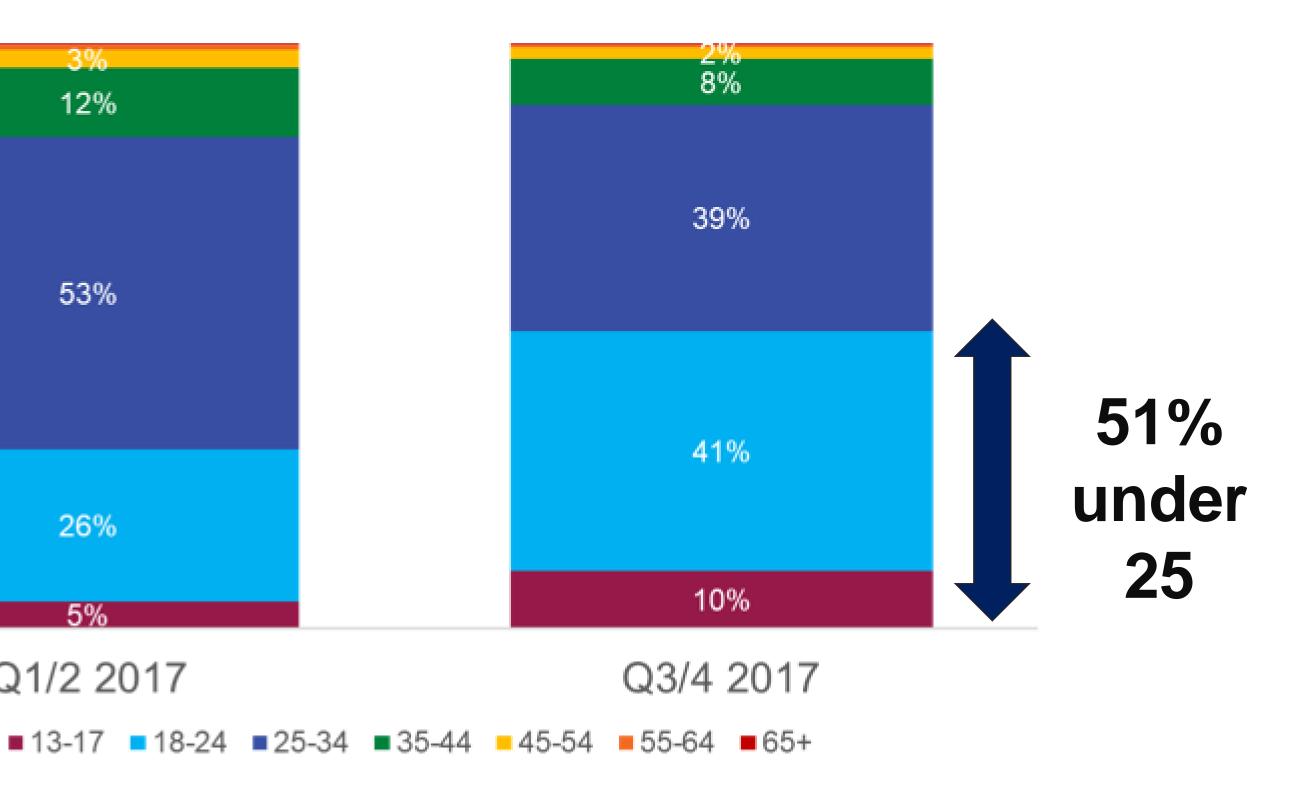


YOUTH ENGAGEMENT

UNICEF successfully reaching younger audiences through partner collaborations & relevant campaigns

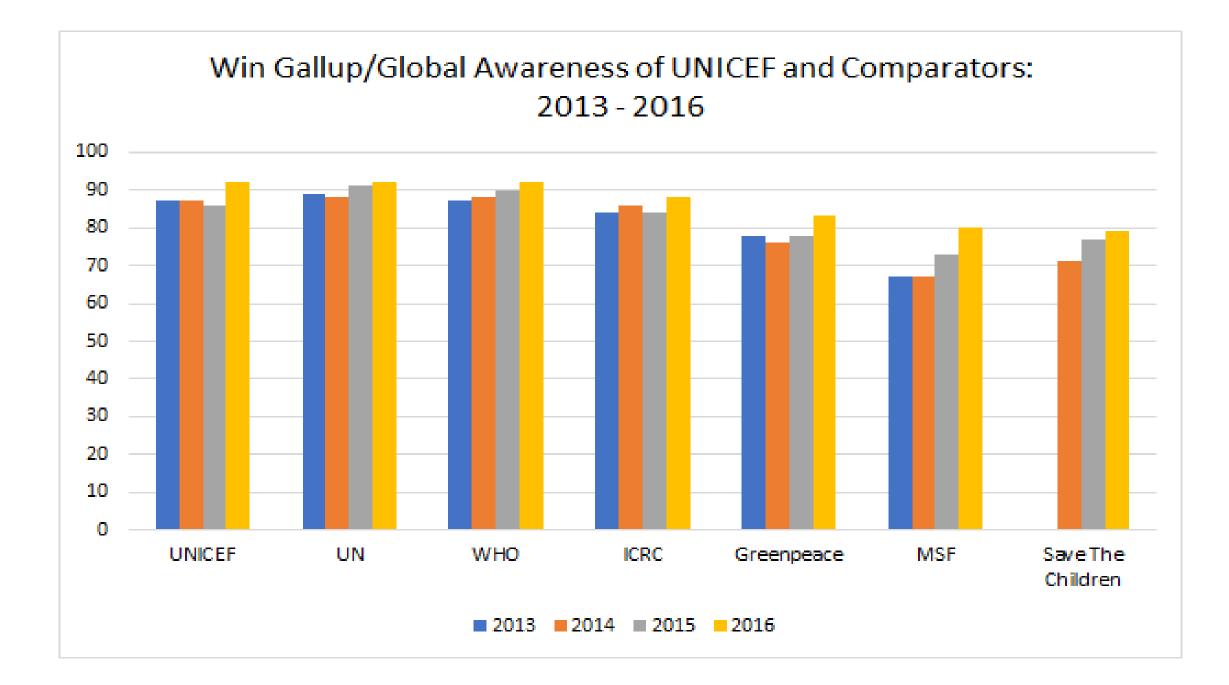
2017 results (Q1/2 vs. Q3/4)











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 lacksquareincreased 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...

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?

Insights, Innovation, & Integration



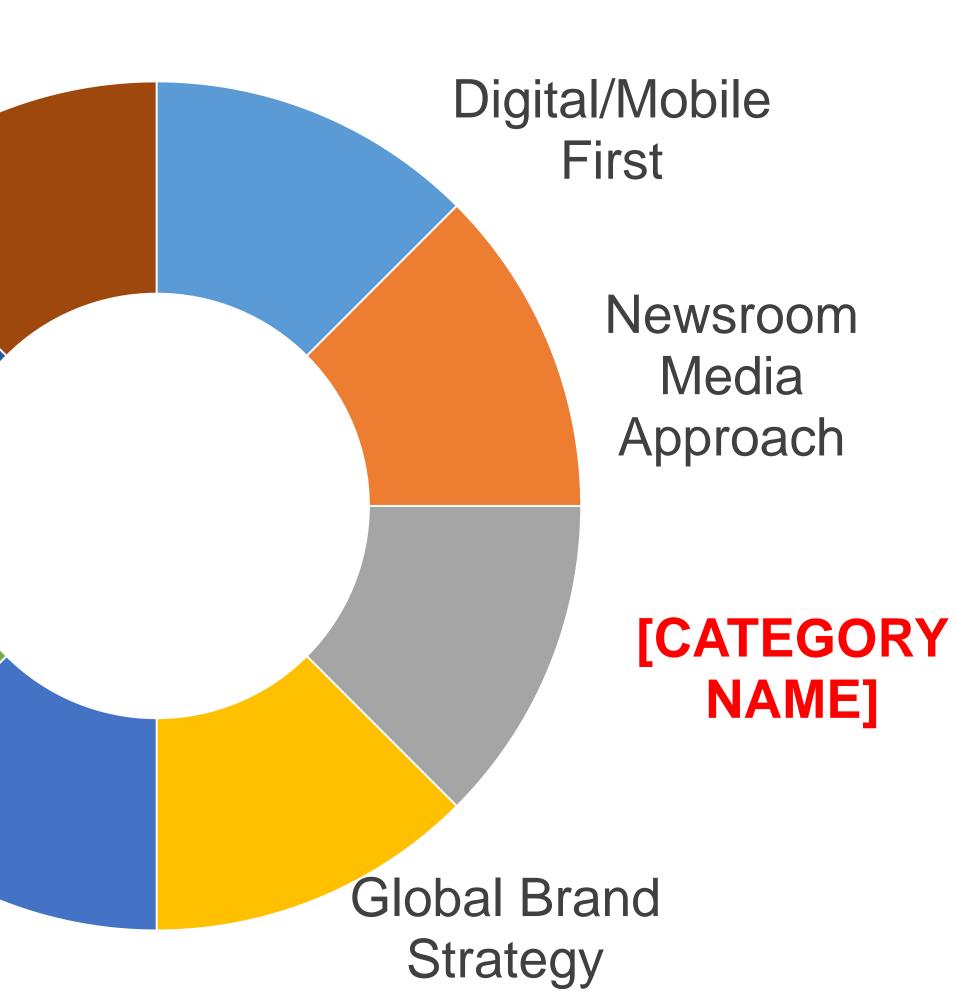
Key Strategic Approaches That Worked

[CATEGORY NAME]

[CATEGORY NAME]

Glocal Approach

> Integrated Cause Framework Campaigns





'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% fin website visitors between 2015-2017



Europe & Central Asia Region



Kyrgyzstan (Multi-lingual)





Afghanistan



Latin America & Caribbean



Regional Office for South Asia

Middle East and North Africa Region



East Asia & Pacific Region



West and Central Africa



Argentina



Egypt



Where are we heading?

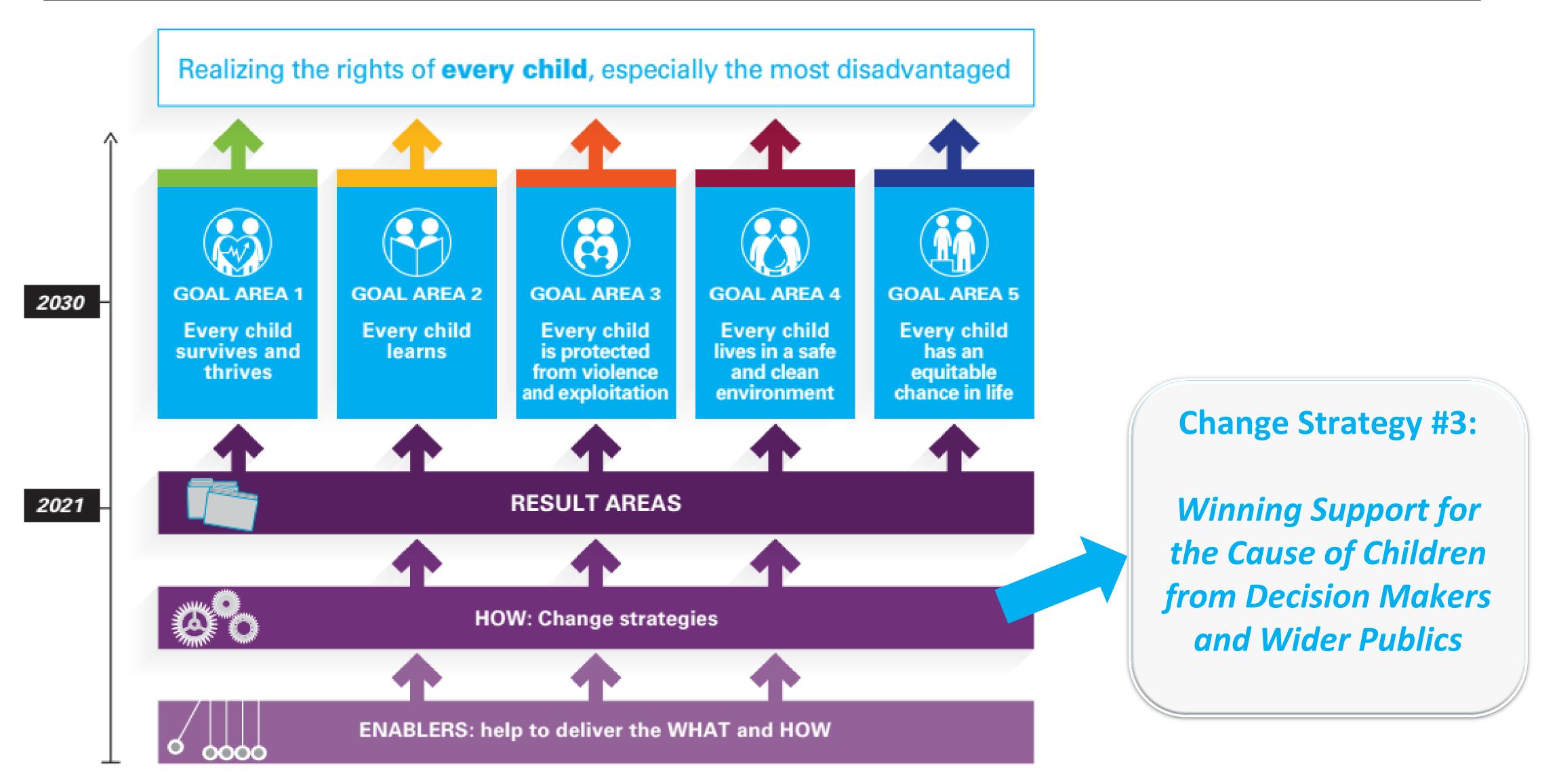
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Key Elements of the Strategic Plan 2018-2021





Institutional Change Strategy 2018-2021

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

Become a stronger advocacy, campaigning, fundraising and communications force – through specific crossorganizational campaigns.

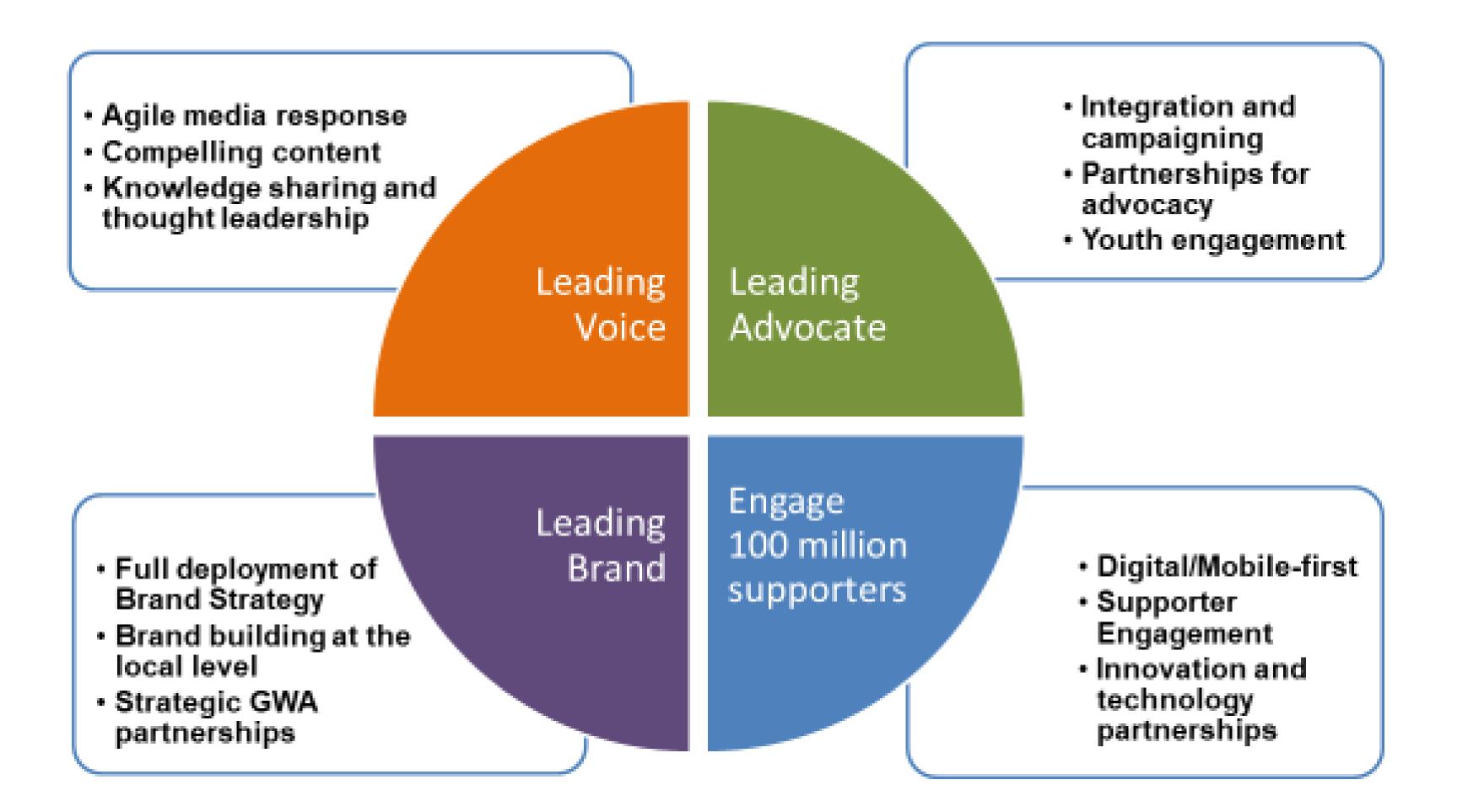
Grow our base of supporters to 100 million people who are willing to volunteer, advocate and donate resources.

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



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

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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

