

Division of Communication

Update on the context and trends

In 2022, the Division of Global Communication and Advocacy (GCA) aligned its global advocacy and communication priorities in support of achieving the new UNICEF Strategic Plan 2022–2025 and the 2030 Sustainable Development Goals (SDGs). The division’s work was guided by the Global Communication and Advocacy Strategy (GCAS), which aims to operationalize the Strategic Plan (SP), with a specific focus on the SP Change Strategy on Advocacy and Communication and the SP Enabler on Strategic Internal Communications and Staff Engagement.

In 2022, GCA had six annual priorities that included the four Global Advocacy Priorities (GAPs), humanitarian advocacy and communications, and the World Children’s Day global initiative, along with a cross-cutting focus on gender and disability.

GCA successfully met the 2022 annual performance targets established in its 2022–2025 Office Management Plan and worked to strengthen UNICEF’s advocacy, media and digital engagement, youth engagement, content, brand, and partnerships to accelerate results for children at the country, regional and global levels. The division also provided strategic direction and global support for communication and advocacy to country offices (COs), regional offices (ROs), national committees (NatComs), and other divisions at headquarters, and to support UNICEF’s work in key areas such as programme delivery, fundraising, partnerships, research, and innovation, among others.

GCA commissioned a global Situation Analysis (SitAn) in 2022 to examine the global context and trends in communication and advocacy and their linkage with child rights and the UNICEF Strategic Plan goal areas. The SitAn will inform the development of an updated multi-year Global Communication and Advocacy Strategy (GCAS) that will outline the vision and provide strategic guidance to COs, ROs, and NatComs to develop and implement effective communication and advocacy strategies and plans at the national level. Some of the key global trends the SitAn has identified include:

A growing attention deficit. Research points to an overall reduction in people’s attention span and inability to focus, compounded by factors such as information overload, and technologies that prolong screen time and train minds to seek out instant gratification. Moreover a ‘negativity bias’ can lead people to pay attention to negative or sensational things, contributing to the spread of fake news. This trend has implications for UNICEF’s global advocacy and communication in several areas, including its work on mental health and its strategies for engaging and influencing key audiences on complex global challenges that require sustained action such as on climate change.

The changing dynamics of power. There is a change in power dynamics at the global level that the SitAn frames as old power values and new power values. According to Heimans and Timms, “the old power is comparable to *currency* – held by a few, closed, leader-driven and jealously guarded when gained. The new power is comparable to the *current* – most forceful when it surges, like water or electricity, made by many, participatory and peer-driven; the goal is not to accumulate it but to channel it.” This trend has implications for UNICEF’s campaigning models and for better understanding the mindset of target audiences to more effectively communicate and advocate for children.

The crisis of liberal democracy in an increasingly polarized world. The SitAn cites evidence from the V-Dem Institute Democracy report 2022[1], showing a dramatic decrease in the level of democracy

enjoyed by the average global citizen in 2021 coupled with an increase in autocracies and polarization, which can impact UNICEF’s advocacy and communications: “Data show that we live in the time of “blurred accountabilities”, with lowering popular expectations from governments, while the expectations from NGOs and the business sector are growing. Additionally, the currently very low and decreasing levels of wealth of governments have important implications for state capacities. These trends have major implications for the lives of children and should inform UNICEF’s advocacy, communication, leveraging and fundraising strategies, among other efforts.”

Distrust by default. Citing the 2022 Edelman Trust Barometer (Edelman, 2022)[2] the SitAn points to a further global decline in trust in governments and media over the past year, as well as growing societal concern over misinformation and fake news. In this context, UNICEF belongs to the group of most trusted actors, as evidenced by the Global Brand Barometer results. Nevertheless, the SitAn notes the challenges posed by the growing distrust in government to the existing accountability frameworks and advocacy approaches and cautions that UNICEF must clearly communicate its role and work.

Trends in the new and evolving digital sphere. Among the most notable trends impacting communication and advocacy are changes in the digital sphere related to the global internet, the metaverse, artificial intelligence, and blockchain technologies. For example, the rise in misinformation, disinformation, trolling and online harassment on social media and the internet has serious implications for protecting children online, digital literacy, addressing the digital divide, and UNICEF’s partnerships with major digital corporations. Recent cases when UNICEF offices were exposed to coordinated ‘social swarming’ attacks should be documented, analysed and used for future mitigation strategies. Moreover, the concept of the metaverse as “an integrated and interconnected network of 3D virtual worlds in which people may be able to do much of what they do in the real world, from playing, socializing and learning, to trading and working, all through digital avatars” has been boosted by the popularity of social online gaming among children and by brands, celebrities and governments increasingly active in this space. This offers opportunities for UNICEF’s youth engagement and programmes while also posing serious safety risks.

UNICEF’s ability to navigate the trends outlined above as well as other key trends impacting GCA’s work – from changing habits in news production and news consumption to the transformation of multilateralism and global governance to trends in digital advocacy and digital diplomacy – will be critical to the successful delivery of results for children and the achievement of the SP results and the SDGs.

[1] V-Dem Institute (2022) Democracy report 2022: *Autocratization Changing Nature? University of Gothenburg*. Available at: https://v-dem.net/media/publications/dr_2022.pdf (accessed October 2, 2022)

[2] Edelman (2022) *Trust Barometer 2022*. Available at: <https://www.edelman.com/trust/2022-trust-barometer> (accessed 25 September 2022)

Major contributions and drivers of results

OUTCOME 1: Communication

1.1 Digital

UNICEF’s digital channels continued to perform strongly in 2022, supporting UNICEF’s messaging through agile audience-driven approach to content, while pivoting away from COVID-19 related content with traffic normalization to pre-COVID-19 levels, and swiftly responding to multiple

emergencies. Enhancements in the accessibility and user navigation on UNICEF.org reduced the homepage bounce rate by 20 per cent. Translated content, especially the Spanish pages on vaccines and mental health, saw increased usership. The Ukraine crisis page provided a centralized destination for the latest information and an entry point for donations with US\$664,000 raised via Instagram and Facebook organically, and referrals to UNICEF USA contributing US\$57 million in the first five weeks of the crisis. UNICEF Connect Blog migration and integration into unicef.org was completed. Marketing budgets leveraged by UNICEF headquarters, regional offices and country offices reached 2 billion unique users, more than 80 per cent through ad credits and grants, reaching 2 in 3 people of all Facebook, Instagram and Messenger users globally – an average of 17 times each. UNICEF.org registered more than US\$2.1 million donate clicks, a 37 per cent increase compared to 2021. The social media activation for World Immunization Week unlocked US\$10 million, doubling the ask. Parenting related content was amongst the top performing with over 30 million pageviews, representing 25 per cent of UNICEF.org traffic. The Mental Health hub as part of the revamped #OnMyMind campaign in collaboration with Meta received 16.4 million unique visits.

1.2 Media

In 2022, UNICEF was mentioned in 455,189 articles in online and print media, including 22,018 mentions in top-tier media outlets, a slight decrease compared to 2021. The main areas of coverage were regarding UNICEF's work on education, physical and mental wellbeing in the context of the Ukraine war, the nutrition crisis in the Horn of Africa and elsewhere, climate change and climate-related emergencies, children's lack of access to routine immunizations, and UNICEF's response to emergencies in Syria, Afghanistan, Pakistan, and Haiti. UNICEF increased its share of voice in the global media, ranking among the top three of its comparator organizations. UNICEF media leadership in the run-up to, and throughout the COP27 climate summit resulted in 4,045 media mentions, including 205 mentions in top-tier media and 274 in broadcast media. Two new data points linked to the impact of the war in Ukraine and rising food prices on the cost of ready-to-use therapeutic food and other life-saving treatments were leveraged to bring urgent attention to the global severe malnutrition crisis, resulting in over 3,270 media articles, including 142 mentions in top-tier media, and built momentum behind an advocacy strategy that helped raise over \$0.5B of donations from key donors. The release of WHO/UNICEF Estimates of National Immunization Coverage data generated approximately 1,600 mentions in English online and print media articles in the first seven days. The appointment of Vanessa Nakate as UNICEF Goodwill Ambassador for climate resulted in 5,000 online and print media articles including 313 mentions in top-tier media and positioned UNICEF as a leader in youth-led climate action.

1.3 Content

A leading content innovation in 2022 was the conceptualization and production of UNICEF's first-ever Parenting podcast series, alongside the implementation of content strategy and creative workflow applied to key UNICEF's Global Advocacy Priorities (GAPs) such as GAP 1 on Health, Immunization and COVID-19 and the successful application of an internal creative agency model to World Immunization Week 2022; GAP 2 on Learning; GAP 3 on mental health with award winning content, and GAP 4 on Climate and Water. Nine publications were produced and translated into multiple languages, in addition to *The 2021 State of the World's Children* report and UNICEF Strategic Plan in early 2022. Graphic assets were disseminated in various formats for repurposing, localization, and adaptation. High-quality reports were produced, including the pre-COP heatwaves report, WCD report, *UNICEF Annual Report* and Child Alerts. Editing, copy-editing, research and fact-checking services continued to be delivered for UNICEF's prioritized content production. UNICEF produced over 42 videos in the first month of the war in Ukraine. Other high achieving video productions included the COP27 video highlighting the role of youth, and the WCD hero video, which had the highest engagement ever achieved by a UNICEF video. Eight multimedia field assignments were completed, and 16 photo missions supported GAP 1 Immunization communications. The #OnMyMind campaign won a Bronze Shorty Award.

1.4 Internal Communication and Staff Engagement

In 2022, Internal Communication and Staff Engagement (ICSE) was recognized in UNICEF's Strategic Plan 2022–2025 as a key function to enable a values-based culture. A new ICON homepage was launched, which saw an 8 per cent increase in readership and engagement, with 147,000 views of stories, videos and podcasts. uMessage readership increased by 6 per cent, with an average open rate of 75 per cent. Yammer membership rose by 22 per cent and user activities by 21 per cent. Attendance for Global All-staff Townhall meetings averaged 4,000 viewers (32 per cent of personnel). The 'Values in Action' behaviour change initiative with the global HR, Staff Association, Peer Support Volunteers, and Ethics and Culture Champion networks was launched with 500 staff participating in regional orientations, and 4,700 staff engaging in conversations on UNICEF's core value of Accountability. Seventy-eight per cent of UNICEF offices worldwide reported rolling out initiatives to align staff behaviours with UNICEF's core values. Pulse Check 2022 survey data showed that 76 per cent of UNICEF staff feel empowered to contribute to decisions affecting their work. A new Spectrum of Behaviours tool/website to support staff in practicing behaviours aligned with UNICEF's core values was launched in English, French, and Spanish, and received around 6,000 pageviews. The Humans of UNICEF programme received 200 new nominations in 2022, totaling 2,600 since February 2020.

OUTCOME 2: Advocacy

2.1 Advocacy

Strong progress was made in implementing the four Global Advocacy Priorities. Key results include:

GAP 1 – Child Survival

Vaccines: 2022 was the first year of a new three-year advocacy investment from the Bill and Melinda Gates Foundation, providing UNICEF with a significant increase in financial support to strengthen capacity and vaccine advocacy. The World Immunization Week comprehensive online activation, which unlocked US\$10 million, was a key milestone. UNICEF's COVID-19 advocacy helped channel vaccines from high- to low-income countries and secure funds to support large-scale vaccine roll-out in countries with weaker infrastructure.

Nutrition: a high-level event at the United Nations General Assembly galvanized significant political and financial commitments around severe acute malnutrition and helped raise over half a billion dollars to tackle the deepening child malnutrition crisis. Sixty per cent of the US\$577 million funds raised will support UNICEF programmes.

GAP 2 – Learning

UNICEF leveraged the Transforming Education Summit and other key moments to secure tangible commitments from governments. Ten governments to date have endorsed the Commitment to Action on Foundational Learning. More than 100 UNICEF COs, ROs and NatComs joined the public activation to raise public awareness and boost the political saliency of the issue. UNICEF's advocacy collaboration with the World Bank; BMGF and USAID helped elevate the learning crisis as a priority political issue; attract high-profile support from thought leaders and influencers including Jeffrey Sachs and Priyanka Chopra; and strengthen data and evidence.

GAP 3 – Mental Health

Nine governments promoted UNICEF's calls to action and messaging on mental health. UNICEF established a multi-year partnership with LEGO Foundation in support of strategic advocacy including data collection to support advocacy with parents. A joint UNICEF/WHO/UNESCO policy guidance on mental health in schools was also launched at the high-level Transforming Education Summit featuring the Queen of Spain and Governments of Belgium, Ecuador, Ethiopia, and Thailand. The #OnMyMind campaign and other parenting communications reached nearly one billion unique users from two major activations in 2022.

GAP 4 – Water and Climate

UNICEF's advocacy position and global call to action was endorsed by the Global Center on Adaptation, and its high-level advocacy at COP27 contributed to securing declarations of support for children from 64 Member States and business leaders, with strong participation of young people and Goodwill Ambassadors. The launch of the *Global Heatwaves* report provided compelling data on the impact of climate change on children. UNICEF's appointment of climate activist Vanessa Nakate brings a powerful voice for children on climate advocacy.

On humanitarian advocacy, GCA continued to strengthen its strategic guidance and support to country and regional offices in Level 2 and Level 3 emergencies, in collaboration with EMOPS, including through surge missions, strategy development and ongoing implementation support. Progress was also made towards a new political declaration to end the use of explosive weapons in populated areas (endorsed by 75 countries), and on mobilizing increased humanitarian assistance and support for underfunded crises.

The Advocacy Capacity Building Initiative trained 736 participants from 84 COs through 14 workshops, with 93 per cent of participants reporting greater advocacy confidence and skills.

2.2 Youth Engagement

In 2022, significant progress was achieved towards UNICEF's goal of becoming a child and youth-powered organization. GCA provided technical support to UNICEF offices to drive results across advocacy, communication, and campaign workstreams as well as through the U-Report and Voices of Youth platforms. This year's World Children's Day campaign corresponded with the kick-off of the football World Cup and carried a positive message on inclusion for every child. The campaign was implemented in 190 countries and saw wide utilization of assets produced at headquarters, including the hero video featuring major football stars, along with strong partner engagement. The World's Largest Lesson was rolled out in 10 countries around the theme of education. A key resource, the Transforming Education Survey, generated over 17,800 responses from students in 110 countries. The Global Youth Advocates Programme reached more than 100 young advocates.

UNICEF continued to leverage the power of U-Report to amplify the voices of young people and strengthen advocacy at global scale. This year, U-Report grew to 27.5 million subscribers in 92 countries – up 8 million in 2022 and already exceeding the 2025 target of 25 million. Nine globally coordinated actions generated 1.7 million responses, carrying the voices of young people into key decision-making spaces and events, such as COP27 and the Transforming Education Summit. Finally, Voices of Youth continued to grow as a hub for young people with over 5.5 million web sessions and 499,000 digital followers.

2.3 Brand

GCA continued to build and strengthen UNICEF's brand as a key organizational asset that supports the delivery of results for every child. Strategic guidance, capacity building, and global support were rolled out widely to COs, ROs, NatComs and HQ offices including through country-level presentations, Brand Health Checks, 15 'Brand Camp' capacity development sessions, and the help desk, which attended to 804 queries in 2022. Brand measurement was also significantly expanded, increasing from 63 to 80 countries now equipped with Brand Barometer data in 2022. The team also ensured strong branding across the Global Advocacy Priorities, World Children's Day, United Nations General Assembly, and other priority moments, and produced more than 1,000 design assets in multiple languages and formats for key campaigns and initiatives and evergreen branding needs. GCA also supported internal branding and visibility, including through branded assets for the 'Humans of UNICEF' initiative, lock screens, and office branding. Brand guidance and design assets were downloaded more than 10,800 times by colleagues around the world. The Brand Book and Regulatory Framework Procedure on Brand Management were also updated, with the latter set to be published in

early 2023. UNICEF debuted ‘Uni the Backpack’, our education mascot who reminds audiences that UNICEF champions the right of every child to learn and to dream.

2.4 Strategic Partnerships

In 2022, GCA developed and leveraged strategic partnerships, high-level institutional events, and special projects in support of UNICEF’s strategic and organizational goals. GCA mobilized Goodwill Ambassadors for more than 140 activities, mostly linked to the GAPs, including seven GWA field trips and 53 fundraising videos. Dozens of GWAs posted UNICEF’s Ukraine fundraising appeal on social media, reaching hundreds of millions of people, and contributing to strong fundraising results. GWAs also helped support corporate partnerships. UNICEF’s ‘Learning crisis classroom’ installation at the Transforming Education Summit and UNGA was visited by world leaders, activists, and partners. Key messages and data represented by the installation were cited in speeches by economist Jeffrey Sachs and United Nations Deputy Secretary-General Amina Mohammed. GCA also coordinated special projects, including the three-part miniseries *Vaillante*, which was launched across sub-Saharan Africa, and won awards at 17 film festivals. Through a Canal+ Afrique partnership, the series was broadcast to over 4 million subscribers and screened at cinema chains in 10 countries. Many UNICEF offices, including Benin, Burkina Faso, the Democratic Republic of the Congo, Ghana, Niger and Nigeria, hosted their own *Vaillante* launch events and featured the series on the Day of the African Child.

OUTCOME 3: Strategic Direction and Global Support for Communication and Advocacy

3.1 Strategic Planning and Global Support

GCA contributed to the finalization of the Strategic Plan 2022–2025 narrative and results framework; developed and finalized its Office Management Plan in support of the SP and contributed to the Headquarters Efficiency Initiative (HQEI) and PBR processes. To strengthen internal coordination and efficiencies, five taskforces were established to advance the implementation of HQEI and PBR decisions. New project management and coordination structures were put in place to enhance coordination and implementation of priorities. The Monthly Planner remained a key communication and knowledge exchange tool that reached 3,000+ staff globally. Sixteen reports on major global campaigns and eight analyses on the Ukraine response provided performance insights for communication and advocacy. GCA’s quarterly calls with COs in each of the seven regions, and monthly calls with Regional Communication Chiefs enhanced global support and strategic alignment, as *ad hoc* queries from the field were addressed through the Global Support Helpdesk. GCA facilitated 66 learning activities, collaborating with PFP and PPD on the Virtual Skill Share academy and joint learning platform. GCA also produced a new Planning, Monitoring and Reporting Handbook on communication and advocacy, in line with the new SP commitments, and organized webinars for COs and ROs on planning, measurement and reporting of communication and advocacy. The situation analysis for a new Global Communication and Advocacy Strategy will be completed in early 2023. GCA also worked closely with the Evaluation Office on the development and launch of an Evaluability Assessment and Formative Evaluation for advocacy that will be completed in 2023.

3.2 Operational Effectiveness

Budget and finance submissions for the February PBR and September *ad hoc* PBR on ‘Digital First’ were successful. OMP finances were equitably allocated, monitored, and reported on, including backfill funds for vacancies and maternity/paternity, learning budget, new/existing grants, digital investments, and delegated Fund Reservations. GCA achieved the closure of account activities, conducted physical asset inventory of 610 assets worth US\$715,000, and initiated a new Cost Distribution process for 2023 payroll and the 2023 budget planning. GCA’s invoicing return (5.1 per cent) and reject (0.6 per cent) rates attest to the high quality of transactions. The Resource Mobilization and Allocation Committee raised, tracked, and allocated funding, resulting in a 100 per cent budget utilization rate. Capacity development targeted small groups and new staff, focusing on VISION and Insight. Twenty-six staff were recruited, narrowing the geographic diversity gap to 34–66 per cent (programme and donor countries) and gender diversity to 67 per cent female versus 33 per cent male.

The GCA workforce totaled 165, comprising 43 consultants, 9 Temporary Appointments and 113 Fixed-Term staff. The Anti-racism Action Group and the Diversity, Equity, and Inclusion action plans were implemented. A successful buddy program was launched. GCA achieved 93 per cent completion rate for mandatory training. The 360-degree performance program reached 30 managers.

3.3 Leadership and Management

GCA's governance and coordination mechanisms include the Leadership Team, Management Team, Joint Consultative Committee, and Resource Mobilization and Allocation Committee, among others. Meetings were organized on a regular and *ad hoc* basis with maximum staff engagement and consultation around key issues. Organization-wide updates on returning to the office were disseminated and explained, while also enforcing COVID-19 special measures for a safe working environment and staff well-being. GCA's three-pronged approach to improving efficiencies included: adjusting internal structures after a 'functions and capacities analysis; finding synergies and complementarities across divisions of the Partnerships Cone; and relocating a number of posts from headquarters to Valencia, Spain, after a thorough analysis. GCA also developed an action plan, validated by the Leadership Team and all staff, to address pertinent issues raised by the Global Staff Survey and Pulse Check in 2022. The two mandatory remaining workshops on Diversity, Equity and Inclusion were followed with an impact analysis session. The Division's Anti-Racism Action Group was supported on its action plan, which fed into the organizational anti-racism action plan. Internal control certification was completed timeously and submitted to DFAM, while the Division's risk profile was reviewed and updated together with the Business Continuity Plan for which quarterly tests of the Early notification System were conducted.

Lessons Learned and Innovations

Digital: Large-scale 'social media swarming', as happened in the Islamic Republic of Iran and Ukraine, is increasing. As misinformation increases globally, owned platforms, e.g., unicef.org, are preferred for reliable information. UNICEF must continuously invest in editorial, analytics, and platform aspects. Industry-level changes to Twitter, Meta and TikTok, including staff layoffs and emergence of new formats, e.g., Instagram Reels and Metaverse, impacted UNICEF's partnerships and performance metrics. Whereas vertical video is essential for UNICEF's social media content, the power of YouTube led UNICEF to innovate longer 'YouTube first' videos in audience-engaging formats. To increase donations via global channels, GCA collaborated with PFP to overcome some technical complexities. In response to structural changes in the major fundraising partners, e.g., UUSA, testing, measurement and use of non-campaign content are priorities for 2023, including exploring the fundraising tools of Instagram, Meta and other channels. Improving emergency response timing averts delays (e.g., first days of Pakistan floods) and cause surges in donate clicks for major news moments.

Media: As Ukraine dominated global headlines, securing media attention for other emergencies such as the Sahel, the Syrian Arab Republic and Yemen became harder. UNICEF tactically reframed media narratives to link Ukraine media coverage with related challenges such as food security and nutrition. Key messages delivered by spokespeople in broadcast networks increased UNICEF's mentions by 83 per cent compared to 2021. UNICEF's Spokesperson conducted over 200 interviews on Ukraine, including dozens with top-tier outlets. As the global media sector continued shrinking, news organizations shifted focus from UNICEF's main areas of health, education, mental health, and social protection. As an exception, climate reporting recorded growth, prompting UNICEF to frame key messages around related emergencies.

Content Strategy: Content conceptualization, workflows, and production, with dedicated project

management capacity are critical success factors. Consulting the Content Team on setting timelines, defining roles and assigning responsibilities allows proactive planning and integration in the developmental stages of products for specific audiences. Collaborating with Innocenti, Office of Research and GCA influenced UNICEF's research agenda. Multimedia content requests and channel capacity still need to be synchronized and balanced. The studio is catalytic to content creation, but partnership with PFP, especially on COs emergency responses, remains critical.

Internal Communication: Cross-functional collaborations with divisions on strategic ICSE requires time and commitment to build relationships, clarify strategic direction and initiate work plans. The Global ICSE Collaboration Structure yielded positive early shared collaborative accountability in institutionalizing ICSE. Global Townhalls were successfully piloted outside NYHQ with the Supply Division, Copenhagen, and the Burkina Faso Country Office.

Advocacy: As the importance of global advocacy priorities grows in high-income countries, GCA collaborated more with PFP and NatComs in Directors' Advocacy Network meetings, inter-divisional mashups and the Virtual Skills Share platform. To manage the ever-growing demands on humanitarian advocacy, stronger collaboration with EMOPS, PFP, PPD and PG became necessary. High-level political fora, e.g., UNGA, G7 and G20, were effective in communicating and demanding country-level impact to the right audiences. The focus was around accelerating progress in global action on the learning crisis; capitalizing on government commitments around climate and water; pushing for national action in mental health; and driving high-level political commitments on child survival, immunization, and nutrition.

Youth Engagement: Consistent collaboration and early preparation by COs delivered successful World Children's Day activations. Focusing on strong, celebrity-led signature video assets, with a supporting marketing campaign, increased video metrics by 1,000 per cent compared to 2021. Focusing on discrimination and inclusion helped countries adapt and contextualize messaging for marginalized groups. Interoffice coordination and financial support enabled U-Report's platform to engage young people through modular chatbots on key topics. Opportunities exist to improve the quality and reach of U-Report actions. Co-creating content with Youth Advocates enhances Voices of Youth and elevates young people's voices.

Brand: To maintain and cultivate a global brand presence in programming, fundraising, humanitarian responses, GCA leverages UNICEF's global appeal as an organization for children. Brand building is not just a GCA responsibility, but a cross-sectoral function now integrated among staff and stakeholders. Brand Book 4.0 will strengthen staff capacity on brand fundamentals, help expand the Brand Barometer into more markets and support 'evergreen' brand campaigns.

Strategic Partnerships: Normative guidance, knowledge sharing, and capacity-building should be incorporated in headquarters work plans. The GWA team dealt with 80 ambassador-related cases, including risk awareness and crisis management in the Islamic Republic of Iran. GWA briefings for work in emergency contexts deepened their understanding and engagement. GCA and PFP ought to strengthen alignment engaging GWAs while optimizing partnerships in media and entertainment. Co-creating criteria for non-traditional fundraising and partnerships must be prioritized and cultivated across regions. Consequently, UNICEF can seed content ideas and influence storylines to drive advocacy, build public trust, deepen understanding and increase engagement through partnering companies with global reach.

Strategic Planning and Global Support: Flexible and adaptive approaches to work planning, prioritization, and resource repurposing were key to GCA's agile response to the complex and prolonged Ukraine crisis. The project management taskforce analysed issues and proffered solutions as a foundation for the new Project Management Unit. The global support function is key to organizational alignment and will be bolstered by the envisaged Valencia Office. A new Global

Communication and Advocacy Strategy will spell out the global vision and the newly launched Planning, Monitoring and Reporting Handbook will strengthen Communication and Advocacy Planning, Monitoring and Evaluation practices. Evaluations of advocacy and internal communication will provide further insights for the upcoming mid-term review.

Leadership and Operational Effectiveness: GCA staff-focused approach to return to office, mixed with flexible working arrangements, enhanced staff well-being while increasing in-person office presence. The HQEI-inspired functions review was conducted by a consultant to ensure objectivity, impartiality, and effectiveness. Monthly monitoring with sections, staff, and the Travel Unit greatly improved travel certification. Change management was managed through task forces with wide-ranging membership to ensure engagement and transparency. GCA's Staff Support Plan addressed staff needs while providing executive coaching to managers.