

Handbook for the KPIs' Implementation

UNICEF Global
Communication and Public
Advocacy Strategy

2014-2017

An introduction for Country Offices and National
Committees to UNICEF's Integrated Media Monitoring and
Impact Analysis Programme

Prepared by Division of Communication (DOC) and
Private Fundraising and Partnerships (PFP)



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Introduction

UNICEF's Global Communication and Public Advocacy Strategy encompasses three central, global objectives to be reached by the end of 2017:

'Be the leading voice for children, reach 1 billion people and engage 50 million people.'

This handbook has been developed by DOC and PFP to help UNICEF Country Offices and National Committees implement a comprehensive monitoring and evaluation framework, which includes KPIs to track progress against each of the strategy's objectives. This framework is the result of a consultative process and includes inputs from various teams and field colleagues.

It is worth emphasizing that this handbook is meant to serve as a framework to help colleagues in different countries in measuring the progress of the strategy implementation at the country level. We do understand, however, that not all country offices and national committees have access to the same resources, and DOC and PFP teams will offer support in the best possible way and provide guidance to find tailored solutions for each country.

The handbook consists of the following sections:

- ◆ Introduction to UNICEF's media monitoring and evaluation framework
- ◆ A note on next steps
- ◆ Overview of key partnerships
- ◆ Detailed description of the Key Performance Indicators (KPIs) for each of the strategy's objectives
- ◆ Other resources: Scorecards and Generic TOR for implementing countries (available upon demand)

We hope this handbook will help country offices and national committees understand UNICEF's approach to measurement and evaluation in the framework of the Global Communication and Public Advocacy Strategy.



Overview of changes in the handbook

The present version of the handbook has been developed after various discussions with country and regional offices, where we collected questions, feedback, and input.

The objective of this handbook is to provide clarity, transparency and more detailed explanations of concepts and methodology. The handbook, overall, has been updated and the following sections have been added or modified:

- ◆ Modified [Measurement Framework](#) - by adding further details, explanations of concepts and a description of the methodology, founded in the 'Theory of Change'.
- ◆ A note on [Advocacy measurement](#) has been added, aiming to provide more details on the approach adopted by DOC and the coordination efforts with other parts of UNICEF, still in progress.
- ◆ Sections from '[The Global Communication and Public Advocacy](#)' paper have been included, in order to make this guide a one-stop resource of information related to the strategy implementation.
- ◆ Links and references to the [Youth Engagement toolkit](#) and [the Advocacy Guide](#) have been added in relevant sections.
- ◆ [Examples clarifying more KPIs](#) have been added to each section, using more up-to-date and relevant examples.
- ◆ [A Glossary of terms](#), in alphabetical order, has been added to the Appendix section.
- ◆ [A detailed list of Tier 2 Media](#) has been included to complete the existing list of Tier 1 Media.
- ◆ [A Frequently Asked Questions \(FAQ\)](#) document has been appended to the end of this document, representing a set of questions collected from country and regional offices over the past few months.



Main steps: A roadmap for UNICEF Country Offices

Below we outline the main steps for the implementation of KPIs and the measurement framework at the country level. Note: PFP has designed a similar plan for implementation in National Committee countries.

1. DOC organizes webinars to brief the communication teams working on measurement and evaluation. A number of webinars took place in the first half of 2015, more sessions are scheduled for the upcoming months.
2. Country offices and National Committees agree to embark on implementing the M&E Framework. Country Offices consult with Regional Communication Advisors to coordinate support with ROs and DOC.
3. DOC continuously provides support to countries implementing the M&E Framework, from technical guidance to general support via bilateral calls and emails, as needed. Over 22 countries engaged in this process in the first months of 2015. DOC continues scheduling calls with additional countries.
4. DOC established global baselines and targets for each KPI. Country offices and national committees are encouraged to do the same for each KPI at the national level. Baselines are determined by analysing historical data. While DOC has been able to establish global baselines, it is imperative for country offices and national committees to report baselines and KPIs to be able to aggregate more precise numbers. DOC has provided a scorecard template via Google docs for offices tracking KPIs.
5. Start tracking KPIs! Some Country Offices started tracking KPIs in early 2015 and others will be doing the same soon.
6. Country offices and National Committees are invited to provide feedback and comments. DOC and PFP have prepared a FAQ document that is included below as an Annex.
7. Colleagues use the Yammer Global Communication Network group (www.yammer.com/globalcommunicationgroup) to share examples and lessons learned in this process.



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Introduction to UNICEF's media monitoring and evaluation framework





UNICEF's approach to media monitoring and impact evaluation

▶ What is the objective of this handbook?

To implement UNICEF's Global Communication and Public Advocacy Strategy (GCPAS), a suggested integrated monitoring and evaluation framework provides support and can strengthen the achievement of the Strategy's goals and specific objectives: Voice, Reach and Engagement.

This handbook serves as a guiding resource for all elements related to the Strategy's measurement and impact evaluation.

▶ What does this handbook provide?

- ◆ Explanation of UNICEF's approach to and implementation of a new measurement framework in the context of communication and public advocacy efforts.
- ◆ Overview of the metrics and KPIs that will track the impact of the GCPA strategy
- ◆ Description of methodologies, tools and tactics that will be used to monitor impact

▶ What is UNICEF's approach to measurement?

UNICEF leveraged the Barcelona Principles (next page) to develop the following approach:

We set goals first. UNICEF strives to be the leading voice for children, to reach 1 billion people and to engage 50 million people in activities that benefit children.

We seek to measure outputs (the quantity and quality of communication results), **outcomes** (how our target audiences are affected by those outputs) **and organisational results** (how the effect on target audiences benefits UNICEF's Strategic Plan objectives). Note: we do not measure inaccurate metrics such as equating the value of earned media with the cost of advertising (AVEs).

We focus on social media, recognizing it is key in supporting communications and advocacy programs. We also include KPIs that track offline communication and public advocacy initiatives as well as KPIs to track impact through traditional media channels - print, online news, broadcast - TV and radio.

Finally, we **present the metrics and their measurement in a clear and transparent way for consistency** and so that everyone can understand, compare and aggregate globally. Yet, most importantly, to leverage the data and trends for continuous improvement in the results we deliver.



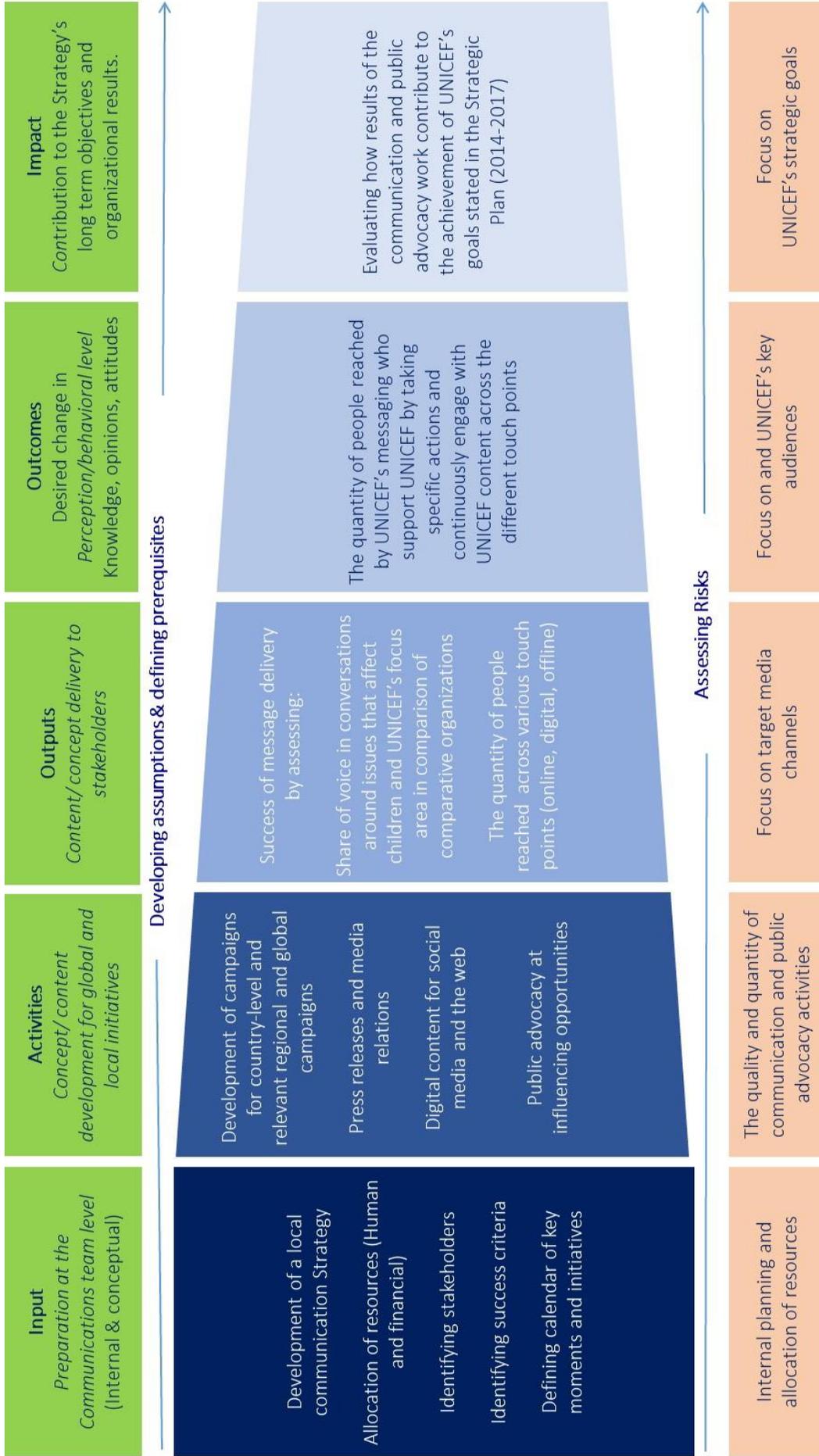
The Barcelona Principles (2015 update)

- ▶ In implementing this strategy, UNICEF adopted the Barcelona Principles, the international standard for media measurement.
- ▶ The Barcelona Principles refers to the Barcelona Declaration of Research Principles, a set of seven voluntary guidelines established by the public relations (PR) industry to measure the efficacy of PR campaigns.
- ▶ The Barcelona Principles were agreed upon by PR practitioners from 33 countries who met in Barcelona, Spain in 2010 for a summit convened by the International Association for Measurement and Evaluation of Communication (AMEC).
- ▶ While the Principles were first adopted in 2010, the measurement community has continually stressed that they are relevant into the foreseeable future. These Principles are outlined below:
 - ▶ Goal setting and measurement are fundamental to communication and public relations
 - ▶ Measuring communication outcomes is recommended versus only measuring outputs
 - ▶ 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 communication
 - ▶ Social media can and should be measured consistently with other media channels
 - ▶ Measurement and evaluation should be transparent, consistent and valid.

The Measurement Framework- Overview

We have designed a measurement framework to explain UNICEF's approach to measurement (see next page). This funnel has been developed following the programme logic model, which includes INPUTS, ACTIVITIES, OUTPUTS, OUTCOMES and IMPACT/RESULTS.

Our measurement funnel clearly shows the impact of UNICEF's work in target media channels, key audiences, individuals and corporate objectives.





The measurement Framework in detail

The suggested framework is aimed to guide communications teams in establishing a process-oriented thinking which helps in linking the teams' efforts (or inputs) with the achieved results (or outputs). This framework is rooted in the 'Theory of change' which is:

'A comprehensive description and illustration of how and why a desired change is expected to happen in a particular context. It is focused in particular on mapping out or "filling in" what has been described as the "missing middle" between what programme or change initiative does (its activities or interventions) and how these lead to desired goals being achieved. It does this by first identifying the desired long-term goals and then works back from these to identify all the conditions (outcomes) that must be in place (and how these related to one another causally) for the goals to occur. These are all mapped out in an Outcomes Framework' [Source: TheoryOfChange.org]

The Global Communications and Public Advocacy Strategy (GCPAS) identified a set of top-line objectives: being the leading voice of children's issues, reaching one billion people, and engaging 50 million by the end of 2017. The present framework helps translating the global overarching objectives to the country office and regional office levels by developing a pathway towards achieving these long-term objectives. The framework defines the following building blocks:

Inputs: internal resources invested in the project and that are considered important in order to achieve the objectives. In other words, it is a set of project *enablers*. In the context of the GCPAS, enablers include, but are not limited to, financial and human resources, time allotted for the project, translation of the global objectives to local goals by developing a communication strategy for the country office. The first stage is key in order to successfully plan the next steps of the framework.

Activities: tangible products that the communications team uses to deliver a given message in the context of an initiative, a campaign, or an event. These products are deliverables and milestones that the team is accountable for in order to achieve the immediate results (output) established for an initiative, a campaign, or an event. Example of activities can include press releases, social media posts, blogs, public advocacy events or key moments.

Outputs: immediate results of the implemented activities by the communications team. It is an assessment of a successful delivery of UNICEF's message among its target groups of audiences (youth, middle class and partners). In this context, assessing outputs can be translated to calculations of UNICEF's share of voice across different types of media platforms and the reach to the defined target audiences. These two are immediate quantitative measures that indicate the success of message delivery in the context of an initiative, campaign or event.

Outcomes: desired changes to the initial situation (status quo) among target people, institutions, and environments; whether a policy, perception, behaviour, attitude, knowledge, and/or state of the environment changes. Outcomes often refer to intermediate changes in perception, behaviour, attitudes, or knowledge. In the context of the strategy, outcomes are translated to the different forms of engagement with UNICEF's messages and agenda. Unlike outputs (share of voice and reach), engagement is accumulated over time, and hence is not measurable immediately as it takes time and efforts to achieve. Engagement metrics can



account for qualitative measurements.

Impacts/ goals: long-term or final outcome(s) that the team expects to achieve for a successful implementation of the strategy through its work and the contribution of its partners and engaged audiences. It is the ultimate desired condition among people, institutions, environments, which contributes to the UNICEF's Strategic Plan objectives.

Throughout the early stages of the framework implementation, it is important to define a set of **assumptions** to use in order to explain the change process. Assumptions are articulated to explain connections among the different parts of the process (input, activities, output, outcome and impact). Often, assumptions are supported by research and past experiences and used to come up with a plausible *cause-effect rationale* of the results accomplished.

Also it is equally important to identify at each step of the process pre-requisites that are important to the achievements of the outputs and outcomes. Similarly, articulating the **risks** associated with each step that may undermine the success of the strategy goals during its execution is crucial.

Finally, the framework needs to be supported by on-going measurement to be able to assess the level of success of the set objectives at the country office level. The measurement process starts with establishing **baselines** and **targets** for specific period of times and that ultimately leads to the set objectives/ goals at the country office level.





Advocacy in the context of the GCPAS Measurement

The Global Communication and Public Advocacy Strategy focuses equally on communication and public advocacy objectives, where the ultimate goals are to support shifts in public policy, fuel social engagement, and increase private and public resources for children.

Unlike communication, advocacy objectives are harder to track as they are often the accumulation of different parts of the organizations' programmatic and communications efforts. UNICEF engages with different stakeholders including governments, civil societies, and institutions with the determination to create synergies that would help putting children at the centre of the public agenda in a way that inspires and compels action. All this makes advocacy challenging to measure on a continuous basis and on shorter terms.

According to the [Advocacy toolkit](#)^(*), a typical advocacy strategy focuses on getting particular actors and audiences to take some form of action, as decision makers, influencers, or constituencies demanding action. A monitoring and evaluation framework needs to assess whether these actors and audience are taking concrete steps towards that action or are at least more likely to do so.

This may be by measuring interim steps - e.g. advocacy on law reform may have adoption of the law as the end result, but interim results may be to get parliament to commission a white paper assessing feasibility of law reform. Similarly, in measuring shifts in awareness or willingness to act among a specific set of actors and audiences - e.g. if a law reform project will depend on buy-in from parliamentarians, an interim KPI may be that few key parliamentarian opinion leaders speak out on the necessity of law reform.

Usually a good mix of KPIs is able to give us a sense of whether the strategy is on track. In this context, some KPIs related to voice, reach and engagement, can guide the communications team directionally on the success of the advocacy efforts. For example, *UNICEF's message penetration KPI* indicates whether UNICEF's priorities are well transmitted to the public. Also, the engagement KPI on 'Number of people that take action in support of UNICEF' - by signing of petitions, volunteering, etc. - can provide a sense of how strongly target audiences of UNICEF are connected to the established priorities for children.

According to the Advocacy toolkit, there are elements that distinguish Monitoring and Evaluation (M&E) for advocacy:

- ◆ Time frames can be unpredictable.
- ◆ Advocacy strategy evolves over time, and activities and desired outcomes can shift quickly.
- ◆ Demonstration of contribution is expected, not attribution.
- ◆ Assessing progress is important, not just impact.
- ◆ Context should always be considered.

Understanding the complexity and feasibility to collect the required elements for the assessments would help the communication team in setting up indicators to collect information that would feed into the final assessment of the strategy. Given the complexity and multiple layers of advocacy work, DOC is working to collaborate with the Evaluation, Policy and Advocacy experts in order to provide a clearer process to track this part of the GCPA strategy.

Note: The Advocacy toolkit ([here](#)) provides in more details methodologies to use to measure Advocacy work



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Media Measurement Partners





Collaborative Measurement

An endeavour of this scope requires partnership with UNICEF offices around the world and leaders in media measurement and evaluation. Therefore, UNICEF has worked in collaboration with The Gorkana Group and Ketchum Global Research & Analytics (KGRA) to develop a world class measurement system, unique for its nature and scope.



Through its delivery of leading media intelligence and insight, Gorkana helps organizations plan better campaigns more accurately, develop closer media relationships, analyse mainstream and social media coverage, manage brand reputations and demonstrate the impact of communication strategies.



Ketchum Global Research and Analytics (KGRA) is the public relations industry's largest research group, has been a pioneer in establishing internationally-adopted measurement standards and is an award-winning leader in providing strategic counsel and breakthrough measurement techniques.





Other partners in this measurement journey

In implementing this measurement plan, UNICEF has engaged multiple experts to track and analyse online news, digital media and broadcast content. These partners are described below:



Crowdboost: Specializing in social media marketing analytics and optimization, this company assists by reporting analytics based on brand and industry trends and provides recommendations to help organizations reach their desired outcomes.



Ebiquity: An international provider of independent measurement, social media listening and marketing performance. Ebiquity enables brands to make better-informed decisions and integrates their communication channels.



Factiva: Is a business information and research tool owned by Dow Jones & Company. Factiva aggregates content from both licensed and free sources, and provides organizations with search, alerting, dissemination, and other information management capabilities. It provides access to more than 32,000 sources (such as newspapers, journals, magazines, television and radio transcripts, photos, etc.) from nearly every country worldwide in 28 languages, including more than 600 continuously updated newswires.



Google Analytics: A service provided by search engine Google, Google Alerts is a content detection and notification service that provides users the opportunity to create unique alerts based off of web mentions.



Media Measurement Limited: Used to measure communications activities across print and online outlets, Media Measurement helps clients analyse and aggregate media data to generate insights that would help with global brand engagement.



TV Eyes: With a mission to organize the world's TV and radio broadcasts to make them universally searchable by the spoken word, TV Eyes serves as an online resource that centralizes broadcast media for analysis and monitoring purposes.



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Key Performance Indicators [KPIs]





Determining strategic success

- ▶ **A Key Performance Indicator (KPI)** is a measurable value that demonstrates how effectively an organisation is achieving key organizational objectives. In this handbook, KPIs reflect the key elements of the Global Communication Strategy (voice, reach, engagement, brand), and also are intended to be measurable and reflective of the specific tactics undertaken in this plan.
- ▶ The development of KPIs took place over approximately a year of meetings, trainings and consultations within UNICEF's broad communication teams, and with the advice and guidance of numerous external experts.
- ▶ Benchmarking UNICEF's progress towards its strategic objectives - as defined by the Global Communication and Public Advocacy strategy - will allow us to track success. By 2017, UNICEF is committed to accomplishing the following:*
 - ◆ **Voice leadership:** be the world's number one voice to drive change for children
 - ◆ **Maximize reach:** 1 billion people listening
 - ◆ **Maximize engagement:** 50 million people acting in support of children
 - ◆ **Strengthen the brand:** The strength of the UNICEF brand is one of the success factors to reach these objectives. A global brand strategy is currently being developed and aims to redefine the brand value of UNICEF and its new dimensions. The execution of the strategy will impact the current brand-related KPIs.
- ▶ Though this strategy is broad and global in scope, the metrics used to measure our success are nuanced and detailed. Within each of the four strategic areas listed above (voice, reach, engagement and brand), we've identified specific key performance indicators (KPIs) that measure how we are delivering on our communications strategy.
- ▶ We will be using the following KPIs to measure success and progress towards our Global Communication and Public Advocacy Strategy. A full description of each KPI is included in the following section.



The global strategy objectives



Voice

Be the world's most credible, trusted voice to drive change for children

What do we measure?

- Share of voice
- Quantity of communications activities
- Quality of communications activities



Reach

1 billion people listening to UNICEF's voice

What do we measure?

- Quantity of people reached by UNICEF messages and communication actions



Engagement

50 million people acting in support of children

What do we measure?

- Quantity of people that support UNICEF by taking specific actions
- Quality of engagement with UNICEF content



Brand (Cross-cutting)

Contribute to the positioning of UNICEF's Brand

What do we measure?

- People's familiarity, understanding, perception and behaviour towards UNICEF's brand
- Perception of UNICEF on various brand/reputation attributes and values



List of Proposed KPIs

Objective	Proposed KPIs	Focal point responsible for capturing the KPI
Voice leadership Be the world's most credible, trusted voice to drive change for children	Share of voice of all stories on children-related issues in online and print media- (measured against comparative organizations)	Media measurement and monitoring company in collaboration with communication focal points in Country Office or National Committee
	Share of voice of all stories on children-related issues in broadcast media (TV and radio whenever possible)-(measured against comparative organizations)	
	Share of voice of all stories on children-related issues on social media - (measured against comparative organizations)	
	Percentage coverage of UNICEF that is positive in online media	
	Percentage coverage of UNICEF that is positive in print and broadcast media (include TV and radio whenever possible)	
	Percentage of coverage that includes key messages	
	Percentage of coverage that includes quotes from UNICEF spokespeople	
	Percentage of coverage that includes quotes from UNICEF Goodwill Ambassadors or celebrity partners in relation to UNICEF mentions	
	Percentage of coverage that includes quotes from UNICEF corporate partners in relation to UNICEF mentions	
Maximize reach 1 billion people listening to UNICEF's voice	Average media algorithm score	Country Offices/Natcoms
	Number of potential impressions in online and print media	
	Number of potential impressions through broadcast media (include TV and radio whenever possible)	
	Number of potential impressions on social media networks <ul style="list-style-type: none"> Number of people reached on Twitter Number of people reached on Facebook Number of people reached on YouTube Note: When reporting, countries can include other social networks that have significant local presence.	
	Number of people reached through mobile phone initiatives	
	Number of users that interacted with web content (Including blogs and other relevant websites)	
Maximize engagement 50 million people acting in support of children	Total population reached through offline events, campaigns and C4D initiatives	Country Offices/Natcoms
	Number of people that take action in support of UNICEF (i.e. signing of petitions, volunteering, etc.)	Country Offices/Natcoms
	Number of online supporters <ul style="list-style-type: none"> # of people that liked the Facebook page (new Likes) # followers on Twitter (new Followers) # Youtube Subscribers (new subscribers) 	Country Offices/Natcoms
	Engagement score (Facebook): Engaged Users / Total Reach X100	Country Offices/Natcoms
	Engagement score (Twitter)	Country Offices/Natcoms
	Number of returning users to UNICEF web-sites, blogs and other relevant sites	Country Offices/Natcoms
	Number of donors (pledge, one-off cash donations, emergency donations, major donors and legacy)	PFP
Cross-cutting Contribute to the positioning of UNICEF's Brand	Brand awareness, familiarity and proportion of people who understand UNICEF helps children	PFP
	"Overall positive opinion" and "trust"	PFP
	Brand image: Identification of UNICEF with several brand attributes	PFP
	Willingness to support UNICEF	PFP



How to measure the KPIs

- ▶ There are several tools that will be used to measure KPIs. Whenever possible, DOC and PFP will make these tools available for Country offices and National Committees. Some are free tools, but others do have cost implications. HQ has entered into long-term arrangements (LTAs) with some global providers, making it easier for country offices to make use of their services, where applicable. LTAs can also help reduce costs by achieving economies of scale.
- ▶ Some Country offices and National Committees are already working with local media monitoring partners. In most cases, local companies are well equipped to measure some or all of the KPIs. We do not foresee a single model that will be applicable to all countries. Each country will decide on the best way and approach to measure the impact of their communication work. While global contracts are already established, it is highly encouraged for Country offices to have a local media monitoring company, as they tend to have a better understanding of the local media landscape, especially when tracking traditional media (including online news, TV, radio, and print) as well as local language capacity. DOC is developing a generic ToR as well as briefs (for analysts) as examples for use by offices when procuring a local media monitoring company.
- ▶ Social media KPIs are mostly tracked through existing modules available in the social media platforms. Although focus in this handbook has been put on Facebook, Twitter, and Youtube - platforms with the highest global adoptions - some countries may have different trends and have much more prominent channels. In this case, the communication teams are encouraged to track analytics on these platforms, most relevant for their context.
- ▶ Some KPIs, such as those related to the brand positioning, can only be measured by conducting audience research. DOC and PFP have developed a barometer study that will help measure brand KPIs in selected countries. Therefore, communications teams in country and regional offices will not be responsible to report on the brand-related KPIs.



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Voice leadership

*Be the world's most credible,
trusted voice to drive change for children*





Share of Voice: Definition and context

Share of Voice helps understand how a brand is performing in comparison to its peers/comparative organizations(1).

The objectives are to have a voice that stands out in the midst of other identified ‘comparative organizations’; to better connect with potential donors, supporters and funders; and to build stronger connections with target audiences by producing relevant content.

There are three approaches that were suggested in the GCPAS in order to sustain and expand UNICEF’s voice leadership:

1) More strategic and compelling storytelling:

We need to become better storytellers - connecting 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 can go 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.

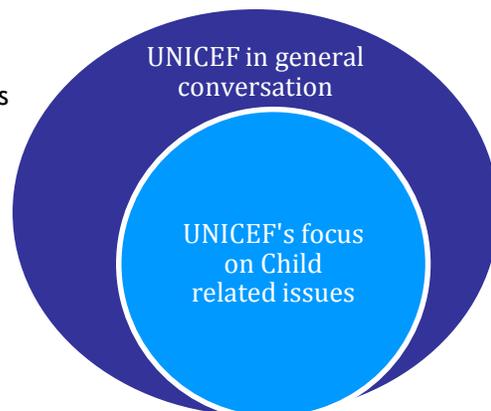
2) Evidence-based messaging:

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.

3) 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.

Share of voice, in simple forms, represents UNICEF’s contribution to the conversation about children. It is worth noting that all the measurement indicators related to share of voice will focus on issues that affect children specifically and not just humanitarian or development issues since it is our mission to take action and demand change for the world’s most vulnerable, excluded and disadvantaged children.



Note: Refer to [APPENDIX-2 - page 65](#) for the list of Global comparative organizations
Source: Global Communications and Public Advocacy document - page 7



Share of voice (SoV) in all stories on children-related issues in online and print media

Within a random sample of content covering issues that affect children ⁽¹⁾ - across online media ⁽²⁾, this KPI measures how frequently UNICEF is mentioned compared to other similar organizations ⁽³⁾ - during a specific period of time.

The analysis focuses on prominent mentions only of UNICEF and its comparative organizations, where the brand name is mentioned in the title headline, lead paragraph or mentioned at least twice in the article.

DOC and PFP have identified a number of global organizations as comparative organizations but Country Offices and National Committees may want to calculate SOV including local organizations, partners or comparative organizations.

$$\begin{matrix} \% \text{ UNICEF} \\ \text{Share of} \\ \text{Voice} \end{matrix} = \begin{matrix} \text{UNICEF's total} \\ \text{Mentions within a} \\ \text{sample} \end{matrix} \div \begin{matrix} \text{Total number of} \\ \text{mentions related to} \\ \text{issues that affect} \\ \text{children} \end{matrix} \times 100$$

Why is it important?

UNICEF must communicate to advocate. It is important to understand how frequently UNICEF and other comparative organizations are associated with children's issues in media stories and content. This helps us determine which organizations are leading the conversation in online media on children's issues.

Reporting focal point

Preferably, this KPI should be tracked by a local media monitoring company; however, communication teams in offices can calculate the Share of Voice if they are collecting content on UNICEF and comparative organizations.

Tools

Global and some specific countries:

- **Gorkana** has access to media outlets in some regions. Dedicated dashboards will be created for each country whenever possible. In some cases, the volume of articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (note: this solution may have additional cost implications).
- **Media Measurement Limited** prepares annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option! As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)

Notes:

- 1) Issues that affect children refers to focus areas of UNICEF's work in general policy and advocacy, basic education, gender equality, child protection, water and sanitation, etc. [Refer to APPENDIX 7- page 71/72 for more details.](#)
- 2) Online media refers to news sites or newspapers that have digital presence (websites). While we are primarily focusing on online news sites, other types of online publications deemed relevant to UNICEF's areas of work and target audiences can be included (i.e. lifestyle, business, etc.). [Refer to APPENDIX 7- page 71/72 for more details.](#)
- 3) Refer to [APPENDIX-2 - page 65](#) for the list of Global comparative organizations



Share of voice (SoV) of all stories on children-related issues in broadcast media (TV and radio whenever possible)

Within a random sample of content covering issues that affect children ⁽¹⁾ - across broadcast media ⁽²⁾, this KPI measures how frequently UNICEF is mentioned compared to other comparative organizations ⁽³⁾ - during a specific period of time. Broadcast media refers to print newspapers, TV and radio. Community radios should be included whenever they are relevant and used in a given country office.

DOC and PFP have identified a number of global organizations as comparative organizations but Country Offices and National Committees may want to calculate SOV including local organizations, partners or comparative organizations.

$$\begin{array}{ccccccc}
 \% \text{ UNICEF} & & \text{UNICEF's Total} & & \text{Total number of} & & \\
 \text{Share of} & = & \text{Mentions within a} & \div & \text{mentions related to} & \times & 100 \\
 \text{Voice} & & \text{sample} & & \text{issues that affect} & & \\
 & & & & \text{children} & &
 \end{array}$$

Why is it important?

UNICEF must communicate to advocate. It is important to understand how frequently UNICEF and other comparative organizations are associated with children's issues in media stories/content. This helps us determine which organizations are leading the conversation on broadcast media on children's issues.

Reporting focal point

Preferably, this KPI should be tracked by a local media monitoring company; however, communication teams in offices can calculate the Share of Voice if they are collecting content on UNICEF and comparative organizations.

Tools

Global and some specific countries:

- **Gorkana** has access to media outlets in some regions. Dedicated dashboards will be created for each country whenever possible. In some cases, the volume of articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (note: this solution may have additional cost implications). However Gorkana does not collect broadcast clips, so DOC uses **TVEyes** in order to monitor content on global TV and radio channels. This content is later analysed by Gorkana.
- **Media Measurement Limited** prepares annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option! As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)

Notes:

- 1) Issues that affect children refers to focus areas of UNICEF's work in general policy and advocacy, basic education, gender equality, child protection, water and sanitation, etc. [Refer to APPENDIX 7- page 71/72 for more details.](#)
- 2) While we primarily focus on news outlets, other types of publications deemed relevant to UNICEF's areas of work and target audiences can be included (i.e. lifestyle, business, etc.)
- 3) Refer to [APPENDIX-2-page 65](#) for the list of Global comparative organizations.



Share of voice (SoV) of all stories on children-related issues on social media

In a social media conversation on children-related issues, this KPI measures how frequently UNICEF is mentioned compared to other similar organizations.

A social media conversation is defined as an exchange of two or more people on specific topics, ideas, people, organizations, or even oneself. Conversations tend to be grouped by keywords, hashtags, and sometimes authors of content across different mediums (i.e. Facebook, Twitter, Instagram, YouTube, Weibo, etc.)

In order to identify the Share of Voice of UNICEF, a series of conversations on children are identified (or tagged*), then conversations are grouped by mentions of the organizations, where UNICEF's contribution to the conversation is calculated. DOC and PFP have identified a number of global organizations as comparative organizations ⁽¹⁾ but Country Offices and National Committees may want to calculate SOV including local organizations or partners.

In some cases, conversations on social media can be very big, in which case analysts are encouraged to select a random sample for the analysis.

Why is it important?

UNICEF must communicate to advocate. It is important to understand how frequently UNICEF and other comparative organisations are associated with children's issues in media stories/content. This helps us determine which organisations are leading the conversation on social media on the issues UNICEF focuses on.

Reporting focal point

Media monitoring company. However, communication teams in offices can calculate the Share of Voice if they have access to a social media monitoring software that can collect content on UNICEF and other organizations.

Tools

At the global level we only track Share of Voice on main social networks (Facebook and Twitter) using the Gorkana SocialMediaPro platform (a social media measurement tool available to Gorkana users).

- Gorkana: can analyse Share of Voice on social media for Country Offices or National Committees (this solution may have additional cost implications).
- Ebiquity: this company prepares annual reports that include the Share of Voice on social media for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries. Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option!

As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency Reporting

Bi-annual (quarterly reporting is preferred but not mandatory)

Scorecard (developed by DOC and PFP)

Notes:

Refer to [APPENDIX-2- page 65](#) for the list of Global comparative organizations.



Percentage coverage of UNICEF that is positive in online and print media

Favourability ⁽¹⁾ or tone measures the overall balance of an article, specifically as it relates to UNICEF. It is represented by a 3-point rating scale (positive, negative or neutral).



The analysis is carried out by breaking the article down into smaller ‘context units’, which are then individually assessed for tone. This is done by human analysts (in media monitoring companies), rather than automatic coding. Automatic sentiment analysis not a reliable metric.

Why is it important?

The public’s overall perception of UNICEF is driven largely by the quality and favourability of coverage. Therefore, it is critical to understand what issues or publications are driving positive or negative media coverage for UNICEF. For example, if we see a dramatic increase in negative coverage, UNICEF can act quickly and appropriately to address the matter. Likewise, UNICEF can leverage positive relationships with journalists or move to shift neutral coverage to positive.

Reporting focal point

Media monitoring company

Tools

Global and some specific countries:

- Gorkana: the company has access to media outlets in most regions. Dedicated dashboards will be created for each country whenever possible.

In some cases, the volume of articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (note: this solution may have additional cost implications).

Media Measurement Limited: this company prepares annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries. Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option! As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)

Notes:

APPENDIX-5- page 69 provides a detailed definition of Favourability and describes in more detail the process used to



categorize articles.

Percentage coverage of UNICEF that is positive in broadcast media (includes TV and radio)

Favourability ⁽¹⁾ or tone measures the overall balance of an article, specifically as it relates to UNICEF. It is represented by a 3-point rating scale (positive, negative or neutral).



The analysis is carried out by breaking the article down into smaller 'context units', which are then individually assessed for tone. This is done by human analysts (in media monitoring companies), rather than automatic coding. Automatic sentiment analysis is not a reliable metric.

Why is it important?

The public's overall perception of UNICEF is driven largely by the quality and favourability of coverage. Therefore, it is critical to understand what issues or publications are driving positive or negative media coverage for UNICEF. For example, if we see a dramatic increase in negative coverage, UNICEF can act quickly and appropriately to address the matter. Likewise, UNICEF can leverage positive relationships with journalists or move to shift neutral coverage to positive.

Reporting focal point

Media monitoring company

Tools

Global and some specific countries:

- Gorkana: the company has access to media outlets in most regions. Dedicated dashboards will be created for each country whenever possible.

In some cases, the volume of articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (note: this solution may have additional cost implications).

- Media Measurement Limited: this company prepares annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option! As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Bi-annual (quarterly reporting is preferred but not mandatory)

Frequency

Reporting

Scorecard (developed by DOC and PFP)

Notes:

APPENDIX-5 - page 69 provides a detailed definition of Favourability and describes in more detail the process used to categorize articles.



Percentage of coverage that includes quotes from UNICEF spokespeople

The number of articles that include a quote from UNICEF’s spokespeople. This metric is also referred to as “spokespeople penetration”. This includes mentions of UNICEF’s official spokespeople or staff members speaking on behalf of the organization. This KPI can be calculated for online, broadcast, and social media*.

$$\begin{array}{ccccccc}
 \text{UNICEF's} & & \text{Number of articles/ clips} & & \text{Total number of} & & \\
 \text{spokespeople} & = & \text{or posts that include a} & \div & \text{articles/clips/posts} & \times & \\
 \text{penetration} & & \text{quote from UNICEF's} & & \text{in the sample} & & 100 \\
 & & \text{spokespeople} & & & & \\
 \end{array}$$

Why is it important?

This measures how overall media coverage include quotes from UNICEF’s spokespeople. UNICEF’s spokespeople are the best ambassadors of the brand. They are the ones that can communicate in the first person the organisation’s key messages. Furthermore, they can also guarantee key messages are accurate. UNICEF’s spokespeople can become media influencers when communicating about specific issues or during emergency situations.

Reporting focal point

Media monitoring company

Tools

Global and some specific countries:

- Gorkana: has access to media outlets in most regions and dedicated dashboards will be created for each country whenever possible. In some cases, the volume or articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (this solution may have additional cost implications).
- Media Measurement and Ebiqity: prepare annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries. Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option!

As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)



Percentage of coverage that includes quotes from: UNICEF Goodwill Ambassadors or celebrity partners

The number of articles that include a quote from UNICEF Goodwill Ambassadors (GWA) or celebrity partners. This KPI can be calculated for online and broadcast media. This includes mentions of UNICEF's Goodwill Ambassadors or celebrity partners speaking on behalf of the organization. This KPI can be calculated for online, print and broadcast media.

$$\begin{array}{ccccccc} \text{\% of coverage} & & & & & & \\ \text{that include} & = & \text{Number of articles/} & \div & \text{Total number of} & \times & \\ \text{GWA quotes} & & \text{clips or posts that} & & \text{articles/clips/posts in} & & \\ & & \text{include a quote} & & \text{the sample} & & \\ & & \text{from UNICEF's GWA} & & & & 100 \end{array}$$

Why is it important?

This measures the impact of UNICEF Goodwill Ambassadors, influencers and celebrities in UNICEF's communications. Thanks to their large fan-base, they help amplify and spread UNICEF messages to millions of people and reach new audiences.

Reporting focal point

Media monitoring company

Tools

Global and some specific countries:

- Gorkana: has access to media outlets in most countries and dedicated dashboards will be created for each country. In some cases, the volume or articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (this solution may have additional cost implications).
- Media Measurement and Ebiquity: prepare annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option!

As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)



Percentage of coverage that includes quotes from UNICEF corporate partners

The number of articles that include a quote from UNICEF corporate partners. This KPI can be calculated for online, broadcast, and social media.

Corporate partners are other organizations and corporations that collaborate with UNICEF on specific issues.

% of coverage that include quotes from corporate partners



Number of articles/ clips or posts that include a quote from a partner



Total number of articles/clips/posts in the sample



100

Why is it important?

This measures the impact of UNICEF corporate partners in UNICEF's communications. Corporate partners can help amplify and spread UNICEF messages to millions of people and reach new audiences.

Reporting focal point

Media monitoring company for National Committee's and Fundraising Countries, only.

Tools

Global and some specific countries:

- Gorkana: has access to media outlets in most countries and dedicated dashboards will be created for each country. In some cases, the volume or articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (this solution may have additional cost implications).
- Media Measurement and Ebiquity: prepare annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option!

As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)



Average media impact score

The average media impact score is an algorithm that reflects the overall “quality” of coverage for a specified time period. Articles are scored between -100 and 100 points, based on effectiveness and impact of coverage. A score of 65+ means that during that time period, overall media coverage portrayed UNICEF positively. A score of 0-30 means that overall coverage was negative.

The next page shows how this score is calculated.



Why is it important?

The average media score is a measure of overall coverage quality. It captures the overall “rating” of media coverage for a given time period, taking into account important elements such as tone, spokesperson inclusion, key message penetration and other quality indicators. These measures are critical in understanding if and how UNICEF’s messages are resonating with our target audiences. By using a standard algorithm, we are able to consistently assess the strength of UNICEF’s messages and compare their performance over time in terms of voice and reach.

Reporting focal point

Media monitoring company

Tools

Global and some specific countries:

- Gorkana: has access to media outlets in most countries and dedicated dashboards will be created for each country. In some cases, the volume or articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (this solution may have additional cost implications).
- Media Measurement and Ebiquity: prepare annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option!

As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

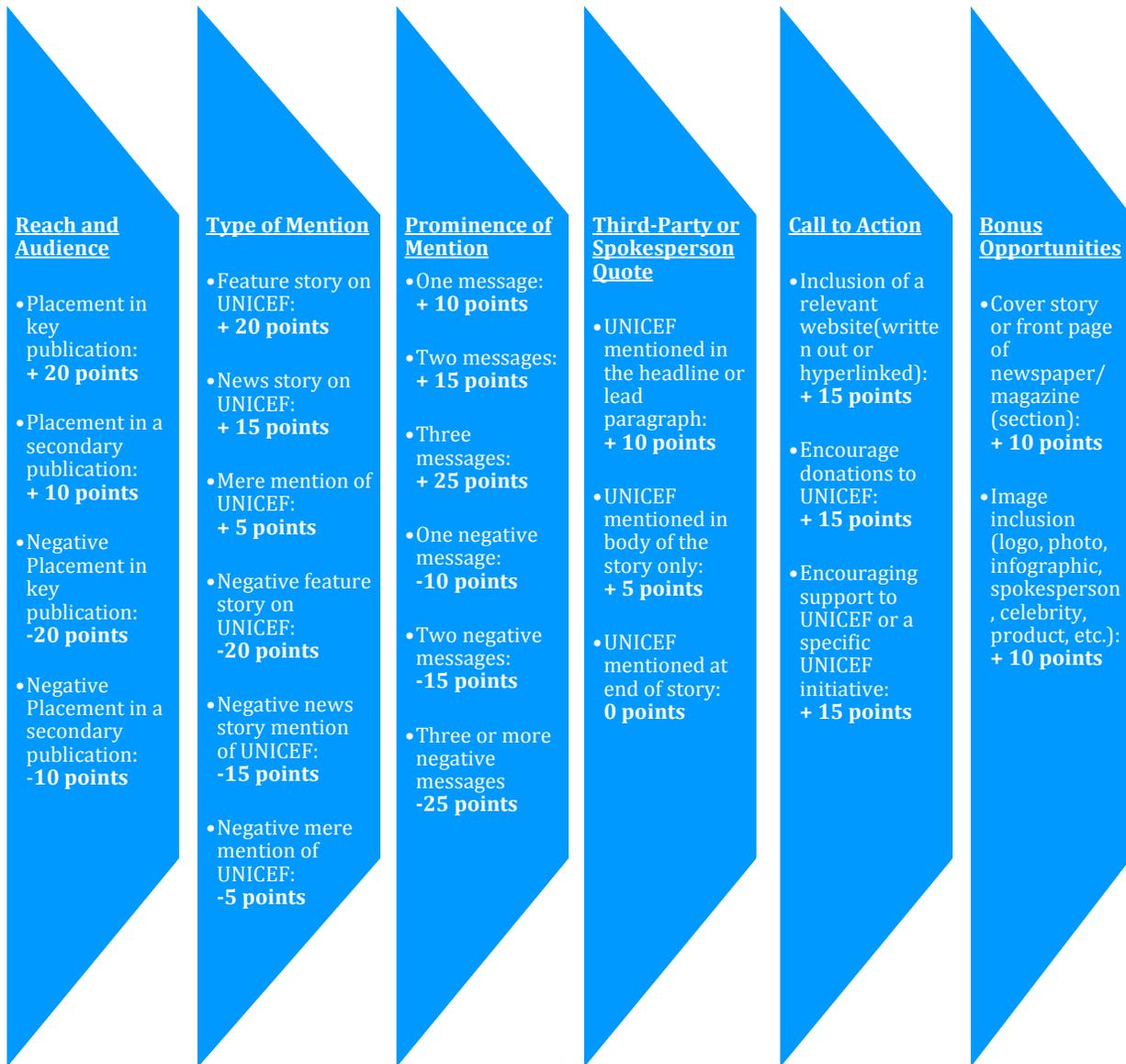
Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)



Average media impact score: How the scoring system work?



Media Impact Score
 Score over 65 = overall positive coverage
 Score 0-30 = overall negative coverage



The sum of the buckets illustrated above (reach and audience, type of mention, third-party or spokesperson quote, inclusion of messages, call to action, bonus opportunities)



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Maximize reach

One billion people listening to UNICEF's voice





Reach: Definition and context

The reach objectives are set to measure the number of people who are reached (the total number of different people or households exposed, at least once, during a given period) by UNICEF's messaging and initiatives across the different types of the above-mentioned media. By 2017, the objective is to reach 1 billion people - globally through coordinated national and regional outreach efforts.

The strategy suggests three key approaches to 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, the communication team should analyse the key channels on which to focus, balancing between offline and online communication and recognizing that in some contexts, traditional media still drives 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 media 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 in convening new partnerships, working more closely with corporations, 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 will 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.

While the strategy focuses the communications efforts on defined target audience (millennials and middle class), reach is not an exact measure. Some digital media channels' analytics modules (i.e. Facebook, Twitter, Youtube, and Google Analytics) offer more exact metrics to track reach via the actual impression metric - people who actually saw your content. On the other hand, traditional media analysis can only provide estimates of potential impressions or opportunities to see. This means that even though the audience is exposed to your content (news clip on TV, article online, print news), they may or may not have actually read it.

Also, to this end, it is important to set up assumptions about the audience that is actually reached using knowledge of local audiences and available research at the country office level. In select countries, the brand barometer - a survey conducted by PFP- is evaluating reach but it is also suggested that in other countries additional market research tools can be used in order to evaluate whether we are reaching the designated target audience.



Number of potential impressions in online and print media

The number of people exposed to content mentioning UNICEF on a given news website or specialized publications both, online and print, covering thematic subjects relevant to the work of the organization.

Most publications globally tend to have the same content published both online and offline. Impressions for online are generally estimates of the number of visitors who are exposed to a given website's content over time. However for print media, impressions are estimates based on market research and the circulations⁽¹⁾ of news publications.

It is important to understand that this metric does not represent actual numbers. Instead, it represents the potential number of impressions available for each media outlet.

$$\text{Total Impressions} = \text{Number of people exposed to an online media mention} \times \text{Number of times they were exposed}$$

Why is it important?

It is important to have a clear idea of UNICEF messaging and its efficacy to reach targeted audiences. Knowing the possible reach through the different types of media platforms can help with better targeting and more focused media outreach for communications teams.

Reporting focal point

Tools

Media monitoring company

Global and some specific countries:

Gorkana: has access to media outlets in most countries and dedicated dashboards will be created for each country. In some cases, the volume or articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (this solution may have additional cost implications).

Media Measurement and Ebiquity: prepare annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option!

As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)



Number of potential impressions through broadcast media

(include TV and radio whenever possible)

The number of people exposed to content mentioning UNICEF on TV or radio stations. Content can be in the form of news clips or other TV/radio programmes covering thematic subjects relevant to the work of the organisation.

Impressions for broadcast media are estimates and does not represent the actual numbers. Instead, it represents the potential number of impressions available for each media outlet (based on circulation and/or viewership).



Why is it important?

It is important to have a clear idea of UNICEF messaging and its efficacy to reach targeted audiences. Knowing the possible reach through the different types of media platforms can help with better targeting and more focused media outreach for communications team. Oftentimes, there are clear correlations between the different types of media (online, digital and traditional) and depending on the nature of the event/ campaign, certain media influences the others. Therefore, it is important to understand when to utilize different media channels to reach the right target audiences.

Reporting focal point

Media monitoring company

Tools

Global and some specific countries:

- Gorkana: has access to media outlets in most countries and dedicated dashboards will be created for each country. In some cases, the volume or articles may not be sufficient to calculate this KPI. It is then recommended to look for an alternative solution such as a local media measurement company. Gorkana can also analyse scanned clips provided by Country Offices or National Committees (this solution may have additional cost implications).
- Media Measurement and Ebiquity: prepare annual reports for specific countries identified by PFP, mostly National Committees or Private Sector Fundraising (PSFR) countries.

Some Country Offices and National Committees are already working with local media monitoring companies that can measure this KPI. That would be the preferred option!

As there are several options, DOC and PFP will discuss with each country the best approach and tools to track this KPI.

Frequency

Bi-annual (quarterly reporting is preferred but not mandatory)

Reporting

Scorecard (developed by DOC and PFP)



Number of people reached on Twitter

The number of people exposed to the activity of our Twitter accounts over a period of time. The Twitter Analytics platform provides a more accurate number of impressions in a given period of time. It used to be potential impressions in the past.

An "impression" means that a tweet has been delivered to the Twitter stream of a particular account. Not everyone who receives a tweet will read it, so you should consider this a measure of potential impressions.

Number of people reached on Twitter



Number of times users saw Tweets by UNICEF in a given period of time

Why is it important?

It is important to have a clear idea of UNICEF messaging and its efficacy to reach targeted audiences in specific social networks. Impressions should be treated as a directional metric to give you an idea of the overall exposure of the tracked term (hashtag) or account (handle) receive. This metric helps you get a sense of the size of UNICEF's potential audience. It is also used as the foundation for other engagement metrics like retweets, clicks and replies, which helps you gain a more complete understanding of the impact of your messaging.

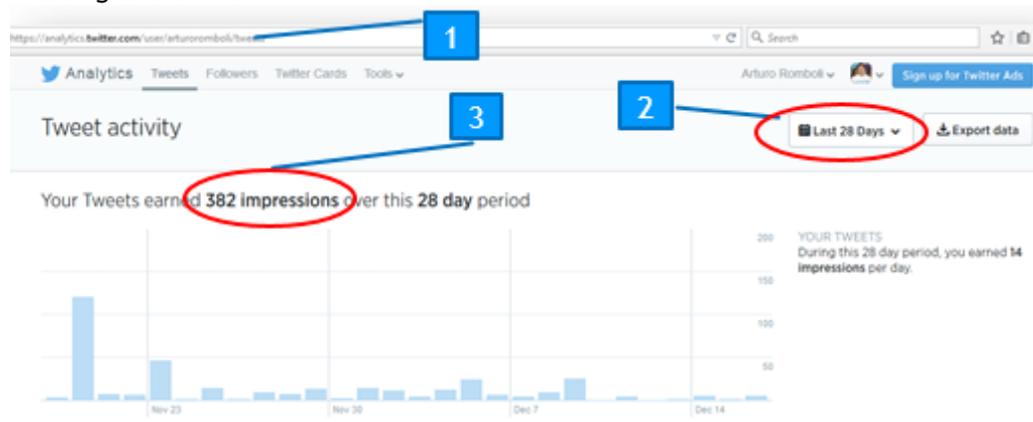
Reporting focal point

Country Office or National Committee

Tools

Twitter Analytics

1. Log onto <https://analytics.twitter.com> using your Twitter account credentials
2. Select the period of time you want to analyse
3. The numbers impressions will appear on top of the chart. That's the number we will be using as the KPI.



Frequency

Quarterly. Twitter provides aggregated data for limited time periods, the longest it keeps tracked aggregated history is on a quarterly basis; therefore, it is recommended Country Offices and National Committees keep track of this KPI on a regular basis and during specific digital campaigns. Monthly or weekly reporting is preferred.

Reporting

Scorecard (developed by DOC and PFP)

Example: the number of new followers in the reporting period is 111, which is the result of subtracting the number of followers at the end of the period (569) from the number of followers in the beginning of the period (458). If we then divide 111 by 458 and multiply by 100, we get the growth rate, in this case it is 24%.



Number of people reached on Facebook

The number of people who receive content from the UNICEF Page in a given period of time.

Impressions are the number of times a post from a Page is displayed, whether the post is clicked on or not. People may see multiple impressions of the same post. Reach, might be less than impressions since one person can see multiple impressions, and therefore refers to unique people.

For example, someone might see a Page update in News Feed once, and then a second time if their friend shares it.

Number of people reached in Facebook



The number of people who have seen any content associated with the Facebook Page (unique users)

Why is it important?

It is important to have a clear idea of UNICEF messaging and its efficacy to reach targeted audiences in specific social networks.

Reporting focal point

Country Office or National Committee

Tools

Facebook Insights

1. Select your Page's **Insights tab**
2. Click on the **Export button** to export your page's activity
3. Select: **Page Data**, the **date** you want to analyse and **Excel format**.
4. Click on **Export Data** button to download the Excel file with information about your page performance in the selected period of time.
5. Open the Excel file and add up all the values from column H (**Daily Total Reach**).
Next page includes screenshots for each of the steps.

Frequency

Quarterly. Facebook provides aggregated data for limited time periods, the longest it keeps tracked aggregated history is on a quarterly basis; therefore, it is recommended Country Offices and National Committees keep track of this KPI on a regular basis and during specific digital campaigns. Monthly or weekly reporting is preferred.

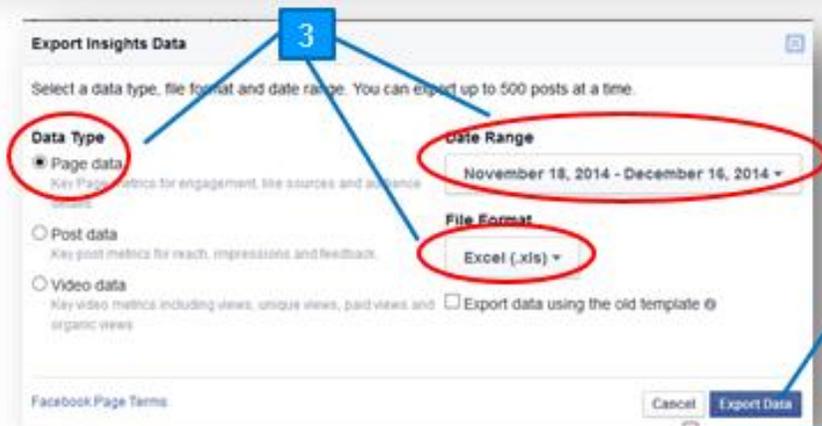
Reporting

Scorecard (developed by DOC and PFP)

Example: the number of new likes in the reporting period is 118,754, which is the result of subtracting the number of likes at the end of the period (228,028) from the number of likes in the beginning of the period (109,274). If we then divide 118,754 by 109,274 and multiply by 100, we get the growth rate, in this case it is 108%.



Number of people reached on Facebook



	E	F	G	H	I	J
	Daily Page Engaged Users	Weekly Page Engaged User	28 Days Page Engaged User	Daily Total Reach	Weekly Total Reach	28 Days Total Reach
5	92	501	1938	1044	6244	5496
8	57	442	1939	637	4602	4306
10	58	392	1908	712	587	11521
3	67	392	1927	7972	1767	12254
5	426	748	2301			
4	88	790	2341			



Number of people reached on YouTube

The number views refers to the total number of people who watched videos from a UNICEF YouTube channel in a given period of time.

While the number of views is relatively an accurate measure of reach, it is also important to pay attention to the 'average duration' on the video or channel because it indicates whether people received the messaging of UNICEF through the video.

Number of people reached on YouTube



The number of people who view videos from your YouTube channel.

Why is it important?

It is important to have a clear idea of UNICEF messaging and its efficacy to reach targeted audiences in specific social networks.

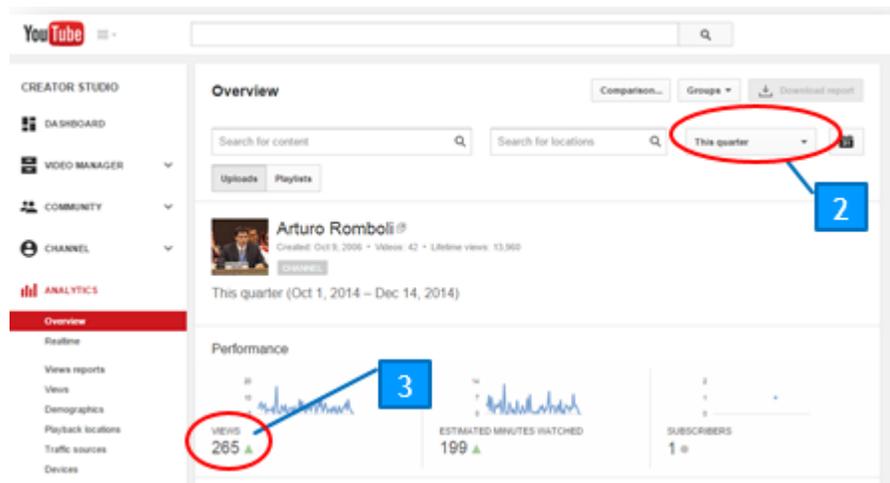
Reporting focal point

Country Office or National Committee

Tools

YouTube Analytics

1. Log onto your YouTube Analytics page <https://www.youtube.com/analytics>.
2. Select the reporting period you want to analyse.
3. The number of total Views will appear in the Performance section.



Frequency

Quarterly is preferred.

Reporting

Scorecard (developed by DOC and PFP)



Number of people reached through mobile phone initiatives

The total number of people that interacted with UNICEF via mobile phones in specific campaigns, events or projects over a specific period of time.

$$\begin{array}{ccc}
 \text{The total number of people that} & = & \Sigma \\
 \text{interacted with UNICEF via} & & \\
 \text{mobile phones} & & \text{Number of people that} \\
 & & \text{interacted via mobile phones in} \\
 & & \text{each campaign or event}
 \end{array}$$

Why is it important?

It is important we know the number of people we reach via mobile phones initiatives. There are many ways to reach and engage our audiences, it could be via text messages, or via dedicated applications or mobile ready sites.

Reporting focal point	Country Office or National Committee
Tools	It depends very much on the technology and platform used in each campaign or project. Country Offices and National Committees should make sure the service provider can track this KPI and provide updates as required.
Frequency	The frequency will be determined by the quantity and the duration of each campaign or initiative. It is important to try to aggregate numbers on a quarterly basis.
Reporting	Scorecard (developed by DOC and PFP)

Example: Using mobile phones for WASH inventory - Ethiopia

The Ethiopia CO reported the use of mobile phone based data collection technique for a WASH inventory, a total of 5,738 WASH facility data sets were collected in all districts of the Somali region with a total population of about 4.6 million.

This was an innovative alternative to a paper-based survey approach used in 2011, where the national WASH inventory was conducted throughout the country, except for the Somali region. The huge volume of data collected, its quality, and the time needed to conduct basic analysis (two years) were major constraints. In 2014, the use of mobile phone technology and an online database system (FLOW software) was adopted in the Somali region.

AVKO, a private company with substantial experience in similar data collection provided technical support, including the establishment of a 'dashboard' for data analysis and visualisation. AVKO also cleaned, analysed and uploaded 500,000 data entries from the existing paper questionnaires from 2011 into the system. The new approach will be adopted for future inventories. This exercise has resulted in a complete national WASH inventory, which presents a complete picture of the WASH coverage levels and is a useful tool for planning resource allocations and targeting.



Number of users that interacted with web content (Including blogs and other relevant websites)

The Number of *Users* metric shows how many users viewed or interacted with web content. This metric from Google Analytics provides the number of users that have had at least one session within the selected date range. Includes both new and returning users.

Why is it important?

An increase in the number of users allows us to gauge how effective and compelling our content is; are we gaining new visitors based from our new communication initiatives? This provides an additional, meaningful metric on reach and indicates the visibility of UNICEF websites and blogs.

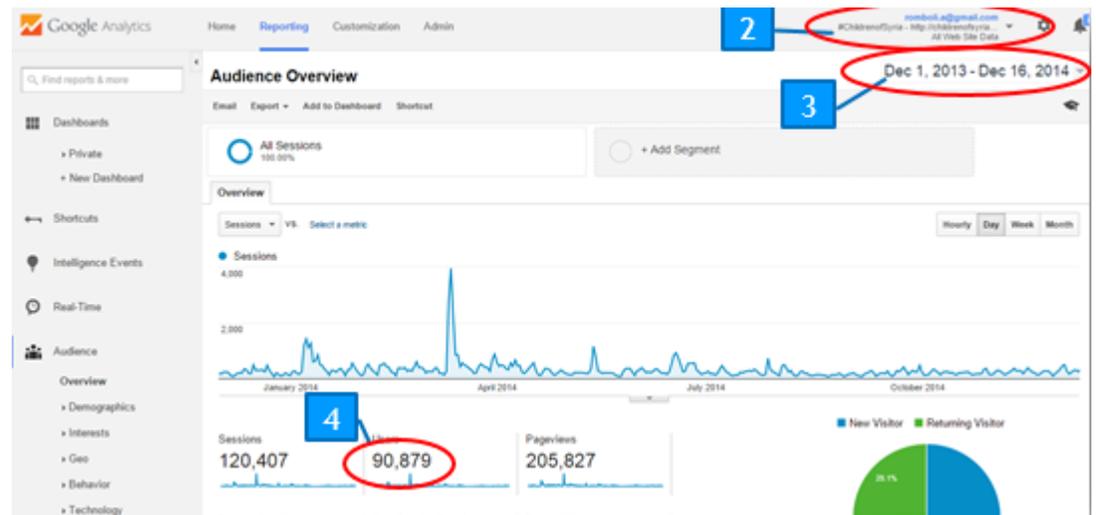
Reporting focal point

Country Office or National Committee

Tools

Google Analytics

1. Log onto your Google Analytics site <https://www.google.com/analytics>
2. Select the site you want to analyse (it can be your main website, a blog or any other special sites for campaigns or events - make sure you have properly installed the Google Analytics code within the site!)
3. Decide the reporting period
4. The number of users is available below the main chart



Frequency

Quarterly. It is recommended Country Offices and National Committees keep track of this KPI on a regular basis. Monthly or weekly reporting is preferred.

Reporting

Scorecard (developed by DOC and PFP)



Total population reached through offline events, campaigns and C4D initiatives

This metric captures the number of people reached by UNICEF through offline events, such as fundraising events, workshops or C4D social mobilization campaigns.



Why is it important?

UNICEF is committed to reaching one billion and engaging 50 million people by 2017. This is not limited to online and media channels but should include the number of people we reach through our offline initiatives. C4D initiatives and other offline approaches are helping to drive greater citizen and youth engagement, where people have the opportunity to take actions for children on behalf of UNICEF.

Reporting focal point	Country Office or National Committee
Tools	It depends on the type of offline initiatives as part of each campaign or project. Country Offices and National Committees should make sure they have the mechanisms and tools to track this KPI.
Frequency	Calculate the total number of people reached at the end of the campaign or initiative, and aggregate numbers on a quarterly basis.
Reporting	Scorecard (developed by DOC and PFP)

Example: Stop Ebola in Sierra Leone (Offline campaign)

The Ose to Ose Ebola Tok initiative, which means ‘house-to-house talk’ in the Sierra Leonean creole, saw over 28,500 trained social mobilizers, youths and volunteers going from door-to-door to reach 1.5 million households and provided them with information on ways families can protect themselves against the Ebola virus and prevent its spread.

Example: ‘C’estLa vie’ [That’s Life], Soap Opera (C4D)

‘C’est la Vie’ [That’s Life] the very first TV soap opera on child and maternal health in francophone Africa.

This pioneering TV show tells the story of Assitan, a young midwife who strives to provide the best possible healthcare to all patients and save mothers’ and children’s lives in the health center of Ratanga community.

‘Fiction with a purpose’, the show promotes debate on infant, maternal and neonatal health over time.

In June 2015, according to the WCAR office, the first of 26 episodes [weekly/first season] was broadcasted to potentially 3 million viewers across francophone Africa through Canal+/A+ cable TV station, and in September to additional 22 million viewers through TV5Monde [in 48 countries].



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Maximize engagement

50 million people acting in support of children





Engagement: Definition and Context

Engagement is defined in the GCPAS as people that interact -engage- regularly with UNICEF. Upon being reached, and potentially inspired, by UNICEF messages these people are likely to act on key issues affecting children both with and through the organization. Engagement may happen in different formats depending on mediums that UNICEF makes available -- both online and offline:

Online Engagement - Because more communities of interest now exist online, our communications 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.

Offline Engagement -we also have to 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.

Three key approaches for increasing our ability to engage:

1) 'Glocal' approach: *Local implementation of global objectives - the 'glocal approach' - is a pillar of the new strategy, GCPAS. 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), all assets are developed with the ability for them to 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.*

2) Partnerships for change: *Partnerships are key to expanding our reach - and they are equally critical in engaging people to act. UNICEF already has 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 GCPAS provides the tools and guidance to enhance this type of engagement.*

3) 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.*

In aligning the engagement objectives with youth audiences, DOC has developed a '[Youth Engagement Toolkit](#)' a series of initiatives that can be developed locally and/or complement existing youth engagement activities and priorities at the National Committee/Country Office level. The thematic areas of the initiatives should be guided by issues that resonate locally.



Number of people who take action in support of UNICEF

This metric tracks the number of individuals that take some sort of action in support of UNICEF. Examples include: people signing a petition or volunteering for UNICEF.

$$\text{The total number of people that took action in support of UNICEF} = \sum \text{The number of people engaged in each campaign or event in a given country}$$

Why is it important?

This metric is a critical indication of the number of people engaged in UNICEF’s efforts. The ultimate goal of our communication strategy is to compel individuals to take action, which means it is essential to track both the number of individuals taking steps to enhance the rights of children globally through UNICEF and the ways in which they are doing so.

Reporting focal point	HQ for global actions Country Offices and National Committees for local actions
Tools	It depends very much on the technology and platform used in each campaign or project. Country Offices and National Committees should make sure they have the mechanisms and tools to track this KPI.
Frequency	Calculate the total number of people reached at the end of the campaign or initiative, and aggregate numbers in quarterly basis.
Reporting	Scorecard (developed by DOC and PFP)

Example: Trick or Treat for UNICEF

Trick-or-Treat for UNICEF is a fund-raising program for children sponsored by the U.S. Fund for UNICEF. Started on Halloween 1950 as a local event in Philadelphia, Pennsylvania, United States, the program historically involves the distribution of small orange boxes by schools to trick-or-treaters, in which they can solicit small change donations from the houses they visit. Millions of children in the United States, Canada, Ireland, Mexico, and Hong Kong participate in Halloween-related fund-raising events for Trick-or-Treat for UNICEF, and the program has raised over US \$188 million worldwide.

Example: Digital Mapping

Voices of Youth Maps is a collaboration among UNICEF, youth communities and local governments to bring positive change through direct youth participation. Youths use a digital mapping platform - developed by UNICEF- to create a virtual image depicting the everyday realities, challenges and opportunities encountered by young people who advocate for change.



Number of online supporters: # of people who liked a UNICEF Facebook page

This metric is an aggregation of Facebook new likes over a given period of time.

Number of new likes in the reporting period



Number of likes at the end of the reporting period



Number of likes at the beginning of the reporting period

Why is it important?

More communities of interest now exist online; our communication efforts work to change attitudes and beliefs through digital campaigns and social media, and advocate for the rights of children. Liking the page (as opposed to a given Facebook posts) means that people are interested in receiving updates that are shared through this channel.

Reporting focal point

HQ for Global Accounts
Country Offices and National Committees for local Facebook Pages

Tools

Facebook Insights

1. Select your Page's **Insights tab**
2. Click on the **Likes tab**
3. Select the **period of time** you want to analyse
4. Extract the number of "likes" at the end and at the beginning of the reporting period
5. Subtract the numbers and you will get the number of new likes in the selected reporting period. By dividing that number by the number at the beginning of the reporting period you can calculate the % of growth.

Next page includes screenshots for each of the steps.

Frequency

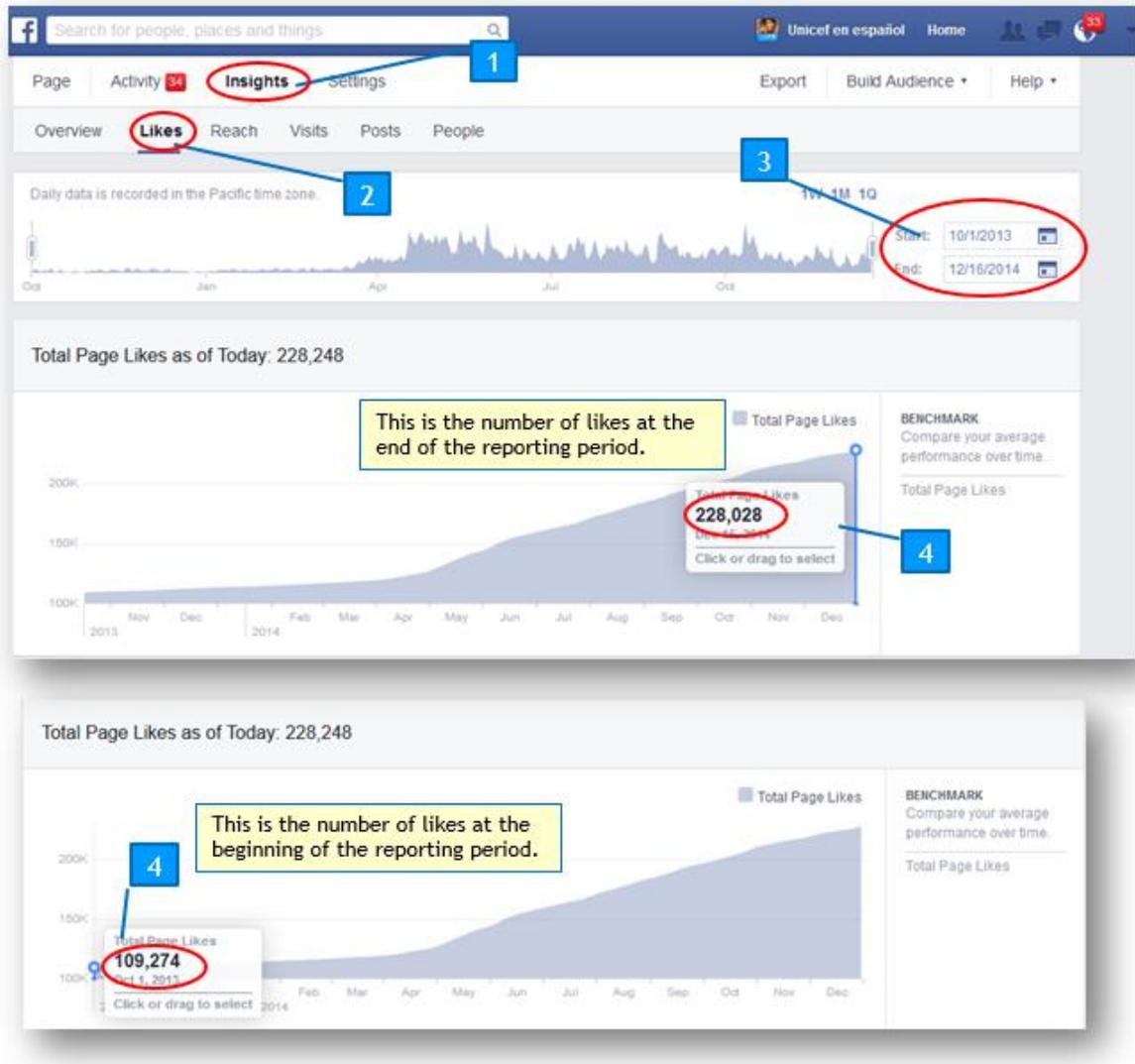
Quarterly. It is recommended countries keep track of this KPI on a regular basis. Monthly or weekly reporting is preferred.

Reporting

Scorecard (developed by DOC and PFP)



Number of online supporters: # of people who liked a UNICEF Facebook page



Number of new likes in the reporting period



Number of likes at the end of the reporting period



Number of likes at the beginning of the reporting period

Example: the number of new likes in the reporting period is 118,754, which is the result of subtracting the number of likes at the end of the period (228,028) from the number of likes in the beginning of the period (109,274).

If we then divide 118,754 by 109,274 and multiply by 100, we get the growth rate, in this case it is 108%.



Number of online supporters: # of people who follow us on Twitter

This metric is an aggregation of Twitter followers over a given period of time.

Number of new followers in the reporting period



Number of followers at the end of the reporting period



Number of followers at the beginning of the reporting period

Why is it important?

More communities of interest now exist online; our communication efforts work to change attitudes and beliefs through digital campaigns and social media, and advocate for the rights of children.

Reporting focal point

HQ for Global Accounts
Country Offices and National Committees for local Twitter accounts

Tools

Twitter Analytics

1. Log onto <https://analytics.twitter.com> using your Twitter account credentials
2. Select the **Followers** tab
3. Just hover the mouse over the chart to get the number of followers at a given point of time.
4. The number of new followers will be the result of subtracting the number of followers at the end of the reporting period from the number of followers at the beginning of the reporting period.

Next page includes screenshots for each of the steps.

Frequency

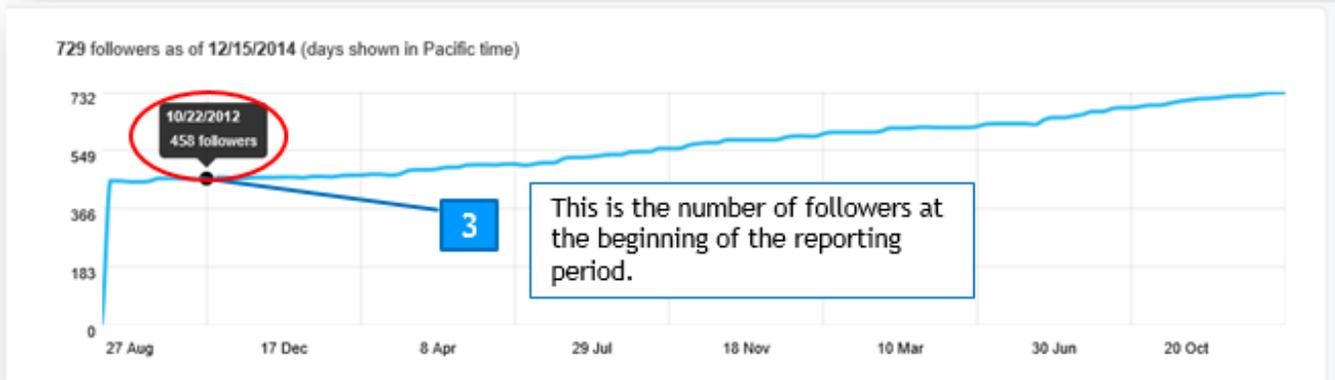
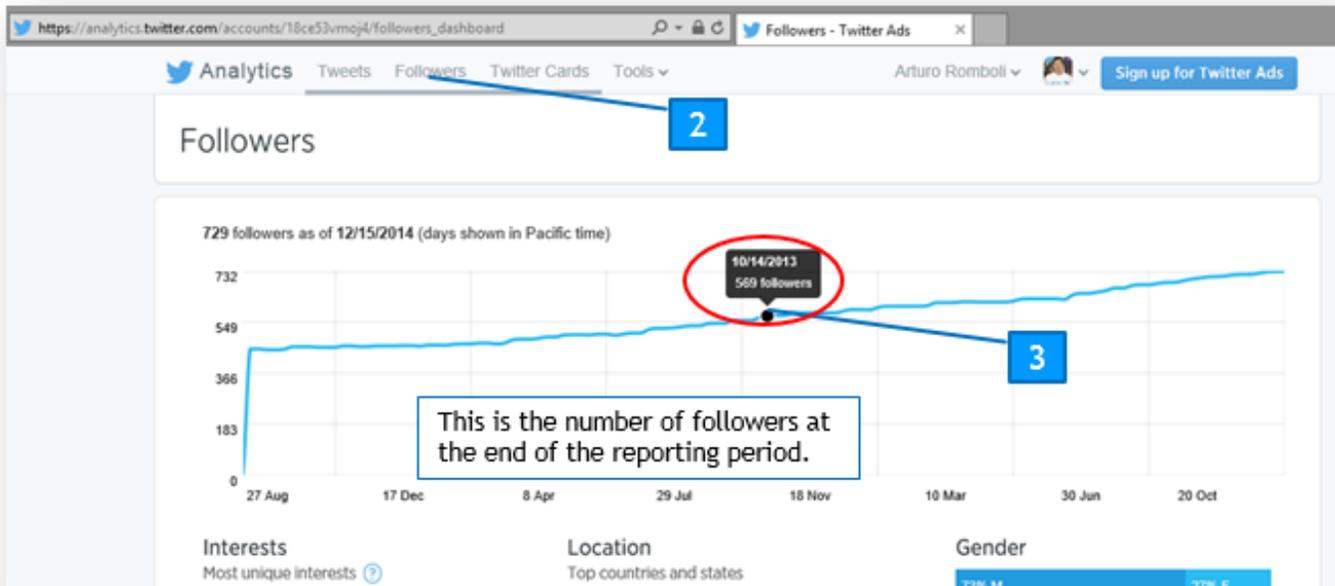
Quarterly. It is recommended countries keep track of this KPI on a regular basis. Monthly or weekly reporting is preferred.

Reporting

Scorecard (developed by DOC and PFP)



Number of online supporters: # of people who follow us on Twitter



Number of new followers in the reporting period



Number of followers at the end of the reporting period.



Number of followers at the beginning of the reporting period.

Example: the number of new followers in the reporting period is 111, which is the result of subtracting the number of followers at the end of the period (569) from the number of followers in the beginning of the period (458). If we then divide 111 by 458 and multiply by 100, we get the growth rate, in this case it is 24%.



Number of online supporters: # number of people who subscribe to YouTube

This metric refers to the number of people that are subscribed to a given UNICEF channel on YouTube.

Number of new followers in the reporting period



Number of subscribers gained by the reporting period



Number of subscribers lost by the end of the reporting period

Why is it important?

More communities of interest now exist online; our communication efforts work to change attitudes and beliefs through digital campaigns and social media, and advocate for the rights of children.

Reporting focal point

HQ for Global Accounts
Country Offices and National Committees for local YouTube accounts

Tools

Twitter Analytics

5. Log onto <https://www.youtube.com/analytics> using your YouTube account credentials
6. Click on the **Subscribers** box
7. Just hover the mouse over the chart to get the number of subscribers at a given point of time.
8. The number of new subscribers will be the result of subtracting the number of followers at the end of the reporting period from the number of followers at the beginning of the reporting period.

Next page includes screenshots for each of the steps.

Frequency

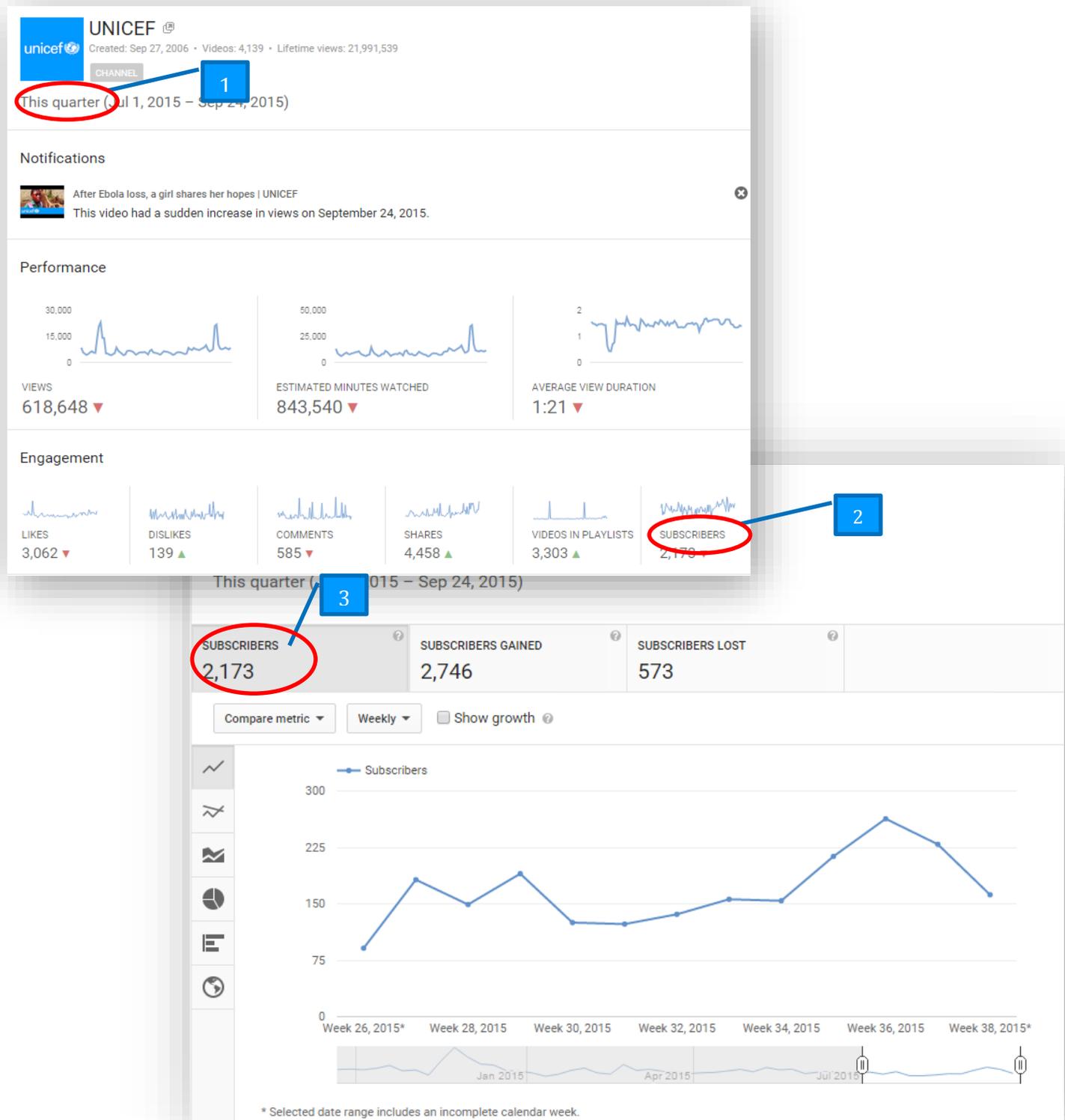
Quarterly. It is recommended countries keep track of this KPI on a regular basis. Monthly or weekly reporting is preferred.

Reporting

Scorecard (developed by DOC and PFP)



Number of YouTube Supporters



Example: the number of subscribers in the reporting period is 2,173, which is the result of subtracting the number of subscribers lost at the end of the period (573) from the number of subscribers gained the end of the period (2,746).



Facebook engagement score

This metric tracks the number of people who actively engage with a UNICEF Facebook page in relation to the number of unique users reached by the page.

$$\text{Facebook Engagement Score} = \frac{\text{Number of Engaged Facebook users}}{\text{Total Reach}} \times 100$$

Why is it important?

Those who engage with our social media content are among our valuable audience segments consuming and sharing our content and supporting UNICEF’s mission to drive change for children.

Engagement with our posts impacts our ability to reach a larger audience. UNICEF - at all levels - must target engaged users as an emerging audience and compel them to interact with UNICEF across multiple digital platforms.

Although engagement scores allow us to consistently assess change in engagement over time, it is important to assess their sub-metrics as well (i.e. Likes, shares, comments) that indicate each a different level of engagement with our target audiences.

Reporting focal point

HQ for Global Accounts
Country Offices and National Committees for local Facebook accounts

Tools

- Facebook Insights
1. Select your Page’s **Insights** tab
 2. Click on the **Export** button to export your page’s activity
 3. Select **Page Data**, the **date** you want to analyse and **Excel format**.
 4. Click on **Export Data** button to download the Excel file with information about your page performance in the selected period of time.
 5. Open the Excel file and add up all the values from column **Daily Page Engaged Users** and from column H (**Daily Total Reach**)
- Next page includes screenshots for each of the steps.*

Frequency

Quarterly. It is recommended countries keep track of this KPI on a regular basis. Monthly or weekly reporting is preferred.

Reporting

Scorecard (developed by DOC and PFP)



Facebook engagement score

Note: Page 39 explains how to download the Excel file with all the metrics from your Facebook page.

$$\text{Facebook Engagement Score} = \frac{\text{Number of Engaged Facebook users}}{\text{Total Reach}} \times 100$$

	D	E	F	G	H	
	Daily Unlikes	Daily Page Engaged Users	Weekly Page Engaged User	28 Days Page Engaged Use	Daily Total Reach	Weekly
526	16	19770	42172	74589	299837	
397	17	9841	48877	80259	172136	
420	12	7165	53368	81797	120845	
330	7	5207	56813	80496	97972	
306	8	3319	59940	80003	64357	
287	5	1912	60902	80265	34688	
316	6	4195	45893	81572	71329	
519	13	7325	33270	84558	156879	
297	11	4774	28275	85518	107775	
230	4	3606	25779	86693	73687	
156	6	2590	23542	87618	51963	
139	11	1379	21848	88146	32394	
136	10	677	20673	88369	12699	
193	14	7305	23922	91286	152498	
198	17	4164	21689	92531	95541	

Adding up all the values from this column will give the total number of Engaged Users in the reporting period.

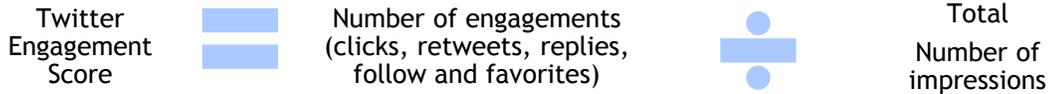
Adding up all the values from this column will give the total number of people reached in the reporting period.

Example:
The number of engaged Facebook users in the reporting period is 4,939 and the total number of people reached is 66,289. If we then divide 4,939 by 66,289 and multiply by 100, we get the Engagement Score, in this case it is 7.45.



Twitter engagement score

This metric tracks the number of people who actively engage with UNICEF’s content on Twitter. This score is calculated taking into account the number of engagements (aggregated clicks, retweets, replies, follows and favorites) divided by the total number of impressions.



Why is it important?

Those who engage with our social media content are among our valuable audience segments, consuming and sharing our content and supporting UNICEF’s mission to drive change for children. Engagement with our posts impacts our ability to reach a larger audience. UNICEF - at all levels - must target engaged users as an emerging audience and compel them to interact with UNICEF across multiple digital platforms.

Although engagement scores allow us to consistently assess change in engagement over time, it is important to assess their sub-metrics as well (i.e. retweets, replies, favorites) that indicate each a different level of engagement with our target audiences.

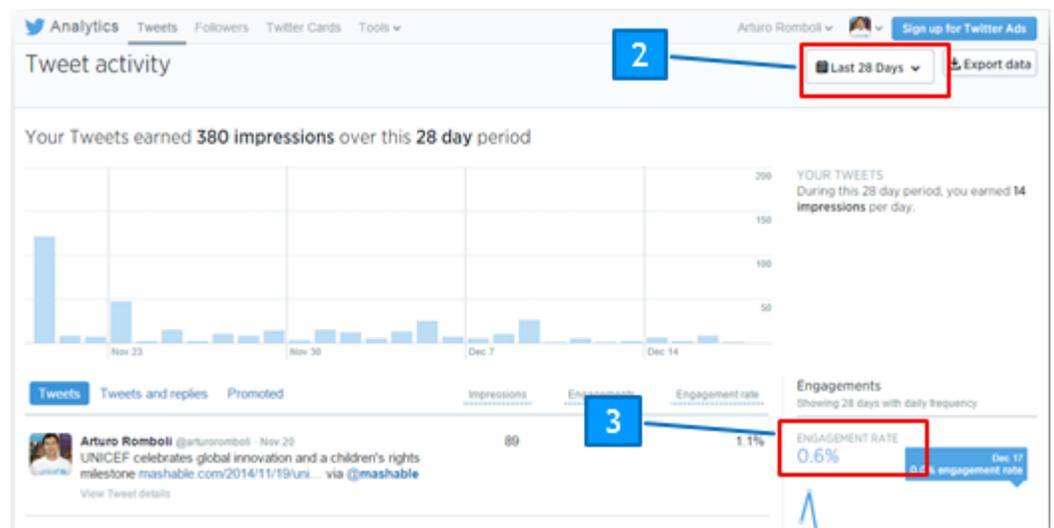
Reporting focal point

HQ for Global Accounts
Country Offices and National Committees for local Twitter accounts

Tools

This score is fully calculated by Twitter.
Twitter Analytics

1. Log onto <https://analytics.twitter.com> using your Twitter account credentials
2. Select the period of time you want to analyse
3. The Engagement rate is on the right side of the main chart. This is our Twitter Engagement score for the reporting period.



Frequency

Quarterly. It is recommended countries keep track of this KPI on a regular basis. Monthly or weekly reporting is preferred.

Reporting

Scorecard (developed by DOC and PFP)



Number of returning users to websites, blogs and other relevant sites

The number of people who visited the UNICEF website or blog more than once over a given period of time.



In Google Analytics, a 'visitor' is tracked by a unique cookie. If the cookie is still present since the last visit to the UNICEF website or blog, the visitor is counted as a returning user.

Why is it important?

As a measure of loyalty to the organization, this metric indicates the value web users place on UNICEF's website and blog. If they are returning multiple times, this shows that they are finding content compelling and useful. It also may demonstrate interest in new content. These repeat visitors may also be more likely to take actions on behalf of UNICEF.

Reporting focal point

Country Office and National Committees

Tools

Google Analytics

1. Log onto your Google Analytics site <https://www.google.com/analytics>
2. Select the site you want to analyse (it can be your main website, a blog or any other special sites for campaigns or events)
3. Select the reporting period
4. The number of returning users is available in the pie chart at the bottom of the page



Frequency

Quarterly.

Reporting

Scorecard (developed by DOC and PFP)



Number of donors

This metric tracks the number of individuals who donate to UNICEF via pledges, one-off cash donations, emergency donations, major and legacy donors.
(Note: this KPI does not include corporations and other institutions)

Number of donors



The number of people who donate to UNICEF in a given country over a specific period of time.

Why is it important?

Donations are a direct measure of engagement and trust. By tracking the number of donors, UNICEF will be able to more effectively leverage repeat and potential funders. This number will also reveal individuals who consider donations to UNICEF a worthy investment.

Reporting focal point

HQ (PFP)

Tools

National Committees and Private Sector Fundraising (PSFR) countries already have mechanisms to report this KPI to PFP. DOC and PFP will coordinate internally. Countries do not have to report it twice.

Frequency

Once a year

Reporting

PFP existing reporting tools

Example: Major Donors

A major donor is defined as a private individual (not a company or an organisation) making any donation of US\$100,000 (using 31 December US\$ exchange rate) or more. The donation can be either a single cash gift or the cumulative value of pledge donations made in a calendar year.



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Brand (cross-cutting)

Contribute to the positioning of UNICEF's Brand





Brand awareness: Familiarity and proportion of people who understand UNICEF helps children

Brand awareness is measured through UNICEF spontaneous awareness ranking vs other key organizations.

Brand familiarity is measured through (a) UNICEF familiarity ranking vs other key organizations and (b) the proportion of people familiar with UNICEF who are attributing to UNICEF its core mission (children)

These indicators indicate the public’s level of awareness and familiarity with our organisation’s mission compared to other key organizations.

Spontaneous awareness		Proportion of people naming UNICEF unprompted
		Proportion of people stating ‘I know only a few things about UNICEF and what it does’, ‘I know some things about UNICEF and what it does’ and ‘I know a lot about UNICEF and what it does’
Familiarity		Proportion of people strongly agreeing that UNICEF is mainly concerned with children

Why is it important?

To establish UNICEF as the leading voice for children worldwide, we must track people’s awareness of and familiarity with our brand. UNICEF must understand what percentage of the public associates it with children’s rights. Key to achieving UNICEF’s global strategy is conveying our unequivocal mandate for children’s rights. This metric will also help UNICEF identify which comparative organizations are also differentiating themselves as prominent children’s advocates. All of our communications must reflect our core conviction that focusing on the most disadvantaged children means building stronger societies and a more equitable world for all children.

Reporting focal	PFP
point Tools	Brand tracking audience survey
Frequency	Every 2-3 years
Reporting	Brand scorecard

Example:

According to the 2014 Brand Barometer study, carried by the Research team in PFP in collaboration with Gallup Consulting on global awareness among 16 leading NGOs & NPOs, UNICEF ranks #3 after the United Nations and the World Health Organization.



“Overall positive opinion” and “trust”

Brand perception is measured through UNICEF ‘good opinion’ and ‘trust’ ranking vs other key organizations. These indicators are key differentiators in building strong brand equity as they are the key drivers of willingness to donate.

- Trust**  Proportion of people deeming ‘very trustworthy’ + completely trustworthy’
- Overall positive opinion**  Proportion of people having a ‘positive’ + ‘very positive’ opinion

Why is it important?

To sustain and expand UNICEF’s leadership as a credible and trusted voice for children, UNICEF must continually track UNICEF ranking vs comparative organizations based on the proportion of people that consider the organization trustworthy and have a positive opinion.

UNICEF has earned its reputation, but many other organizations are acting quickly to capitalize on trends to further their own missions. UNICEF must understand where it stands.

Reporting focal point	PFP
Tools	Brand tracking audience survey
Frequency	Every 2-3 years
Reporting	Brand scorecard

Example:

According to the 2014 Brand Barometer study, carried by the Research team in PFP in collaboration with Gallup Consulting on people’s overall opinion, among 16 leading NGOs & NPOs, of those survey respondents who know the organization, UNICEF ranks the highest with 73% in overall positive opinion (6% negative and 21% claim they don’t know the organization enough).



Brand image: Identification of UNICEF with several brand attributes

This is a measure of the qualities that people associate with UNICEF, such as being passionate, principled, effective and getting things done. This metric helps UNICEF better understand how it is perceived as an organization in a competitive context.

Why is it important?

Reaching UNICEF's global communication objectives requires significant buy-in from the public. To intrigue and engage the masses, UNICEF must establish itself as firmly as possible in its key, positive brand attributes.

Routine tracking of these metrics will also allow UNICEF to perform quality control and respond to increases in any of the negative attribute perceptions and leverage the most positive.

Reporting focal point	PFP
Tools	Brand tracking audience survey
Frequency	Every 2-3 years
Reporting	Brand scorecard

Example: 'Passionate' attribute

According to the 2014 Brand Barometer study, carried by the Research team in PFP in collaboration with Gallup Consulting on people's overall opinion, among 16 leading NGOs & NPOs, UNICEF is perceived mostly 'passionate about its cause' (78%), but ranks third after the Red cross and MSF.

Example: 'Effective' Attribute

On the attribute 'Leads the way in finding long lasting solutions', UNICEF is ranks low compared to the Red Cross and MSF with 67% of the surveyed sample perceiving as effective, while 16% believe the opposite.



Willingness to support UNICEF

This metric tracks an individual’s likelihood of performing an action on behalf of UNICEF by asking about their willingness to advocate for UNICEF and/or donate to UNICEF vs other key organizations, as opposed to actually taking the action.

Consideration to donate to UNICEF



Proportion of people indicating they would consider donating to UNICEF (‘probably will donate’ + ‘definitively will donate’)

Consideration to advocate for UNICEF



Proportion of people indicating they would consider advocating for UNICEF (‘probably will advocate’ + ‘definitively will advocate’)

Why is it important?

Engaging 50 million individuals is a core element of UNICEF’s Global Communications Strategy. This is an additional measure of loyalty that indicates people’s belief in the organization’s mandate.

Those who are willing to take action on behalf of UNICEF are a critical audience to engage.

Reporting focal point

PFP

Tools

Brand tracking audience survey

Frequency

Every 2-3 years

Reporting

Brand scorecard

Example:

According to the 2014 Brand Barometer study, carried out by the Research team in PFP in collaboration with Gallup Consulting on people’s overall opinion, among 16 leading NGOs & NPOs, 65% of the sample surveyed is willing to support UNICEF through donations. UNICEF is ranked second after Save the Children with 72% willing to donate for the latter.



APPENDICES





APPENDIX 1 - Barcelona Principles

In June 2010, at the AMEC European Summit on Measurement in Barcelona, Spain the leading communication measurement companies agreed on a set of principles to govern best practice. These 'Barcelona Principles' are at the heart of Gorkana's approach to media analysis.

Principle 1: Importance of goal setting and measurement

Gorkana believes in tailoring analysis metrics to your organizations overall mission and communications objectives. Our consultants work with you up front to get the brief right and to get ongoing feedback to ensure that the analysis is always relevant and providing maximum benefit.

Principle 2: Measuring the effect on outcomes is preferred to measuring outputs

Gorkana recommends that in addition to metrics that measure media content that we measure whether this content has reached the right audience and what effect it has had. To do this we recommend combining content metrics (such as Favourability and message delivery) with audience reach and frequency together with end-user market research. Gorkana can offer integrated market research as part of the service as well as the ability to integrate third party research where necessary. Additionally, monitoring and interpreting social media channels can complement market research as a gauge of audience opinion and engagement.

Principle 3: The effect on business results can and should be measured where possible

Gorkana can demonstrate the effect of media coverage on business results in a variety of ways from simple correlations between media coverage and business metrics (such as share price, sales and website hits) through to more sophisticated econometrics and market-mix modelling.

Principle 4: Media measurement requires quantity and quality

Gorkana recommends a combination of quantitative and qualitative metrics. Over 20 years of working with the world's leading organizations, we have evolved our methodology to enable us to capture the nuances in measuring complex and subjective metrics such as Favourability or message delivery.

Principle 5: AVEs are not the value of public relations

Although Gorkana is able to provide Advertising Value Equivalents, we recommend that alternative metrics such as Cost per Thousand (CPM) are used wherever possible. Above all we recommend that AVEs should not be used in an attempt to demonstrate return on investment.

Principle 6: Social media can and should be measured

Gorkana has a variety of products and services to monitor and measure social media from standalone social media dashboards to daily summaries of social coverage through to in-depth reporting. Gorkana recommends that where possible social media measurement should be integrated alongside mainstream media measurement.

Principle 7: Transparency and replicability are paramount to sound measurement

This has been a driving principle of Gorkana's measurement services for more than 20 years. Gorkana believes that 'opaque' methodologies are confusing, lock customers in, and do not allow benchmarking both within the PR space and across marketing disciplines. Gorkana's methodology is designed to be simple to understand and flexible yet robust and credible.



APPENDIX 2 - Comparative organizations

Share of Voice KPIs require the identification of partner organizations. The list below includes some of the global organizations identified by DOC and PFP.

Country Offices and National Committees are encouraged to identify local organizations or comparative organizations when conducting Share of Voice analysis.

Please note that each project or initiative may include different organizations, there is no need to always use the same. Teams at the Country Offices or National Committees are invited to include organizations that are most relevant to their area of work.



World Health Organization



World Food Programme



Save The Children



Doctors Without Borders



United Nations Refugee Agency



Oxfam



International Red Cross
International Red Crescent



United Nations Population Fund



The World Bank



APPENDIX 3 - Media List

The global media list is divided into three tiers:

Tier 1 media: Focused on very prominent and influential international media outlets, which have a wide global audience reach and cover a range of issues.

Tier 2 media: Have a more regional scope, and while they cover multiple countries, their reach and coverage are more limited than the tier 1 media.

Most of Tier 1 and 2 outlets are available in multiple languages, however at the global level, we gather and analyse content in the 6 UN official languages (English, French, Spanish, Russian, Chinese and Arabic).

Tier 3 media: focus on prominent national channels, reporting on issues related to a specific country. These are mostly available in the local language of the country.

Tier 2 and Tier 3 have been prepared in consultation with Country Offices and National Committees, however, the list can be modified and expanded as more feedback is collected throughout the rollout of the strategy.

Tier 1 Media List (by alphabetical order)

ABC (Online)	France24.com
Agence France Presse (AFP.com)	Guardian Online
Al Jazeera	Independent Online
Associated Press (AP.org)	Le Figaro Online
Australian Broadcasting Corporation (ABC)	Le Monde (Online)
BBC Arabic	Mail Online (DailyMail.co.uk)
BBC Mundo	New York Times Online
BBC Online Whole Site	New Yorker (Online)
CNN Espanol	Reuters Africa
CNN Online	Reuters Global
CNTV	sky.com
CNTV Online	Time Magazine Online
Daily Telegraph Online	Times of India Online
DW-World (Deutsche Welle)	Times Online
Economist Online	Voice Of America (VOA)
El Mundo Online	Wall Street online
El Pais Online	Washington Times Online
Euronews	Xinhua News

Notes:

* While we focus mostly on news, other types of publications or TV programs that are deemed relevant to UNICEF's areas of work, can be tracked as well (lifestyle, government, business, etc.)

*When working with local media measurement companies, Country Offices and National committees should create their own media list with local outlets. DOC is preparing generic ToR and briefs for examples when procuring local media monitoring companies



Tier 2 Media List (by alphabetical order)

ABC Digital
ABC.es
ABC.es
Agencia EFE (EFE.com)
Al-Ahram Weekly
All Africa (AllAfrica.com)
Bloomberg Businessweek
Canadian Broadcasting Corporation
El Espectador
El Tiempo
Fox News Online
Huffington Post

Inter Press Service (IPS News)
La Nacion
La Nacion (Online)
La Republica
La Vanguardia
Miami Herald Online
NDTV
RIA Novosti (rian.ru)
Sydney Morning Herald (SMH) (Online)
USA Today Online
Russia Today online

Tier 3 Media List

TIER 3 lists are specific to country offices and National Committees. They are however available upon request for some offices that shared their media lists.

This list is consistently evolving upon feedback from communication officers at the country and regional levels.



APPENDIX 4 - Key Messages

Generic Messages (global)

- ✦ UNICEF emphasizes that the **survival, protection, education and development of children are universal and integral** to human progress.
- ✦ UNICEF **mobilizes political will and material resources to help countries**, particularly developing countries, to place children’s rights at the top of their priority list and UNICEF works to **build government’s capacity to form policies and deliver services for children and their families**.
- ✦ UNICEF is **committed to ensuring special protection for the most disadvantaged children** - victims of war, disasters, extreme poverty, all forms of violence and exploitation, living in deprivation or remotely and those with disabilities.
- ✦ UNICEF is **non-partisan and its assistance is free of discrimination**. In everything it does, the most disadvantaged children and the countries in greatest need have priority and the **best interests of the child** is always primary.
- ✦ UNICEF **promotes the equal rights of women and girls**, supporting their full political, social, and economic development.
- ✦ UNICEF **works with its partners toward the attainment of the human development goals** adopted by the world community and the realization of the vision of peace and social progress.

Note: These are the generic *global* messages. When working with local media measurement companies, Country Offices and National Committees should adapt these messages to their local context.

Brand Messages

KM1 - UNICEF works for children

KM 2 - UNICEF is effective

KM 3 - UNICEF is active in humanitarian emergencies

KM 4 - UNICEF supporters are passionate & full of hope

KM 5 - Needs funding from public

KM 6 - This is how you can help

KM1 - UNICEF works for children

- ▶ UNICEF works for children
- ▶ Protects children's rights
Fights so that no child should die of a preventable cause
- ▶ Fights for children everywhere
- ▶ Helps children reach their full potential
- ▶ Protects and educates children

KM3 - UNICEF is active in humanitarian emergencies

- ▶ UNICEF is active in humanitarian emergencies

KM5 - UNICEF needs funding from the public

- ▶ UNICEF needs funding from the public
- ▶ UNICEF receives no money from the UN budget (relies on voluntary contributions)

KM2 - UNICEF is effective

- ▶ UNICEF is effective
- ▶ Gets things done
- ▶ Achieves lasting transformation for children

KM4 - UNICEF supporters are passionate & full of hope

- ▶ UNICEF staff and supporters are passionate & full of hope
- ▶ UNICEF staff and supporters are passionate about the organization’s cause.
- ▶ Engagement with UNICEF gives a sense of hope.

KM6 - This is how you can help

- ▶ This is how you can help
- ▶ Donate to UNICEF
- ▶ Visit UNICEF Website
- ▶ Take action to transform the world



APPENDIX 5 - Favourability Algorithm

Favourability measures the overall balance of an article and it is then presented in a three point rating scale for UNICEF (positive, negative, or neutral).

How Gorkana Evaluates Content

The whole process is as follows:

- The analyst reads the article, breaking it down into context units which are each individually assessed for tone. Context units refer to the topic of each part of the article. For example the headline and introduction would count as separate context units.
- Each context unit is determined to be positive, neutral or negative. Positive pieces are given one point, neutral pieces are given 0 points and negative pieces are given -1 point.
- Due to reader habits emphasizing the beginning of an article, headlines and first paragraphs are weighted so a positive headline/first paragraph mention would be given two points instead of one point. This also applies to negative points.
- Once points have been assigned throughout the article, a total score is assigned. Then an overall rating will be given as follows:
 - ◆ **Unfavourable: -1 point or less**
 - ◆ **Neutral: 0 points**
 - ◆ **Favourable: 1 point or more**

Presence of a UNICEF brand or generic message would contribute to the favourability points as they directly discuss UNICEF and its role in a specific area of work. A spokesperson or ambassador quote would contribute to Favourability of each article as it portrays UNICEF as an expert or thought leader in the field/ caring about the cause. Positive brand attributes conveyed in articles also contribute to Favourability.

In traditional media, Gorkana sources content from multiple channels (online and broadcast in this case) which is fed into a central database for checking by a team of experienced human analysts. Coverage is read by analysts, who are native-level speakers of the content. They check for each item for key metrics as defined by UNICEF and flag these up within the coverage (including favourability, messaging, prominence, among others). Content is then run through final QC checks and the data is then examined for quantitative and qualitative conclusions.

Social media is tracked using Gorkana's automated analytics tool, Social Media Pro, which searches for relevant keywords and can be customized to track target metrics.

Qualitative recommendations across all channels are made by Gorkana's analysis team members, using insights gained from in-depth monitoring and evaluation experience in addition to knowledge gained from work on similar large-scale global projects. Industry best-practice standards (see Barcelona Principles) are also used in confirming metrics and making recommendations.



APPENDIX 6 - Performance scorecards

Performance scorecards are management tools used to keep track of the progress of any organizational goal. We have developed a set of scorecards to monitor the implementation of the Global Communication and Public Advocacy at the country level.

Each implementing country will be encouraged to use the scorecards to report progress on the activities at the country level. HQ will aggregate values (at regional and global level) and prepare summary reports. The first scorecard will be used as the baseline of the evaluation programme.

Why is it important?

Having a balanced scorecard is very important for a business to measure their success and to improve upon their failures. They also offer a clear visual representation of the impact of the strategy and activities.

Voice KPIs		Score	UNICEF Best in Class (BIC) & Average	Assessment	Goal	Details (e.g. comments about BIC, comparators, etc.)
Share of voice on all stories related to issues that affect children on online media				✔		
Share of voice on all stories related to issues that affect children on print and broadcast media (include TV and radio whenever possible)				⚠		
Reach KPIs		Score	UNICEF Best in Class (BIC) & Average	Assessment	Goal	Details (e.g. comments about BIC, comparators, etc.)
Number of potential impressions on online media				✔		
Number of potential impressions through print and broadcast media (include TV and radio whenever possible)				⚠		
Engagement KPIs		Score	UNICEF Best in Class (BIC) & Average	Assessment	Goal	Details (e.g. comments about BIC, comparators, etc.)
Number of donors (pledge, one-off cash donations, emergency donations, major donors and legacy)				✔		
Number of people who take action in support of UNICEF (i.e. signing of petitions, volunteering, etc.)				⚠		
Number of online supporters						
• # of people that liked the Facebook page				✔		
• # followers on Twitter				⚠		
Facebook engagement score (Engaged Users / Total Reach X100)				☹		
Twitter engagement score				✔		
Number of returning users to web-sites, blogs and other relevant sites				☹		



APPENDIX 7 - Glossary of Terms (by Alphabetical order)

Advertising Value Equivalency (AVE): is a measure that has been used in the public relations industry to 'measure' approximately the benefit to a client from media coverage of a PR campaign. AVE's would commonly measure the size of the coverage gained, its placement and calculate what the equivalent amount of space, if paid for as advertising, would cost.

Broadcast Media: refers to platforms that carry messages to the widest possible audiences without specific targeting (i.e. TV and Radio).

Circulations: A newspaper's circulation is simply the number of papers sold on an average day, both through subscriptions and newsstand sales. Circulations helps estimating the readership of a given publication. In this sense, readership is often higher than circulation, since it's the newspaper's total circulation multiplied by the average number of people who read each copy.

Comparative organizations: refers to a peer organization that operates on areas similar or close to UNICEF's programmatic areas. A sample of comparative organizations have been identified globally in the process of the Global Communication Strategy; however, this list is not exhaustive of all relevant comparative organizations at a regional or national level. So local teams are encouraged to identify comparative organizations that are most relevant to the work of UNICEF in their respective Country offices or National Committees.

Digital media: Also refers to content available online. However, in the context of the current handbook refers mainly to social media, blogs, and web assets of UNICEF.

Engaged users (on Facebook): It is a key Facebook metric that measures how many people are actively engaging with your page. It refers to the number of users who took action on your Facebook page by liking, commenting, or sharing your content. This metric goes a step beyond measuring a page's number of fans by integrating all the above-mentioned elements into one metric.

Impressions (also called OTS) - Impression numbers are sometimes very high, because they capture the possibility to view content as opposed to actual impressions - where the user has been exposed directly to the content.

Difference between reach and impressions:

Reach and impressions aren't the same. "Reach" is the number of people who have seen your content, while "impressions" is the number of times your content was seen.

This may appear as a subtle difference, but it makes a lot of difference, especially on social networks where you're served the same content multiple times, like Facebook.

'Issues that affect children' or 'children-related issues' refer to topics relevant to programmatic areas of UNICEF to ensure that children's rights are respected and protected. Examples of these issues are health, education, violence, etc. Recently, UNICEF has been focusing on children in situations of emergencies. Although the general topic does not relate to issues UNICEF is advocating, the content is monitored as long as children are at the centre of the discussion. For instance, the impact of illegal immigration on children has been a topic of interest to UNICEF and the media.



APPENDIX 7 - Glossary (by Alphabetical order)

Monitoring and Evaluation (M&E) Framework: is a suggested approach to measure the progress of the implementation of a strategy. Although each office has certain specifics that do not fall under the scope of the global M&E framework, this is meant to help set a list of minimum requirements in order to allow common parameters for comparability of outcomes across countries and over time.

Online media: refers to content available on the internet (including photos, video and news articles, or publications). In the context of the current handbook, we use online media to refer to online news. These are news outlets having a digital presence via their website. Some, if not most, outlets may now have both online and offline presence.

Prominence: is a qualitative analysis of UNICEF's mentions in news articles. It is an assessment of how well 'UNICEF' is positioned and how often it is mentioned. A mention is considered prominent when 'UNICEF' - or other reference to the organization - is mentioned in the title, headline, or lead paragraph of a given article. Also if 'UNICEF' is mentioned at least twice, the mention is considered prominent, otherwise, it is a passing mention. When calculating the share of voice, we focus only on the prominence of mentions of UNICEF and its comparative organizations.

Reporting focal point: In the reporting context of the M&E framework, includes parties responsible and able to collect information related to the given indicator. In the case where the Reporting focal point is an external partner/ service provider, the communication focal point in the country, regional or global office is responsible for the quality control of the data collected and insights shared and for the dissemination of the findings.



APPENDIX 8 - Frequently Asked Questions (FAQ)

Background

This present FAQ document aims to share and aggregate questions from different country and regional offices on the 'Handbook for the Implementation of KPIs' in the context of the Global Communication and Public Advocacy strategy rollout.

We hope to make the current document a resource of knowledge that complements information provided in the handbook.

Input has been shared from over twenty country and regional offices. While we categorized all inputs in a way that mimics the structure of the handbook (voice, reach, engagement), we tried to keep the questions verbatim in order to allow communication officers who proposed these questions to easily locate the answers. The only change was to remove the names of countries in order to make the answers applicable to various contexts as much as possible.

The FAQ also includes a section dedicated to address subjects not covered in the handbook (General/ other questions), mostly those relevant to planning, budgeting, and human resources at the country level.

Moreover, the current document focuses mostly on addressing questions. Remarks and recommendations on the handbook and the overall monitoring and evaluation framework are directly incorporated in this version of the handbook. Other elements of the discussion are tackled bilaterally with every country office and solutions are proposed taking into consideration the unique contexts and varying structures of every country office.

The Strategic Planning and the Field support sections would like to thank communication teams both in countries and regions for taking the time to provide some valuable feedback and for helping to get dialogue started about tangible aspects of the Global Communication and Public Advocacy Strategy Rollout.



Answers

VOICE

[How would media monitoring companies compare UNICEF's performance with its comparative organizations?](#)

In order to calculate the share of voice, the media monitoring company identifies a sample of articles related to some specific issues and calculates the percentage that belongs to a given organization. In our case. We are interested in knowing the volume of articles that include UNICEF mentions. To be able to do that, the company should first identify a representative sample, which can be comprised of articles that mention UNICEF, comparative organizations and some specific issues. We are, of course, interested in issues related to children. Some of our comparatives, such as WHO for example, have a mandate that goes beyond children, despite that, we include them as a comparative given their role in issues related to health, children and women. At the global level, we have identified a number of comparative organizations, such as Save the Children, MSF, WHO, etc. Each country office or National Committee is encouraged to create a list with organizations present or relevant in their own markets. There is no need to replicate the list with the global comparative organizations, although in most cases some of them will be relevant for many countries.

Example: at the global level we identify a sample composed of all articles (from a top tier media list) that mention UNICEF or one of the comparative organizations at least twice. These articles also include mentions of “children”.

Every media monitoring company uses a different sampling method, however, what is important is to be able to select representative samples, which reflect the proportionality in the selected coverage between UNICEF and the other organizations to calculate the share of voice (SoV). How do we know if the sample is representative? That's exactly why we have to work with a media monitoring company, they are the ones that should know what techniques and approaches to use to make sure the sample is representative.

The SoV is calculated then as the percentage value obtained by dividing the number of articles on UNICEF by the sample size. The same is applied to comparative organizations.

[What to do when the country office's language is not one of the six official UN languages? Should it implement its own media monitoring system based on the KPI Implementation Handbook and report to DOC through scorecards? Would DOC provide support to implement the methodology in these countries?](#)

There are different options in this case.

The office can work with a local media monitoring company that will analyse content in the local language and implement the proposed KPIs. These KPIs can then be shared with HQ using the scorecard.

A second option would involve the use of a global media monitoring company, such as Gorkana. If local content is translated into one of the 6 UN official languages then the company will be able to analyse it and estimate the KPIs. It is worth noting that generating reports by the global companies (i.e. Gorkana) may incur additional costs for the CO.

A third option does not include analysis, but it can be used for monitoring. The global media monitoring companies only track UN official languages as far as the qualitative/ human analysis is concerned, where actual analysts tag the articles for favourability, tone, and key messaging. However, as long as the media list provided by the country office is possible to track, the local communication team can benefit from accessing the dashboards, which can be tailored to the CO's needs.

In most cases, we encourage offices to hire a local media monitoring company because it benefits from the local knowledge of the market. Of course, DOC will support the CO by providing its expertise in implementing, drafting and/or reviewing the TORs for the potential service providers in order to make sure that the proposed



services are in line with the global framework, suggested in the handbook.

The handbook indicates that independent media monitoring will measure 'Share of Voice'. Is independent media monitoring 'highly recommended' or 'strongly advised' at CO level?

Given the high volume of articles related to children issues or issues that affect children and the type of analysis needed to calculate some of the KPIs (share of voice for instance) it is strongly advised to work with an independent media monitoring company. These companies have access to tools and information that are normally not available online for free use.

Once comparative organizations are identified, how do we quantify every mention of every comparative organization? Should we prepare a report on each organization, besides the UNICEF one? What should be the frequency of reporting?

The share of voice KPI, which measures UNICEF's mentions in a universe or a sample of mentions of comparative organizations, is a quantitative measure. There is no need to conduct any sort of qualitative analysis of articles from comparative organizations, furthermore, these type of analysis are very expensive. All we are trying to measure here is the % of total volume of articles that corresponds to each comparative organization in order to compare versus UNICEF's %, Share of Voice.

The handbook mentions a number of global partners that will help DOC implement this M&E framework. The handbook also encourages COs and Natcoms to work with local partners whenever possible. How will they interact and work together?

DOC has identified a number of global partners that will contribute to the implementation of the M&E framework. Their main goal is to provide DOC with a snapshot of the impact of UNICEF's global communication work. In many cases, COs/Natcoms can benefit from their services. It depends a lot on the volume and quality of articles and clips COs/Natcoms can obtain from their content provider.

We have seen that local providers are normally better equipped to provide support to country offices and Natcoms, they have access to more local media/broadcast outlets and to content in local languages. Local providers are usually cheaper than companies with regional or global presence.

That being said, there is not a single solution for all countries. DOC is currently discussing bilaterally with COs on best approaches and solution to their own needs. PFP is doing the same with Natcoms.

COs/Natcoms can, however, benefit from some of the services provided by global companies, such as:

Access to media monitoring dashboards. These dashboards can be set up for each individual country. In some cases the volume and quality of the clips may not be satisfactory. We have to test this approach on a case by case basis.

Social media analytics: DOC can create dashboards with its global provider, Gorkana, for specific campaigns and initiatives.

Quarterly reports: Gorkana issues impact analysis reports on a quarterly basis. These reports, which combine news online, broadcast, web and social media, mainly focus on global initiatives and humanitarian emergencies. They are very informative and offer information that can be of interest to COs/Natcoms. Contact DOC if offices would like to receive the global quarterly reports.

If COs/Natcoms are interested in generating country specific reports offices should discuss with DOC. Please note that there might be a cost associated to the production of country specific reports when utilizing our external providers. However, based on scope and capacity DOC may be able to produce an internal



report at no cost.

In my country office, our corporate partners don't speak on behalf of UNICEF. We strongly suggest to quantify mentions instead of quotes. Is this approach ok?

In some countries, mainly in fundraising ones, it makes sense to measure the volume of quotes from corporate partners that include UNICEF. In some other countries, where corporate partners do not necessarily mention UNICEF in the actual quotes, this KPI can be quantified by the number of UNICEF mentions included in articles/broadcasts about a corporate partner. COs can also decide not to include this KPI if it is not relevant for their work.

In social media, do we track mentions of UNICEF or the country office account (example: UNICEF Argentina vs. UNICEF global account in Spanish)?

Each CO should focus on tracking mentions that relate to the Country Office. DOC in NY takes care of tracking and monitoring UNICEF globally and in the different UN languages.

We noticed that the new M&E Framework is missing a KPI that measures the spread of UNICEF publications in media. We particularly valorised this index that shows the spread of knowledge and the trust that media (and society) have in UNICEF's investigations.

The proposed KPIs are just an initial list of KPIs to track the progress of the implementation of global strategy. We recognise this will not fit every context in which we work, but it provides a general list that pertains to most offices. We will consider reviewing the KPIs in the near future as we try to accommodate the varying realities of country contexts.

If offices deem it necessary to include additional KPIs, we encourage the local communication team to report on them as an addition to the list of KPIs in the scorecards. DOC will review additionally recommended KPIs and suggest any adjustments depending on the feedback collected from other country offices.

REACH

How should the number of times audiences are exposed to UNICEF messaging be calculated?

The reach numbers (either impressions or potential impressions) can normally be tracked by media monitoring companies. These numbers are not an exact count of people; they rather reflect the potential number of people exposed to a channel (A TV channel, print newspapers/ magazine, or an online piece) where UNICEF was featured in the news, a specific TV program, or a given article. These numbers refer to circulations for a given publication or viewership for TV.

Example: A newspaper such as El Pais, has a circulation number of 267,000. This number is an estimation of the number of copies distributed per day. The daily circulation number will be used when analysing an article (that mentions UNICEF) from El Pais. In reality we will not know how many people read the article related to UNICEF that was included in that edition of the paper.

In our experience, the number of people exposed to news outlets (print, broadcast, online) is normally very high. It is that correct? Do you have any suggestions about it? It will be important to have the same measurements for each CO in order to compare.



This is correct. The numbers obtained refer to the potential number of impressions, which is the number of people who might have seen an article, a program, a news piece on UNICEF (based on circulation and viewership numbers), as opposed to the actual number of impressions which is not possible to track for mainstream/traditional media, or it would be too expensive to do.

While comparison of reach figures from one country to the other is very important, we need to keep in mind that the population of the country also drives these numbers. The same or close reach figures can mean a strong impact in Argentina (45 Million), but would be less significant in a country such as Brazil (200 Million). Therefore, having a relative approach and putting these numbers in the broader context of the CO is equally important.

Facebook is the most popular social media platform in my country office. However its rate of penetration is less than 20% (less than 5% for Twitter). How should we weigh the impact of these channels compared to traditional media (TV, Radios, newspaper)?

Mainstream/ traditional media (which includes broadcast, print and online media) is by nature different from social media. The means used to capture media coverage from both is different as a result. This is reflected in the tools that we suggest to use throughout the handbook. However, the insights on the data collected should be performed in an integrated manner.

Reflecting all of them provides more visibility on the most effective outreach methods to our target audiences. Hence, even if Facebook's penetration rate is low, it is worth including it in the scorecards, as it directly links to the Millennials target group. Also if there are other social media platforms that are much more prominent than Facebook or Twitter, then we recommend including them as well.

ENGAGEMENT

Is it possible to measure the growth rate or the percentage of new likes, besides the number of new followers?

Yes. The number of new "Likes" can also reflect the level of engagement on social media over a given period of time. Tracking the growth of new "likes" as a percentage from the overall number of likes can also be included. Details on the Facebook "Like" measurement are available on page 42 and 43 of the handbook. If we divide the numbers of new likes by the number of likes in the beginning of the reporting period we could get the % change in the fan-base. It is also important to take into account that new likes do not take into account those that dislike our Facebook page and stop following us. When looking at growth rates we should consider the number of new likes minus the dislikes and divide by the total number of followers.

Why does the construction of the Engagement score on Facebook not consider either the quantity of likes or the quantity of posts during the selected period of time? This information (likes and posts) could fluctuate from one campaign to another and affect the index.

The engagement score is a metric provided by Facebook. While no specific details are provided on how the metric is calculated by Facebook over time, the total engagement aggregates the number of likes, shares, comments over a given period of time. The engagement score proposed by DOC in the handbook is then obtained by dividing the total engagement by the total number of fans (people who like the Facebook page). This metric is independent of the number of posts as it considers relative figures for a given period.

Note: it may be good to take into account the number of posts (and analyse the engagement at the post level) when conducting analysis for specific campaigns and initiatives.



Why does the construction of the Engagement score on Twitter not consider the quantity of followers and the quantity of tweets and mentions during the selected period of time? This information (followers, tweets and mentions) could fluctuate from one campaign to another.

Like Facebook, Twitter provides an integrated engagement score. This score is defined as the total number of engagements divided by the total number of impressions over a given period of time. “Engagements” represent the total number of times a user interacted with a Tweet. This includes retweets, replies, follows, favourites, and links. There is another KPI that looks specifically at the number of new followers in the reporting period. It would then make sense to compare both KPIs and try to draw conclusions based on trends and correlations.

Regarding the engagement KPIs, we have found that there is not a strong emphasis on youth engagement. How can we capture the results we are achieving through these projects?

The main target audiences as defined in the strategy are millennials and the middle class. Both include young people in them. When tracking the engagement of target audiences, we are indirectly tracking the engagement of young people. For instance, over 40% of our followers of global digital accounts (Facebook and Twitter) are below 24 years old. Also, many initiatives that include the use of new technologies and innovations, such as the Voices of Youth Programme or U-report, have young people as the main actors. Furthermore, youth engagement is a function of our choices of media outlets to promote our messages based on the potential target audiences. For example, at a global level, publications such as Mashable, BuzzFeed, and various blogs are known for targeting young audiences. As a result, DOC has been intensifying outreach efforts to these outlets.

DOC is currently working on a youth engagement framework in partnership with ADAP, C4D, Innovation Unit and others. This framework will help identify effective strategies to target and engage young people at the country level.

GENERAL/ OTHER QUESTIONS

SUPPORT FROM DOC

What specific support can DOC provide to my country office? It will be important to understand how Gorkana will interact with local communication officers/ specialists and if they will analyse clips and information in the local language?

DOC is committed to support COs in this process as much as possible, including the communication between Gorkana (and other external vendors) and COs.

Some areas for potential collaboration:

Access to global tools and dashboards :

My Metrica by Gorkana - a dedicated tool for online media analysis and visualization. We have the capability to create country specific dashboards for those COs that do not have the option to hire local media monitoring companies. Now, before doing that, it is important that we do a quick analysis of the volume and quality of the articles collected by Gorkana for a specific country. If Gorkana does not have enough access to articles in a given country (or market) then this will not be a viable option for COs to track their KPIs.

Social Media Pro by Gorkana - a tool for social media monitoring and analysis. Country offices can request access to the Social Media platform. Users will have to attend a training session before starting to use the platform. In order to keep the volume of mentions under the limit provided in the contract, DOC will facilitate the process of creation and maintenance of queries and dashboards.

Crowdbooster - a tool for social media analytics for “owned” Facebook and Twitter channels.



Factiva - An online and print media monitoring tool that provides access to media sources requiring a license, such as New York Times, Wall Street Journal, etc. Communication officers can benefit from reader access in order to monitor media channels relevant to their country or region.

TV Eyes: A global broadcast media monitoring tool (TV and Radio), allows monitoring of UNICEF mentions on TV and radio channels, when available at the country level.

It is important, however, to highlight that these tools are only useful for the local communication team if the above mentioned tools are able to retrieve media clips and content relevant to the work of UNICEF in the country office. Language or local media channels can be sometimes challenging to access globally. We encourage COs interested in these tools to contact DOC and arrange a meeting to discuss the specific details.

Capacity building: trainings and workshops to learn about the above mentioned tools and the measurement framework overall.

Assistance with drafting TORs and briefs for local media monitoring companies to reflect on the local and global priorities as far as monitoring and evaluation are concerned. DOC has developed a generic ToR to assist offices hiring local media monitoring companies.

Guidance and help in the process of preparing the country scorecards and the regional reports. DOC has developed a google document with a template for tracking KPIs that can be shared with interested offices.

[The Handbook for the implementation of KPIs recommends using Gorkana, if a local media monitoring company is not an option. If my country office wants to use Gorkana's service in order to follow some indicators, will you grant access to the dashboards that the local team can customize to meet our local necessities of the CO?](#)

The handbook does not recommend using a particular provider. Countries should try to find the best solution for their specific needs. The handbook actually encourages COs/Natcoms to first try to find a local provider. The main reason for this is that local providers normally have more access to articles and media clips (including community radio), have staff that can work in local languages and offer services at lower prices.

However, as part of the implementation process, country specific dashboards will be created and customized for those country offices/Natcoms where content from Gorkana is available. Part of the capacity-building exercise, Communication Officers/ Specialists in the COs and ROs will be trained to use the Gorkana tools and dashboards, along with other global tools. The ultimate objective is to empower COs/NatComs to extract data to be able to generate insights that would inform their work and their performance, as a result.

[We do not have an agreement with a local company to monitor the proposed KPIs. We would like to know if we could benefit from the global agreement that HQ has at global level with the media monitoring companies knowing that it's extremely difficult to do it internally at the office level due to several factors including the need of a dedicated human resource for this task.](#)

In principle yes. We have established contracts with global providers that can conduct analysis and research for countries. But before confirming a country office can use the services of the global providers we need to run some tests in collaboration with the country office, and make sure we are getting the necessary volume and quality of articles and clips from that specific country/market. The challenge is that, sometimes, it is very difficult to get content from some specific countries. In cases where content is not available online, the country office will have to find a way to provide the company with the clips (scanned files of print media, for example), the company will then analyse the content and prepare custom reports. When content is available online then the country office will not be required to provide any additional content. The vendor will identify a representative sample and prepare a report. Please note that the development of country or issue specific reports does have a cost implication.



In-house analysis is good, but whenever possible, we recommend to get a third party to conduct independent research and evaluation.

[Will the regional communication team have access to Gorkana analysis? Can we customize the reports to suit our needs?](#)

Yes, the regional communication teams will have access to the dashboards and to the necessary trainings in order to be able to navigate the monitoring tools, including Gorkana, Crowdbooster, Google Analytics, Factiva, etc.

Quarterly reports produced by Gorkana can be shared with regional teams. If regional offices want a more detailed regional report, they should discuss with DOC. While this is possible, it may have some additional cost implications.

[Regarding market research on UNICEF name awareness in African countries, do we have plans to launch some work on that?](#)

PFP in Geneva works with companies that perform audience research. A number of countries (mostly fundraising countries) are included in a barometer study commissioned by PFP. COs not included in the barometer study interested in conducting research in their own countries should be in touch with PFP and determine the best way to do it - the cost of research is determined by the external provider taking into account accessibility to information, costs of surveys, etc.

PLAN AND TIMELINE

[When does HQ plan to start using scorecards for pilot countries?](#)

We are started to integrate the country scorecards in the second Quarter of 2015 (Q-2). The metrics in the scorecards should report on the previous quarter. The Q1 results will act as a baseline for future reporting going forward. At this time, the reporting is open to all countries and not just to pilot countries, interested in implementing the Global Communication and Public Advocacy Strategy.

[Are there any dates set for biannual reporting?](#)

Whenever possible, reporting should be done on a quarterly basis to HQ. DOC will be reaching out to country offices to collect the scorecards and aggregate insights about the progress of the global communication and public advocacy strategy at the global level. Scorecards and KPIS will surely be used during the mid-year review in June/July and end-of-year review in November/December of each year.

BUDGET AND HUMAN RESOURCES

[The national context is different from one country to another. For instance, we do not have a fundraising option for individuals either in the office structure or on our website and social media platforms. Therefore our reporting on the engagement KPI will not cover some suggested parts in the Handbook. How can this be tracked then?](#)



The global KPIs, suggested in the handbook, will be adapted to the specific realities in every country office. While keeping consistency across the metrics that are captured and the way they are measured is important, only those relevant to the local context of the country office will be reflected in the scorecards and the regional reports. If a country is not doing fundraising then the number of pledge donors should not be included as a KPI.

Communication Officers are encouraged to add notes to the scorecards, explaining why certain KPIs are not applicable in the local context, so as to allow a better integration of CO feedback at the global level, as we report on the KPIs each quarter.

[Are we expected to adjust our RAM according to this new M&E framework? If this is the case, what are the next steps?](#)

The proposed KPIs are currently not part of the RAM. However, DOC is working with other teams in HQ to find the best way to integrate these KPIs into country's RAM.

[As social media is an important means of engagement, should COs plan to have at least one dedicated social media specialist/strategist/consultant?](#)

We do recommend the country office to try to establish, whenever possible, digital posts within the communication teams. It is recommended that the management of social media networks and other digital channels sits with staff in the communication team. We do not recommend having interns or volunteers responsible for those platforms. There are security concerns and reputational risks that have to be taken into account when communicating online.

DOC is currently working closely with human resources to provide generic job descriptions that can be used for recruitment of the specific profiles.

[CO has a pro bono media analysis partner that delivers analysis reports at the end of the year. Increasing frequency of reporting as suggested would require additional service. To this end, costs will increase significantly. Who will be responsible to cover these costs?](#)

DOC in NY has secured funds for global monitoring and analysis - which include tools, such as dashboards, that can be used by field colleagues as well as four quarterly reports from a global perspective. Quarterly reports will include analysis for some specific countries. Furthermore, Gorkana can prepare country specific analysis reports, however that will have additional cost implications. It is recommended for field colleagues to discuss with DOC the best way to approach this.

We also recognise the limited funding at the local level. There are KPIs that can be tracked internally without the need of hiring a company or external providers. However, there are many KPIs that do require some specific expertise, technology and knowledge, present only in media monitoring companies.

PARTNERSHIPS AND COLLABORATION

[Is PFP using the same indicators for digital marketing?](#)

Yes, all the KPIs have been identified through a consultative process with PFP. As a result, all country offices and Natcoms implementing the Global Communication and Public Advocacy Strategy are expected to track the same proposed KPIs, as applicable in their country contexts.



CHOICE OF SERVICE PROVIDERS

What would be the possible options for a media monitoring company for my country office?

A media monitoring company is necessary only to track mainstream media (online and broadcast media). It is recommended for offices to hire a local media monitoring company, where possible. If this is not a viable option then the country office can work with DOC to see if their office can use Gorkana, the company contracted through an LTA by DOC to monitor the global KPIs, however even this option will not always be possible. COs will need to provide a list of media channels that they would like to track in order to see whether they are accessible by Gorkana. Also, if the majority of articles are not published in one of the six official UN languages, then the Communication officers will have access to the dashboards; however, generating reports including the qualitative/ human analysis would incur additional costs, which will be discussed separately with every CO.

REPORTING

How can we have access to the scorecards to report on social media? Is there a template?

Yes, DOC has developed scorecards for each CO. They will be shared bilaterally after initial emails or calls are initiated by country or regional offices.

Are there reporting templates? Will there be like a sample report that we could be following for the first time? Will there be another training once the Handbook is finalized?

Yes, COs can request DOC to provide sample scorecards and reports.

Webinars and bilateral calls are being organized with COs and ROs. These calls are helping to provide more details on the handbook and assess the needs for training opportunities on the content of the handbook and the proposed measurement framework.

Do you have any estimate as to what time will it take for each communication officer to complete reporting? Who are we reporting to and in what language?

There are no time estimates that are established for now. The reporting timelines can be addressed bilaterally depending on the capacity of the local office. In this sense, the reports should be addressed to DOC and should be, as result, in English in order to allow integration of insights at global levels.

Where we should upload the KPIs once we have it?

KPIs should be added to the digital scorecards (to be shared with each country) once a quarter. DOC then will aggregate the various inputs from the countries and regions, and share the reports and insights globally. We are currently exploring different ways to share the data collected in a way that is easy to navigate and interpret.



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