ITC

International Training Centre

QUALITY ASSURING THE CENTRE'S COMMUNICATION AND ADVOCACY PROJECTS

CURRENT PROCESSES AND TOOLS MAPPED AGAINST GLOBAL BEST PRACTICE

January 2023

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INTRODUCTION

The International Training Centre of the International Labour Organization is the training arm of the ILO, the Specialized Agency of the United Nations that promotes social justice and human rights in the world of work. The ITCILO delivers both training services and non-training services to governments, employers' and workers' organizations and other national and international partners in support of decent work and sustainable development.

One of the non-training services provided by the Centre is managing communication and advocacy projects. The Centre's portfolio of communication and advocacy projects has significantly expanded in recent years. In 2022 alone, the Centre was able to engage more than 103,000 people through the related campaigns.

To consolidate and further grow its footprint in the market segment for communication and advocacy services in the coming years, the ITCILO seeks to align its channel-specific quality assurance system with international standards. This report summarizes global good practice in quality-assuring communication projects, maps the Centre's quality assurance practices against the standards for project management promoted by the International Standards Organization (ISO) and proposes concrete measures to narrow the performance gap.

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EXECUTIVE SUMMARY

A popular point of departure for studying **global good practice in quality assuring communication and advocacy projects** is the European Communication Monitor, which has been conducted annually since 2007 with over 30,000 communication professionals taking part. Key takeaways of the 2022 report are that diversity, equality and inclusion are issues of growing relevance for organizational policies and communication strategies across the globe, yet only one out of two communicators in Europe has implemented and followed worldwide trends and discourse in this area. Only a few communication departments command advanced expertise in CommTech for converting internal workflows and communication activities to a digital format, and there is widespread concern regarding the lack of industry-wide quality standards in communication and advocacy. Several global initiatives have been set in motion with the end goal of developing best practices and appropriate standards. This includes the dissemination and adoption of the Barcelona Principles promoted by the International Association for Measurement and Evaluation of Communication (AMEC), as well as the founding of the Coalition for Public Relations Research Standards in 2011 and the Social Media Measurement Standards Conclave in 2012. In addition, an international Task Force on Standardization of Communication Planning and Evaluation Models has been established under the patronage of the IPR Measurement Commission with the aim of setting clear standards.

A number of *inter-governmental bodies* have taken steps to explore and establish measures for quality assurance in communication and advocacy projects. For example, the European Commission has issued a Toolkit for the Evaluation of Communication Activities, while the Council of Europe has published guidelines to aid its project managers in effective communication across the entire project management cycle. The Food and Agriculture Organization has issued communication guidelines and the United Nations Development Programme has published a handbook on monitoring and evaluation, as well as Evaluation Guidelines that cover communication and advocacy initiatives. The United Nations Children's Fund has issued an advocacy toolkit and the World Health Organization has published a strategic framework for effective communication. The International Organization for Migration has produced a public communication campaign toolkit. In the *private sector,* AMEC has produced an integrated evaluation framework for planning and measuring their communications effectiveness. IDEO is a global company that has developed a widely used human-centred design toolkit.

Recurrent issues in quality assuring communication and advocacy projects are how to define the purpose and scope of a communication and advocacy project; how to define a theory of change, and how to measure performance:

- **Project purpose:** At the design stage of any communication and advocacy project, its objectives need to be established. A distinction can be made between broad objectives and specific objectives: broad objectives often relate to the wider and longer-term goal pursued by the organization or initiative commissioning the project, while immediate objectives are specific to (the performance of) the project. It is widely accepted that immediate objectives should be specific, measurable, achievable, relevant and time-bound but it is likewise widely acknowledged that in practice it is often difficult to formulate specific objectives, at least for mission-driven campaigns, since they are more likely to aim for qualitative change.

- **Theory of change:** A communication and advocacy project should be based on a theory of change describing how activities (inputs) lead to results (outputs) that in turn pave the way for changes of attitude (out-takes). This leads to positive change in the short to medium term (outcomes) and eventually contributes to lasting longer-term change (impact). The cause/effect relationships between inputs, outputs, out-takes, outcomes and impact can be expressed in a results chain. The results chains promoted as reflecting best practice in the industry are typically derived from conceptual models that draw inspiration from Results-Based Management (RBM) frameworks. In practice, the application of these RBM frameworks can be difficult due to a lack of consensus as to what constitutes positive change and how to attribute change with confidence to inputs. As a result, communication and advocacy projects tend to focus on measuring inputs and outputs with quantitative data, rather than assessing outcomes or impact. To overcome the attribution challenge and better capture qualitative change, the emerging good practice is to tell stories rooted in evidence.
- **Key Performance Indicators:** Given the above, it is important to define metrics and indicators that track and communicate success. While in the past the evaluation of communication and advocacy activities has relied on a few primary quantitative metrics, the rise of digital media has facilitated the collection of a wide range of metrics. On the downside of this digital transformation process, the proliferation of digital metrics can make the identification of standards for evaluation even more challenging.

The backbone of **the Centre's quality management system** across its portfolio of capacity development services is the Plan-Do-Check-Act (PDCA) cycle promoted by the International Standards Organization (ISO) in its ISO 9001:2015(E) Standard ("Quality management systems – Requirements"). More specifically, the Centre's learning services (both face-to-face training and distance-learning activities) are aligned with the ISO 29993:2017(E) Standard ("Learning services outside formal education – Service requirements"), while non-training capacity development services such as communication and advocacy projects, draw inspiration from the ISO 21502:2020(E) Standard ("Project, programme and portfolio management – Guidance on project management"), on the understanding that each assignment is unique and thus has the character of a single project with a specific purpose and a customized implementation cycle.

The **Centre's current practices in quality-assuring its communication and advocacy projects** were mapped against two criteria: at the portfolio level, the level of alignment with broader organizational objectives, here assessed against higher-level ILO strategy frameworks and the Centre's Strategic Plan and Programme & Budget (P&B); and at the project level, the level of compliance with conditions set under ISO 21502. The mapping exercise found these projects to be *strategically well aligned* with the analytical framework underpinning the ILO capacity development strategy and the higher-level capacity development approach of the United Nations system. Moreover, the work of the Centre in the field of communication and advocacy seems firmly anchored in its 2022-25 Strategic Plan and the 2022-23 Programme and Budget.

The mapping exercise also found that *on the operational leve*l the Centre's communication and advocacy projects are largely aligned with the project management practices promoted through ISO 21502. More specifically:

- The Centre's pre-project activities always involve up-front feasibility assessments and the compilation of a technical and financial proposal to inform a decision by the sponsoring organization.
- At the project initiation stage, the Centre mobilizes a project team with a clearly prescribed division of labour, establishes transparent project governance and management mechanisms, and elaborates a project document/message brief in consultation with the sponsoring organization and project stakeholders.
- The project implementation is guided by a detailed implementation plan that is monitored and, where applicable, amended in close liaison with the sponsoring organization and project stakeholders; each project draws on an elaborate results-based management framework to monitor performance along the critical path.
- At the project closing stage, results are evaluated and documented in close consultation with the sponsoring organization and the project stakeholders; alternatively and where applicable, projects may also be terminated in line with established protocol.
- After the project, the Centre shares knowledge about project outcomes and feeds findings back into the design of future project cycles.

The extent to which the Centre fully complies in each communication and advocacy project with the conditions set by ISO 21502 is a function of project size, project budget and client expectations. The Centre insists with the sponsoring organization on compliance with all conditions, but sometimes selected tasks perceived by the client as non-core conditions (like post-project evaluations and post-project knowledge-sharing activities) may be waived due to budget constraints. For flagship projects with high visibility and risk exposure, none of the conditions can be waived.

The Centre's current practices have some minor weaknesses, in particular:

- The project documents elaborated at the project initiation stage as part of design sprints are not standardized and not centrally stored for future ease of reference across the organization.
- The Centre does not have a standardized approach to the definition of a work package for its communication and advocacy projects, despite the fact that a standard project will typically comprise a combination of set "digital" work packages, such as a campaign website and social media campaigns.
- No institutional checks and balances are in place to more formally direct communication and advocacy projects within the organization and to alert management at an early stage as to deviations from the critical path. This does not mean that project teams fail to coordinate closely with the sponsoring organization and project stakeholders via scrum meetings, data dashboards and progress report; it rather indicates that, as things stand, there could be improvements in systematically analysing the available data at the institutional level.
- Unlike the practice followed in its training activities, the Centre currently does not commission annual external sample evaluations of its communication and advocacy projects.

- The Centre has yet to develop a theory of change that explains how its channel-specific capacity development activities compound to promote global social justice at the impact stage. Currently, the assumption is that capacity development is one of the means of action in the higher-level ILO strategy framework, alongside other result areas such as research, knowledge-sharing and policy advice; Following this logic, improved performance resulting from communication and advocacy projects is but one factor in the Centre's capacity development equation, which in turn constitutes just one part of a far bigger ILO strategy formula. While the current approach is legitimate, it runs the risk of rendering largely invisible the potentially significant contribution made by communication and advocacy projects to boosting the holding capacity of social systems.

To further consolidate the quality assurance processes for communication and advocacy projects, it is recommended that the Centre should:

- Prepare a checklist for project managers including all the conditions set under ISO 21502; project managers would then have to document compliance in their project progress reports and justify exceptions for sign-off by the direct supervisor and approval by the higher-level supervisor.
- Develop a project document template (aligned with ISO standards) for *mandatory* use at the project initiation stage; this might also call for modification of some of the templates used during the design sprints.
- Linked to the above, draw up a list of process indicators and KPI for use in communication and advocacy projects, and highlight which of these metrics are mandatory (refer below for a first draft indicator table).
- As far as possible, classify default digital work packages for use in its communication and advocacy projects; these work packages might become set deliverables that differentiate the Centre's services from the competition and would allow LIP to standardize project implementation plans in line with ISO conditions.
- Aim for multi-level and cross-communication-channel engagement and allow for rapid iteration of channel mix in response to feedback.
- Introduce a formal mechanism to direct communication and advocacy projects, in this case by adding a governance layer to flagship projects with high visibility large budgets and significant risk exposure; more in particular, project managers will in future include a TDIR representative in the project progress review meetings and share progress reports with both the LIP manager and the Director of Training.
- Starting in 2023, commission annual external sample evaluations of its communication and advocacy projects in order to communicate their results more systematically across the organization and with ILO.
- Put even stronger emphasis on story-telling as a means of capturing qualitative impact rooted in evidence.
- Develop a theory of change that explains how its channel-specific capacity development activities compound to promote global social justice at the impact stage. The current approach of delegating the assessment of long-term impact to the ILO is legitimate but runs the risk of rendering largely invisible the potentially significant contribution made by communication and advocacy projects to boosting the "holding capacity" of social systems.

1. BACKGROUND

The International Training Centre of the International Labour Organization is the training arm of the ILO, the Specialized Agency of the United Nations that promotes social justice and human rights in the world of work. The ITCILO delivers both training services and non-training services to governments, employers' and workers' organizations and other national and international partners in support of decent work and sustainable development.

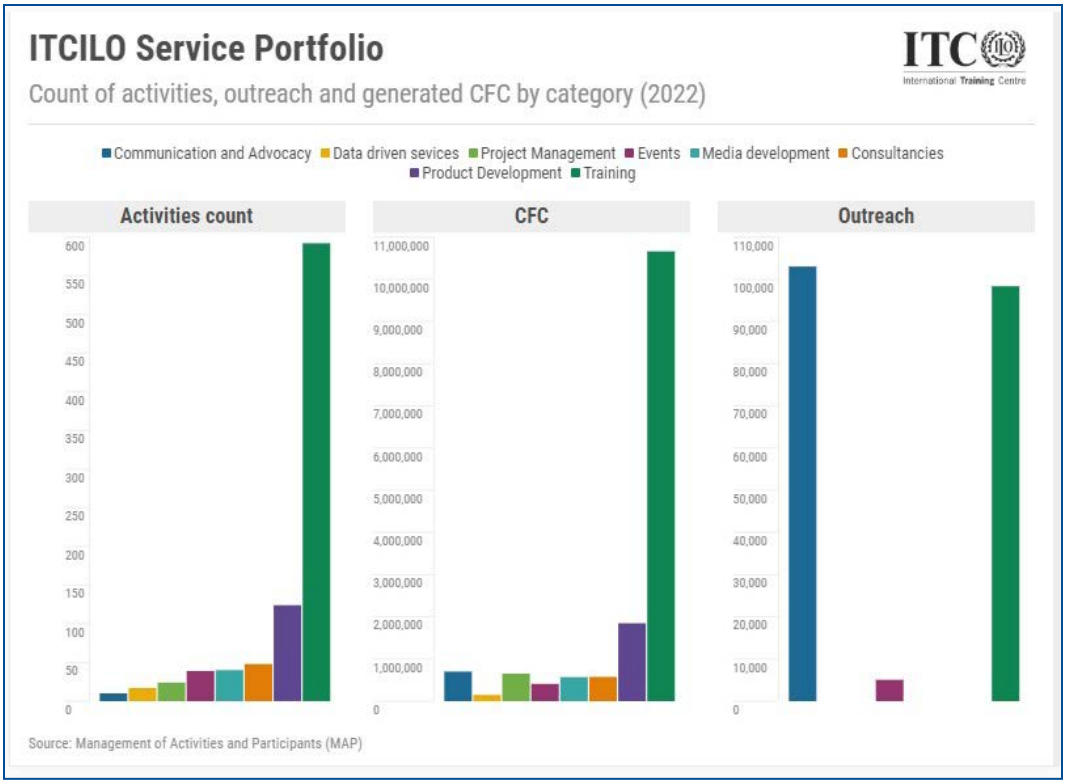
ITCILO's service portfolio is illustrated below, with communication and advocacy projects classified as non-training capacity development support. Also refer to Chapter 2.1 for more information on the taxonomy of the Centre's capacity development services.

FIGURE 1. THE CENTRE'S SERVICE PORTFOLIO ILLUSTRATED

TRAINING	RELATED CAPACITY DEVELOPMENT SERVICES
STANDARD COURSES (including Master Programmes)	PRODUCT DEVELOPMENT
	INNOVATION SOLUTIONS
	PROJECT MANAGEMENT SUPPORT
TAILORED TRAINING ACTIVITIES	MANAGEMENT CONSULTANCIES
	DATA DRIVEN SERVICES
	EVENT FACILITATION
	COMMUNICATION AND ADVOCACY

The Centre's portfolio of communication and advocacy services expanded significantly during the 2020-21 biennium and has grown into a significant work stream of the Learning Innovation Programme in the Centre's Training Department. In 2022, communication and advocacy activities continued to confirm their strategic importance to the Centre. Through a limited number of effective communication campaigns, the Centre was able to reach out to more than 103,000 people, thus accounting for 5 per cent of the Centre's CFC.

FIGURE 2. PORTFOLIO PERFORMANCE DATA



To consolidate and further grow its footprint in the market segment for communication and advocacy services in the coming years, the ITCILO has sought expert advice on aligning its channel-specific quality assurance system with international standards. The consultant researched and summarized global good practice in quality-assuring communication projects, mapped the Centre's quality assurance practices against the standards for project management promoted by the International Standards Organization (ISO) and, where applicable, proposed concrete measures to narrow the performance gap. The findings, conclusions and recommendations made by the consultant are drawn together in this paper.

Please note that, in line with industry practice and for the purposes of this assignment, a communication and advocacy service is in the following understood to be a project with a pre-established purpose, a multi-step implementation cycle with start and end date, with pre-defined outcomes and set deliverables tracked with key performance measures, with output-specific time-bound activities and with an activity budget.

2. GLOBAL GOOD PRACTICE IN QUALITY ASSURING COMMUNICATION AND ADVOCACY PROJECTS

2.1. Snapshot of the global actor network

This chapter provides an overview of global good practices in quality assuring communication and advocacy projects, focusing on modern metrics and measurement techniques for evaluating in accordance with up-to-date frameworks and logic models.

The most extensive transitional study on strategic communication worldwide, the European Communication Monitor,[1] has been conducted annually since 2007, with over 30,000 communication professionals taking part. Based on interviews conducted with more than 1,600 communication practitioners and leaders, this extensive report encompasses insights into consulting, inclusion and diversity, Communication Technologies (CommTech), and emphatic leadership in communications. Furthermore, the report includes observations concerning strategic issues in this field of communication in the coming years and has determined the characteristics of outstanding communication departments.

The key takeaways from the 2022 report[2] are as follows:

- Diversity, equality and inclusion (DEI) is having an impact on organizational policies and communications across the globe, yet only one in every two communicators in Europe has implemented and followed worldwide trends and discourse in this area.
- The majority of practitioners have experienced emphatic traits on the part of communication leaders that have led to positive results in mental health, commitment and levels of engagement.
- Only a handful of communication departments use advanced CommTech to convert internal workflow and communication activities to a digital format (preexisting organizational structures are seen as the crucial stumbling block for swift transformation).
- It is difficult and challenging to achieve quality consulting in communication. This statement is further confirmed by the fact that three out of four respondents very much desire the application of the appropriate standards that would successfully encompass clients, consultants or, ideally, both groups.

[1] https://www.communicationmonitor.eu/.

[2] Detailed analyses are available for 22 countries and different types of organizations in the full report, available for free at https://www.communicationmonitor.eu/.

Alongside the European Communication Monitor, several initiatives have been set in motion with the goal of developing best practices and appropriate standards.[3] Theses include the dissemination and adoption of The Barcelona Principles (AMEC, 2010, 2015, 2022), as well as the founding of the Coalition for Public Relations Research Standards in 2011 and the Social Media Measurement Standards Conclave in 2012.

A range of professional organizations are involved, including:[4]

- International Association for Measurement and Evaluation of Communication (AMEC);
- Institute for Public Relations (IPR);
- Council of Public Relations Firms (CPRF);
- Global Alliance for Public Relations and Communications Management;
- International Association of Business Communicators (IABC);
- Public Relations Society of America (PRSA);
- UK Chartered Institute of Public Relations (CIPR);
- Society for New Communications Research (SNCR);
- Fédération Internationale des Bureaux d'Extraits de Presse (FIBEP);
- Word of Mouth Marketing Association (WOMMA);
- Digital Analytics Association (DAA);
- Media Ratings Council (MRC);
- Interactive Advertising Bureau (IAB);
- American Association of Advertising Agencies (AAAA);
- Association of National Advertisers (ANA); and
- Web Analytics Association.

In addition, an international Task Force on Standardization of Communication Planning and Evaluation Models[5] has been established under the patronage of the IPR Measurement Commission with the aim to naming and clearly setting standards.

In the following pages, selected organizations and initiatives that have recently taken steps forward in exploring and establishing measures for quality assurance in communication and advocacy projects are described in further detail.

The European Commission (EC)

Produced by the Directorate General for Communication, a Toolkit for the Evaluation of Communication Activities[6] was issued in 2017 by the European Commission. It provides a comprehensive overview for the successful evaluation of communication activities. It also includes separate fact sheets concerning everything from events evaluation to publications, social media,

[3] A Review of New Evaluation Models for Strategic Communication: Progress and Gaps, Jim Macnamara, article published in the International Journal of Strategic Communication, January 2018.

[4] ibidem.

[5] The purpose of the Task Force on Standardization of Communication Planning and Evaluation Models is to research and possibly find consensus on a single model—a standard—for the planning/goal setting and the evaluation and measurement of communication effects. As yet, this has not been achieved.

[6] European Commission. (2017 February). Toolkit for the evaluation of the communication activities.

websites, newsletters, conferences, and smartphone apps. In 2019, the EC took a further important step in issuing Communication, Monitoring, Evaluation Tips & Tools,[7] a guide which is brimming with useful operational and methodological information for experts concerning the planning and implementation, as well as monitoring and evaluation, of various communication activities.

The Council of Europe (CE)

Designed as guidelines[8] with the primary aim of aiding the Council of Europe's project managers in effective communication across the entire project management cycle, the guidelines are organized with the Project Management Methodology (PMM) phases in mind. They adhere to the project communication scheme, which is subdivided into seven distinct sections:

- Communication objectives
- Target audience
- Key messages
- Communication tools
- Communication activities
- Communication indicators
- Resources

The Food and Agriculture Organization (FAO)

The FAO's mandate covers all aspects of food and agriculture. To achieve its ultimate goal - a world without hunger - communication is one of the FAO's most important tools, as stated in Communications at FAO. Different aspects of communication, including strategies, activities and distinctive features are described in the guidelines, as well as concrete examples. Communication plays a pivotal role in terms of the Organization's credibility and effectiveness as a policymaking forum. In fact, as a unique and multilingual centre of knowledge, technical expertise and excellence, the FAO has to communicate evidence-supported information, analysis and statistics in an easy-to-understand and persuasive manner to numerous audiences worldwide.

The United Nations Development Programme (UNDP)

The UNDP is the UN's global development network, supporting some 170 countries in developing national and local capacities that will help them achieve human development and the Sustainable Development Goals. The first UNDP handbook on monitoring and evaluation was developed in 1997. Revised versions followed in 2009 and 2019. In close collaboration with the UNDP Independent Evaluation Office, the new and updated UNDP Evaluation Guidelines were released in June 2021, reflecting the strong commitment of UNDP to continuous learning and improvement. As well as providing clear guidance and direction for those planning and commissioning evaluations, the latest Guidelines are aligned with the new UNDP Evaluation Policy and the United Nations Sustainable Development Cooperation Framework (UNSDCF).

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7 Communication, Monitoring, Evaluation Tips & Tools, European Commission, Version 4.0, 21 November 2019.

8 Council of Europe, Communication plan guidelines - Project Management Methodology, June 2017.

The UNDP Evaluation Guidelines are organized in a number of sections "which can be used in sequence or as stand-alone pieces, and are intended to be a living and continuously evolving document. Sections will be updated regularly considering changing needs for evaluation guidance, as well as changes in UNDP policy and approaches. Additional sections or companion pieces will be developed in future."[9] In short, these Guidelines focus mainly on the evaluation planning processes and different types of evaluation conducted in the UNDP environment; the implementation and overseeing of decentralized evaluations; the preparation, implementation and use of evaluations; and the annual quality assessment of evaluations.

The United Nations Children's Fund (UNICEF)

Developed for country offices (COs) in UNICEF's West and Central Africa region, the agency's Advocacy Toolkit gives an overview of tools and strategies that can be used to improve and strengthen advocacy efforts in the sphere of education. The examples, resources and guidelines contained in this toolkit aid UNICEF's communications officers and education teams in generating outreach materials and, additionally, organizing campaigns and events for different audiences. Although this toolkit is not intended to be all-encompassing, it aims to offer guidance and tools that COs can relatively easily adjust to their country contexts. In conclusion, this is an evolving document that is meant to be modified and updated as favorable practices emerge.

World Health Organization (WHO)

Although not designed as a specific communications strategy for health examinations, particular diseases or geographic regions, the principles and tactics contained in the WHO Strategic Framework for Effective Communications can be used as a resource, a guiding hand, to help with the development of strategies incorporating communications that are credible, intelligible, relevant, applicable, attainable and timely. In short, the Framework is designed as a resource (and frame of reference) intended to be constantly updated as suggested by WHO communications staff. As it stands, the Framework is organized in such a way as to make sure WHO communications are:

1. attainable,
2. applicable,
3. credible and trusted,
4. relevant,
5. understandable and
6. timely.

[9] UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, June 2021.

The six criteria mentioned above form the core of WHO communication activities and the Organization endeavors to make sure that they are mirrored across its full range of activities and materials: visibility and outreach activities, social media messages, feature stories, commentaries and infographics, Q&As, web-based fact sheets, news releases and media advisories, intranet content for WHO staff and videos, as well as press conferences.

International Organization for Migration (IOM, UN Migration)

Known for its track record in providing valuable public communication campaigns to support migrants and migration processes, the IOM has published a cross-cutting and practical Public Communication Campaign Toolkit that puts the Organization's vast experience and knowledge in the field to great use.

It offers guidance and tools to improve the design, delivery and evaluation of migration communication campaigns. Strong emphasis is put on inclusive and participatory approaches that encourage audience interaction and continuous involvement for the duration of the campaign cycle.

The International Association for Measurement and Evaluation of Communication (AMEC)

AMEC, the largest professional body concerned with media intelligence and insights, represents practitioners and organizations that offer communication analysis, evaluation, research and insights, as well as media evaluation. Today, organizations ranging from the world's largest multinationals to the smallest non-profits are using the AMEC's Integrated Evaluation Framework to plan and measure their communications effectiveness. The framework provides a consistent and credible approach that can provide the basis for any planning, research and evaluation process. A step-by-step process, ranging from organization and communication objectives all the way to business impact, is also available as an Interactive Tool.

IDEO

IDEO is a global company that has adopted a design-based and human-centered approach to assisting organizations on their path to growth and innovation. Driven by a desire to have a positive impact on the world via creativity and design, this company is dedicated to helping others achieve the same goal. In fact, IDEO has been given credit for coining the term "**design thinking**" and the practice associated with it. Whereas, in the early years, this term referred to designers' aspirations to work on complex problems, nowadays it has other functions, such as targeting new innovation opportunities. In fact, design thinking can be adopted not only by companies working on designing services and products but also by anyone looking to reformulate problems and find new solutions, which is especially applicable to individuals working in communication.

IDEO designed and launched its Human-centered design (HCD) Toolkit in 2009. This was a first-of-its-kind solution illustrating the positive impact that this kind of approach can have on the social sector. A Field Guide to Human-Centered Design, a new iteration of the HCD Toolkit, was launched in 2015 by IDEO.org. This guide is the most recent in IDEO.org's array of teaching tools and represents a further step in the direction of making available the practice and promise of human-centered design in the social sector.

2.2. Recurrent issues

Recurrent issues in quality assuring communication and advocacy projects are how to:

- define the purpose and scope of a given communication and advocacy project (*why are we doing this*?),
- specify how inputs will translate into outputs, outcomes and impact (*what will change?*), and
- measure change (*how do we prove our performance*).

In the following sections, global good practice in addressing these generic challenges is described in more detail.

2.2.1. Project purpose

At the design stage of any communication and advocacy project, its objectives need to be established. A distinction can be made between the broad (or overall) objectives to which a communication and advocacy project contributes and the specific (or immediate) objectives to be attained by the communication and advocacy project. Broad objectives often relate to the wider and longer-term goal pursued by the organization or initiative commissioning the project, while immediate objectives are specific to (the performance of) the project.

It is widely accepted that immediate objectives should be SMART, i.e. aligned with the SMART criteria as defined by Gregory,[10] AMEC,[11] the European Commission,[12] and the Council of Europe:[13]

- **S**pecific (targeting a specific area for additional improvement);
- **M**easurable (having quantifiable indicators of progress);
- **A**chievable (within the budget and resources available);
- **R**elevant (result-based or result-oriented objectives);
- **T**ime-bound (associated with target dates).

[10] Gregory, A. 2020. The Fundamentals of Measurement and Evaluation of Communication, published in The Handbook of Public Sector Communication, Vilma Luoma-aho, María-José Canel © 2020 John Wiley & Sons, Inc.

[11] AMEC - Resources.

[12] Communication, Monitoring, Evaluation Tips & Tools, European Commission, Version 4.0, 21 November 2019.

[13] Council of Europe, Communication plan guidelines - Project Management Methodology, June 2017.

FIGURE 3. AN EXAMPLE OF SMART OBJECTIVES FOR A COMMUNICATION AND ADVOCACY PROJECT

Activities	Broad Objectives	SMART Objectives	Results indicators
Networks	• Foster a sustainable network of journalists competent on EU topics	• Increase the number of journalists at press conferences by 30% in 1 year • Create a group of 10 journalists who cover EU affairs in at least 5 articles over a 6-month period	• % of journalists who say they are willing to cover EU affairs • Overall usefulness of the event for attendees (survey)
Events	• Increase awareness about the EU	• Aim for 50% of participants at the event to attend 2+ workshops on EU topics (depending on the activity)	• % of attendees who say they would speak positively about the event • % of attendees who engage in follow up actions
Social Media	• Engage young people on EU topics	• Target 300 shares over the course of 2 week for a video made by an influencer hired for the activity and a reach of 10k online users	• Number of shares • Engagement rate of the posts (observations about the user's attitude/profile) • Number of hashtag mentions

Source: "European Commission's Communication, Monitoring, Evaluation Tips & Tools"

In following the well-known SMART criteria, the European Commission further stresses that communicators ought to "be as **specific** as you possibly can" in establishing the target audience, the final outcome in behavioural changes, the audience's present attitudes (to your policy), and who has most influence on them.

Furthermore, they emphasize several **crucial questions** that need to be asked when determining goals in communication and advocacy activities:

1. What is the European Commission trying to **accomplish**?
2. What is the **end goal** behind this particular action?
3. How will you be able to **measure** the purpose of this specific action?
4. Who is your target **audience**? (For example, an acceptable answer would be 16-18 year-olds who are potential participants in an academic exchange programme; simply stating "the public" would not be acceptable).

Similarly, the World Health Organization urges communicators to "start evaluation with realistic objectives", further emphasizing that although instantaneous changes in behaviour are not likely to follow, "communicators can show incremental improvements … [related to] … increasing awareness, enhancing understanding of health risks, or nurturing skills."[14]

The World Health Organization and the European Commission have both compiled a list of aims where change brought about by communication are concerned. Objectives such as raising awareness, influencing attitudes, increasing knowledge and building confidence in change are recommended by WHO, while simultaneously furthering policy by engaging, persuading, normalizing, informing and inspiring. Yet, the very term "raising awareness", when set as an objective, is seen as very vague. In fact, the notion of "awareness-raising" is a slippery one since it is seldom connected to wider organizational objectives. If the concept of "awareness-raising" is placed within the scope of a topic (for example migration), then it has to relate to changing behaviours and attitudes, as well as to campaign evaluation. The latter usually considers outputs (advertising and/or publicity), as opposed to outcomes.

2.2.2. Theory of change

A communication and advocacy project – like any other project – should be based on a theory of change describing how activities (inputs) lead to results (outputs) that in turn pave the way for positive change in the short to medium term (outcomes) and eventually contribute to longer-term lasting change (impact). The cause/effect relationships between inputs, outputs, outcomes and impact can be expressed in a results chain.

Results chains are often derived from conceptual models that draw inspiration from Results-Based Management (RBM) frameworks. As described in the United Nations Development Group's "Results-based Management (RBM) Handbook":[15] "A result is a describable or measurable change that is derived from a cause-and-effect relationship. There are three types of such changes that can be set in motion by a development intervention: outputs, outcomes and impact.

The changes may be intended or unintended, positive and/or negative. It is expected that careful management for development results in programmes using RBM will lead to positive change. However, this is not always the case. Change can sometimes lead to unintended or negative consequences. It is therefore important to continually manage for results so that programmes can truly result in positive change."

Furthermore, the RBM Handbook specifies that a results chain is inseparable from the surrounding context, hence it mirrors the global situation in terms of aspirations, needs, issues and the priorities of key rights holders. Results will, therefore, be influenced by a number of factors, political, cultural, social, environmental and economic. Evidently, one size does not fit all and the results chain will differ from one country to another. The output needs to be obtained using the resources available and must adhere to the allotted timeframe. Moreover, overly ambitious

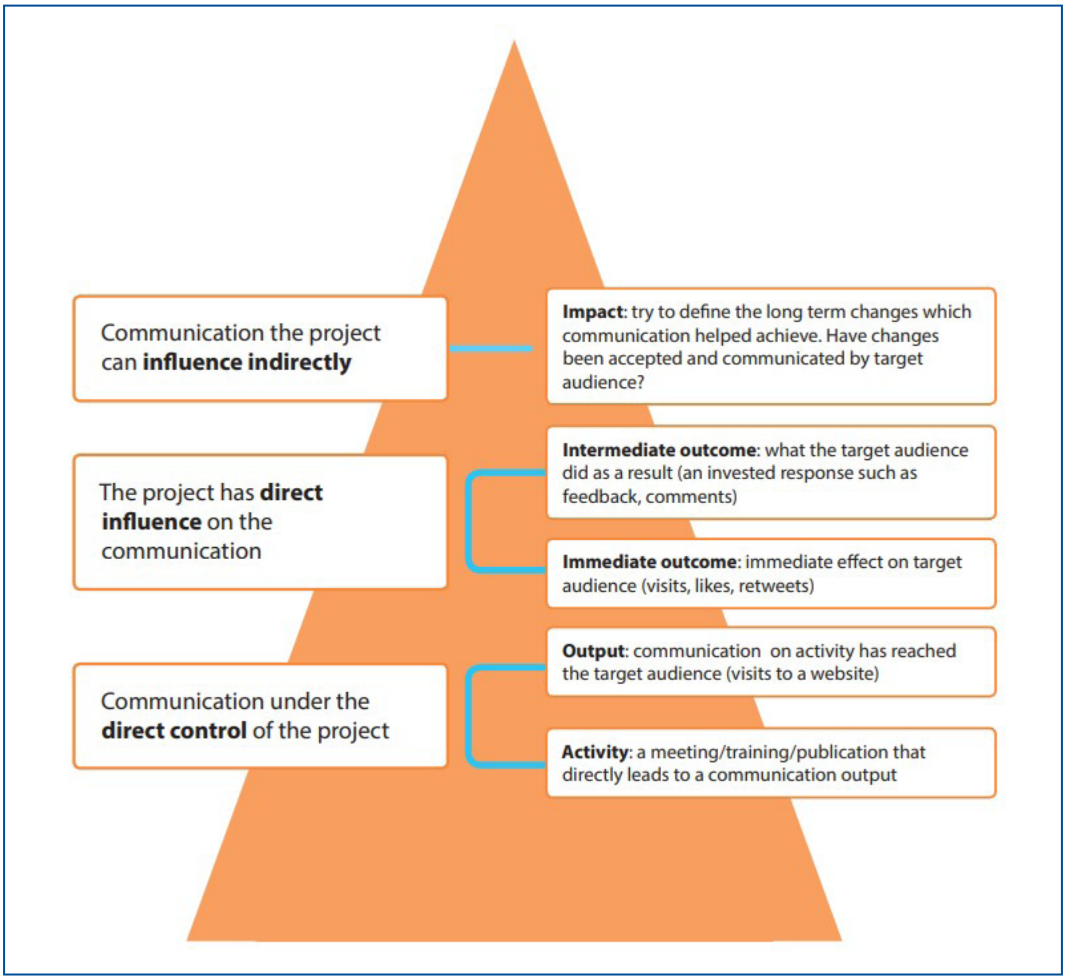
[14] WHO Strategic Communications Framework for effective communications, 2017.

[15] Results-based Management Handbook, United Nations Development Group (UNDG), October 2011.

results statements should be avoided. Ideally, results should reflect the environment, current and potential capacities, and the resources available. If this is not the case, the results statement needs to be adjusted. Overambitious expectations which cannot be met may lead to the erosion of the programme as a whole.

The Council of Europe's guidelines[16] recommend thinking in terms of the different levels of the Project Management Methodology (PMM) results chain when defining indicators and give an example of a results chain for a communication project.

FIGURE 4. EXAMPLE OF A RESULTS CHAIN FOR COMMUNICATION[17]



The guidelines explicitly acknowledge that the complexity of communication projects is scalable, from small initiatives with a single activity cluster to large programmes bundling several projects under one roof. Results chains may correspondingly "branch" (or cascade) where the outcomes of project A form inputs for project B, or the impact of project A may contribute to impact at programme level. An example provided in the guidelines of a results chain for a smallest-common-

[16] Council of Europe, Communication plan guidelines - Project Management Methodology, June 2017.

[17] Source: Council of Europe, Communication plan guidelines - Project Management Methodology, June 2017.

denominator project is to run a Facebook page. Using the previous figure as a guide, the results chain is as follows:[18]

- Communication under the direct control of the project
  - **Output:** Facebook page is published with all the latest news of activities.
  - **Activity:** Facebook page is set up to promote the activities and outcomes of a project.
- The project has direct influence on the communication
  - **Intermediate outcome:** Comments are left on Facebook page and posts are shared, audience create new posts/pages based on the communication message.
  - **Immediate outcome:** The Facebook page has followers and posts gain likes.
- Communication the project can indirectly influence
  - **Impact:** Posts on changes and results achieved by the project are widely shared and part of general discourse.

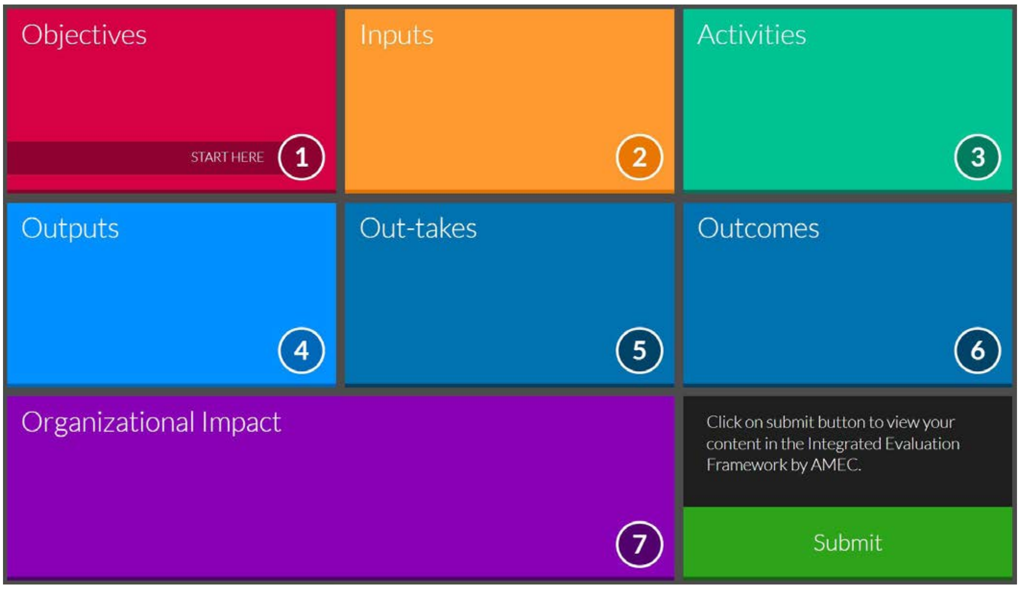
The International Association for Measurement and Evaluation of Communication (AMEC) proposes a slightly different model known as the AMEC Integrated Evaluation Framework. The model is geared towards organizations commissioning communication and advocacy projects and distinguishes seven stages along the results chain:

- Objectives
- Inputs
- Activities
- Outputs
- Out-takes
- Outcomes
- Organizational Impact

Notably, this framework advocates setting objectives as the initial step, with the pop-up information box labeled “Objectives” clearly articulating that organizational objectives have to be included together with communications objectives, and that organizational objectives are of greater importance. The impact-stage information box of the model asks users to declare “how has the organization been impacted during the campaign”, with a further information box offering examples of impacts relating to “reputation improvement” (of the organization), “sales,” “donations” and “compliance”, for instance the success of social marketing campaigns. The model also includes “Social Goals”, with results reflecting enhanced public well-being and health, such as reduced smoking.

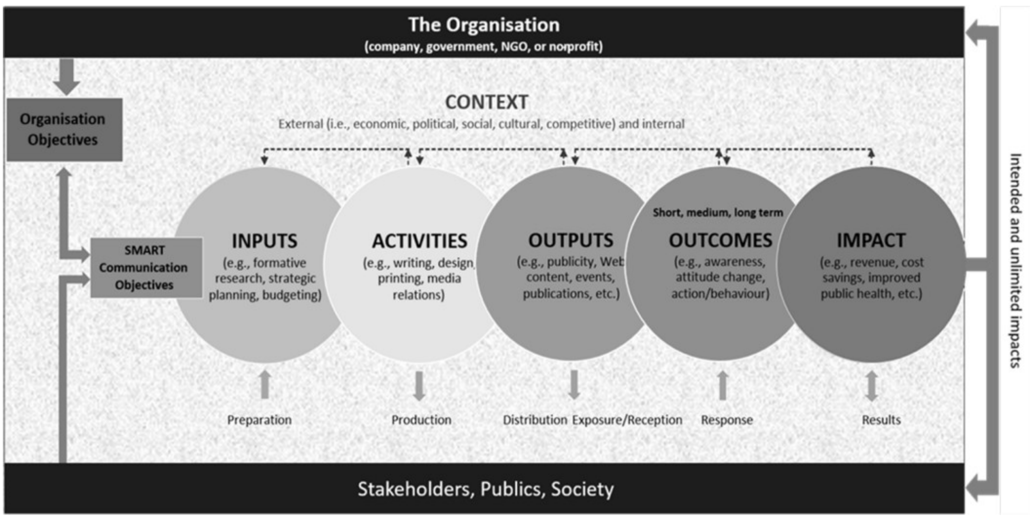
[18] Council of Europe, Communication plan guidelines - Project Management Methodology, June 2017.

FIGURE 5. THE AMEC INTEGRATED EVALUATION FRAMEWORK[19]



A third model, proposed by Macnamara and Gregory, aims to balance the objectives of the organization with the objectives pursued by its external stakeholders in society.

FIGURE 6. THE INTEGRATED EVALUATION MODEL[20]



[19] Source: AMEC website.

[20] Source: Jim Macnamara & Anne Gregory (2018) Expanding Evaluation to Progress Strategic Communication: Beyond Message Tracking to Open Listening, International Journal of Strategic Communication, 12:4, 469-486.

This integrated model for evaluating strategic communication (and advocacy):

- modifies the communication objectives so as to take into account both the internal planning to achieve the organization's objectives and the interests, views and needs of the stakeholders, society and the public. At the same time, it stresses the need for communication objectives to be rooted in research, as well as in the organization, and to comply with the SMART criteria (specific, measurable, achievable, relevant and time-bound);
- emphasizes that inputs, activities, outputs, outcomes and impacts overlap and have a tendency to be contingent rather than linear in nature;
- depicts the repetitive two-way nature of communication between the organization and society in general, the public and stakeholders, with inputs flowing into the organization (formative research) and from the organization (budget and resources); the outputs spread out from the organization to society, the public and stakeholders, while the outcomes are evaluated in terms of reactions and feedback from the public, society and stakeholders towards the organization, and lastly with impact occurring in both directions.

2.2.3. Evaluation parameters

Macnamara[21] provides ten continuous issues plaguing the impact assessment of communication campaigns:[22]

1. Rather than focusing on outcomes (in what way did things change?) or on how the communication campaign brought about a change, the spotlight is mainly on outputs (what was done?).

2. Closely connected to the above issue are assumptions concerning effects. In practical terms, this means a tendency to merge outcomes and impact, and conclude that any hoped-for changes in the real world were due to the campaign. Hence, having a control group is integral to best practice.

3. Furthermore, there is a tendency to focus on measurement rather than evaluation (the former consisting of simple data-collection, while the latter necessitates judgment and theoretical considerations in order to fully understand the actual impact and whether or not the objectives were met).

4. Thinking about the evaluation strictly as something that is conducted after the campaign. This inevitably leads to post-facto justifications and objective setting, while simultaneously neglecting any appropriate pre-intervention measurements.

5. False and invalid methods.

6. The world of media being the prime focus for people working in communications. To put it in simple terms, media engagement (shares, views and mentions) takes central stage,

[21] Jim Macnamara, PhD, Distinguished Professor of Public Communication in the School of Communication at the University of Technology Sydney (UTS), Visiting Professor at London School of Economics and Political Science, Media and Communications Department, and a Visiting Professor at the London College of Communication in the University of the Arts London (UAL).

[22] Macnamara, J. 2020b. 'New Developments in Best Practice Evaluation: Approaches, Frameworks, Models, and Methods', published in The Handbook of Public Sector Communication, Vilma Luoma-aho, María-José Canel © 2020 John Wiley & Sons, Inc.

rather than actual impact evaluated in accordance with objectives contributing to the organizational goals.

7. The propensity for communication evaluation to be heavily influenced by those doing similar work; simply put, getting stuck in industrial, sectorial or disciplinary silos/bubbles.
8. Knowing how to communicate is only one aspect of the job of communication, whereas having the necessary knowledge and skills set to work towards wider strategic goals is also vitally important. Lack of this skills set and wider knowledge reduces the effectiveness of evaluation.
9. Leaning toward easily-accessible numerical (quantifiable) data, rather than pursuing more subtle, qualitative evidence and data.
10. In recent times, there has been a focus on measurement rather than evaluation, and quantitative thinking has been dominant, which tends to reduce all activities to metrics. Contemporary good practices focus on evaluation, using both quantitative and qualitative methods.

Macnamara concludes that the focus in the evaluation of communication (and advocacy projects) needs to shift from outputs to outcomes or impact. As he points out, "direct effect theories of media and communication have been dismantled […] in favor of understandings of communication as transactional, contextual, and contingent […]. While measurement (the taking of measures) is necessary and a precursor to evidence-based evaluation, the latter involves "making a judgment" about the value or significance of something."[23]

The need to overcome the attribution challenge in communication and advocacy projects, coupled with the challenges of evaluating their outcomes and impact in a more qualitative way, is also acknowledged by other parties. As stated by the EC in their guidelines: "Measuring final impacts of communications actions is especially challenging, and, in many cases, not even realistically feasible, with final expected impacts being too far into the future, or too bound to external factors with roles that could not be clearly weighted."[24]

As a possible way forward, Phillips proposes that measurement and evaluation should tell a story, albeit one that is rooted in evidence. It should be able to relate what has happened, what worked and did not, and should, in the end, lead to actionable insights: "It is not simply gathering numbers, recording data and reporting – combined, they must showcase: (1) what the outputs have been, and what activities you have carried out; (2) what has your target audience taken from your communications; and (3) what the outcome was, against your objective. Learning from what channels are working well, what messages are achieving the most engagement, and which partnerships are producing the best outcomes should inform what you do next, and ultimately lead to stopping some activities and increasing others."[25]

[23] Macnamara, J. 2020b. 'New Developments in Best Practice Evaluation: Approaches, Frameworks, Models, and Methods', published in The Handbook of Public Sector Communication, Vilma Luoma-aho, María-José Canel © 2020 John Wiley & Sons, Inc.

[24] Communication, Monitoring, Evaluation Tips & Tools, European Commission, Version 4.0, 21 November 2019.

[25] https://amecorg.com/amecframework/home/supporting-material/expert-opinion/#conclusion.

Nevertheless, the monitoring of outputs, including the use of quantitative data, has its place in the view of many commentators. According to AMEC's second Barcelona principle: "Measurement and Evaluation Should Identify Outputs, Outcomes, and Potential Impact." They proceed by dividing measurement into a planning stage and an execution stage. In the planning stage it is vital to: (1) identify concrete (data) sources tailored to align with each of the objectives; (2) establish all measurement tools and tracking methods, KPIs and benchmarks before any intervention takes place; and (3) pinpoint outputs defined in terms of metrics/products that result from communication, as well as outcomes defined as changes in beliefs, attitudes and behaviors.

AMEC's recommendation for measurement execution is to "aim for measuring outcomes. However, outputs do play an important role in helping to understand the holistic picture." Additionally, AMEC emphasizes the need to take into account the wider context and carry out continuous evaluation and measurement.

2.2.4. Key Performance Indicators

It is important to define metrics and indicators that communicate success. Having a clear definition of the desired key performance indicators (KPIs) and how they will be measured is helpful in ensuring that objectives are achieved. While in the past the evaluation of communication and advocacy activities has relied on a few primary quantitative metrics, the rise of digital media has made it possible to collect a wide range of metrics. On the other hand, the proliferation of metrics has made identifying standards for evaluation ever more challenging.

The European Commission's Toolkit characterizes such indicators and/or measures as "a quantitative or qualitative factor or variable that provides a reliable measurement which reflects the change of an intervention". An indicator should be specific, observable and measurable; it is about how much or how many, to what extent or what size.

The UNSDG Results-based Handbook distinguishes two types of indicators:[26] "Indicators are quantitative or qualitative variables that allow stakeholders to verify changes produced by a development intervention relative to what was planned. Quantitative indicators are represented by a number, percentage or ratio. In contrast, qualitative indicators seek to measure quality and often are based on perception, opinion or levels of satisfaction."

Additionally, the possibility of an overlap between quantitative and qualitative indicators is clearly explained. For example, statistical data stated in numbers can provide qualitative meaning, while a survey might measure on a scale of 1-10, which would reflect quality rather than quantity.

Furthermore, the Handbook gives a clear definition of a baseline and a target: "A baseline is the status of the indicator at the beginning of a programme or project that acts as a reference point against which progress or achievements can be assessed. The target is what one hopes to achieve."

[26] Results-based Management Handbook, United Nations Development Group (UNDG), October 2011.

As described in the UNDP quality standards for programming:[27] "Outcomes and outputs are defined at an appropriate level, are consistent with the theory of change, and have SMART, results-oriented indicators, with specified baselines and targets and identified data sources". Moreover, "gender responsive, sex-disaggregated indicators are used when appropriate".

When it comes to choosing indicators, the recommendations of the European Commission and other organizations are depicted in seven steps, which mostly are seen as feasible even for organizations that are relatively small and even if they are more centered on wider, multi-activity evaluation instead of assessing single-activity impact.

The steps are as follows:

1. Select indicators before embarking on any activity.
2. Choose specific indicators for each of the five levels of activity, the levels being defined as:
   a) Outcome: Was your general objective achieved?
   b) Intermediary outcome: What did your target audience do as a result?
   c) Out-takes: Instantaneous effect on the target (awareness, learning, etc.)
   d) Outputs: Whom do you expect to reach with your activity?
   e) Inputs: What activities were carried out?
3. Every communication tool ought to have its particular indicator.
4. The indicator ought to reflect the target audience directly.
5. The indicator ought to guarantee comparability over time (most importantly before and after intervention) but also with appropriate findings elsewhere (if at all possible).
6. Dedicate adequate resources for measurement.
7. Give priority to those indicators which are closest to the objectives.

When selecting indicators, the EC recommends going beyond input reporting: "The evaluation model should include output indicators in order to report on the correct implementation of the planned communications activities, but the core of the evaluation must be based on result and impact indicators.

Out of the selected indicators, a limited number of Key Performance Indicators (KPIs) should be used as key metrics to evaluate the progress/ success of a particular activity."[28]

The World Health Organization[29] defines the desirable characteristics of indicators as being:
- Clearly defined and impervious to interpretation;
- Reliable (i.e. should the same indicators be used again in separate but identical conditions, the results will be the same; in social science, this is defined as external validity);
- Valid, which basically means that the indicators will measure what they claim to measure; additionally, they will be quantifiable, as well as practically and financially feasible.

[27] UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, June 2021.

[28] European Commission. (2017 February). Toolkit for the evaluation of the communication activities.

[29] WHO Strategic Communications Framework for effective communications, 2017.

Naturally, KPIs must to be constructed at the very beginning of an activity if they are to truthfully collect the baseline data. Accordingly, they must be assessed with appropriate tools, both qualitative and quantitative, after treatment. This can be a challenging undertaking since clients often struggle to define their expectations concerning a specific event. Therefore they are not always willing to invest in follow-up evaluations and exit surveys. A similar situation pertains in the case of communication and advocacy campaigns.

3. QUALITY ASSURING COMMUNICATION AND ADVOCACY PROJECTS AT THE CENTRE

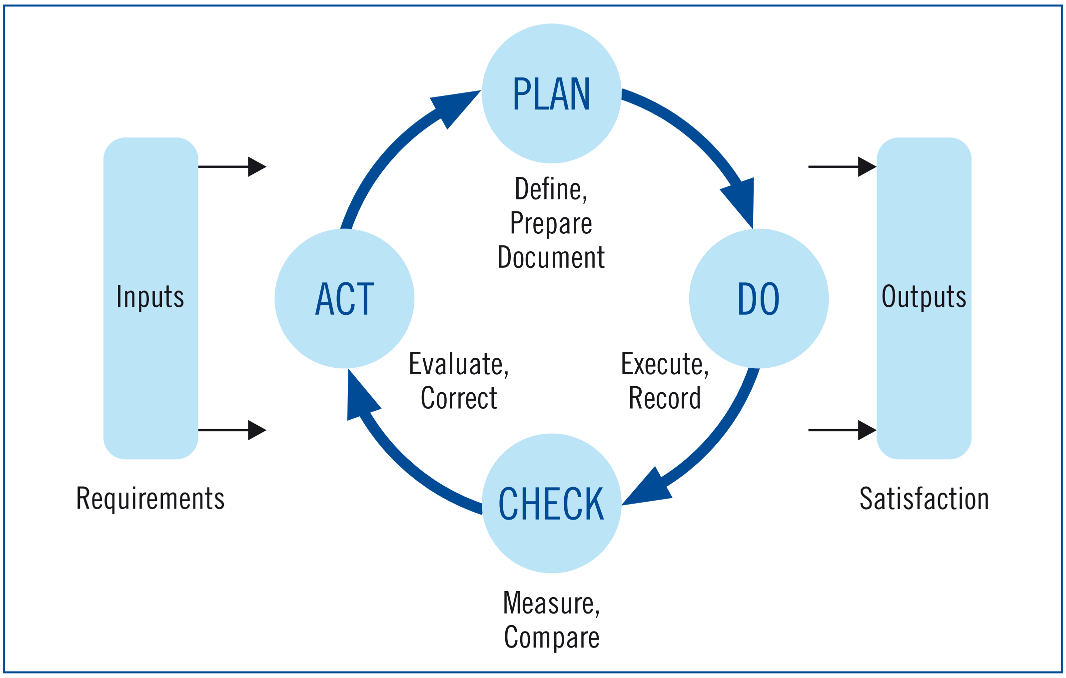
3.1. Brief description of the Centre's overall quality management system

The backbone of the Centre's quality management system across its portfolio of capacity development services is the Plan-Do-Check-Act (PDCA) cycle promoted by the International Standards Organization (ISO) in its ISO 9001:2015(E) Standard for quality management systems.

The PDCA cycle can be described as follows:[30]

- Plan: establish the objectives of the system and its processes, and the resources needed to deliver results in accordance with customers' requirements and the organization's policies, and identify and address risks and opportunities;
- Do: implement what was planned;
- Check: monitor and (where applicable) measure processes and the resulting products and services against policies, objectives, requirements and planned activities, and report the results;
- Act: take actions to improve performance, as necessary.

FIGURE 7. THE PCDA CYCLE



Source: Quality Management in the Training Department: Description of the quality assurance processes for training services - October 2019

[30] ISO 9001:2015(E) Quality management systems — Requirements.

More specifically, the Centre's learning services (both face-to-face training and distance-learning activities) are aligned with the ISO 29993:2017(E) Standard for learning services outside formal education, while non-training capacity development services such as communication and advocacy projects draw inspiration from the ISO 21502 :2020(E) Standard for project, programme and portfolio management, on the understanding that each assignment is unique and thus has the character of a single project with a specific purpose and customized implementation cycle.

The mapping exercise described in the following paragraphs is intended to verify the extent to which the Centre's communication and advocacy projects are aligned with its strategy and operationally comply with ISO 21502.

3.2. Current practices: Findings of the mapping exercise

3.2.1. Introduction of the assessment grid

To qualify (and count) as a communication and advocacy project by the Centre, the following conditions must have been met. An activity classified as a *non-training activity in the "Communication and Advocacy" category* must have been entered in the concept stage into the *Management of Activities and Participants (MAP)* database kept by the Office of the Director of Training, and a budget with a Notice *of Agreed Activity (NOAA)* must have been issued by FINANCE.

A NOAA will usually be backed by a funding agreement with the client (exceptions are in-house communication and advocacy activities) together with a proposal that specifies the project purpose and an implementation plan specifying outcomes, deliverables and time-bound activities.

The size of a communication and advocacy project can vary significantly across the portfolio, from small communication initiatives comprising few activities to multi-step advocacy campaigns linked to global ILO programmes (for more information, refer back to the discussion in Chapter 2.2 of recurrent issues associated with communication and advocacy projects). The PDCA cycle applies indiscriminately to each project, even though the level of effort required to meet each condition may differ considerably.

In principle, all the Centre's capacity development services – including communication and advocacy projects – should align strategically with the Centre's broader organizational objectives and, operationally, should meet the corresponding ISO standard, in this case ISO 21502.

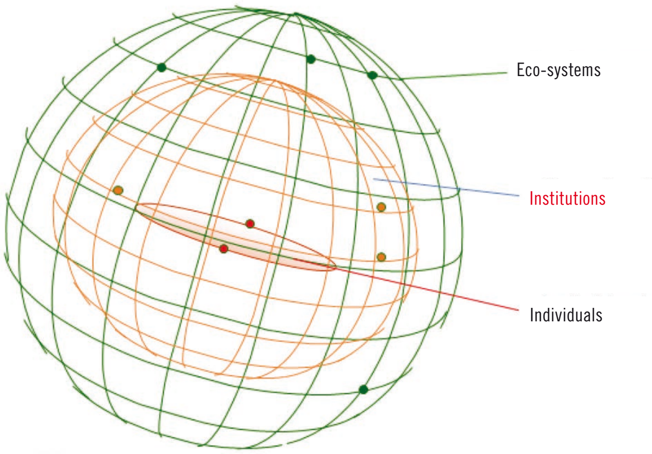
3.2.2. Strategy

Alignment with higher-level strategy frameworks

Communication and advocacy is a strategic means of action for capacity development in the United Nations system**.** Many UN organizations, multilateral development banks and international finance institutions (IFIs) emphasize the importance of capacity development in their strategies to implement the 2030 Agenda for Sustainable Development and, for several of them, capacity development is their primary mandate.[31] The United Nations Development Group bundles these efforts and advocates for a common approach to capacity development that provides guidance in the formulation of capacity development strategies at agency level and for United Nations country teams.[32]

The ILO has taken up the notion of capacity development outlined by the United Nations Development Group within its particular tripartite context. In line with the common UN approach, capacity development is understood as a process whereby individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. The ILO-wide strategy for institutional capacity development released in 2019 distinguishes "three mutually reinforcing and interdependent levels of capacity development: individual, organizational and resulting from the enabling environment. The first means increasing the skills and abilities of individuals; the second focuses on increasing the capacity of organizations to fulfil their mandates; and the third involves improvements in policies, legislation, regulations, labour market institutions and societal systems. At all three levels, it is also possible to distinguish between technical capacities (for example, in such fields as employment, entrepreneurship, social security, occupational safety and health, and normative matters that stem from the ILO's supervisory mechanisms) and functional capacities (such as leadership, financial management, management of national budgets, and partnership and relationship building)."[33]

FIGURE 8. THREE INTERVENTION LEVELS FOR CAPACITY DEVELOPMENT SUPPORT



[31] ITCILO 2018. Registry of UN institutions with a mandate to provide capacity development support.

[32] OECD/DAC, 2010. The challenge of capacity development: Working towards good practice, p.12. Also, UNSG, June 2017: Repositioning the UN development system to deliver on the 2030 Agenda – Ensuring a better future for all, pp.46 and 74; and UNSG, December 2017: Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise of dignity, prosperity and peace on a healthy planet, paras 19 and 27.

[33] GB.335/INS/9, p.1.

The principal means of capacity development distinguished by the ILO are illustrated below. Communication and advocacy (projects) are classified as **system-level** capacity development, since they typically aim at shifting value systems and mindsets. The classification scheme is non-exhaustive and denotes the main but not exclusive purpose of a given means of action. For example, training is more likely used for individual capacity development, but there are exceptions. The classification scheme acknowledges that the ultimate purpose of all capacity development intervention is to empower people to promote social justice, but the immediate purposes of capacity development actions may differ significantly, since a particular action may aim to strengthen individuals, an organization or the eco-system as a whole. The classification scheme is based on the understanding that, for sustained impact, capacity development services should be combined across system levels in multi-step capacity development journeys.

TRAINING +: THE ILO CAPACITY DEVELOPMENT SERVICE PORTFOLIO ILLUSTRATED

	Overall objective: Empower people			
	Immediate objective	**Means of action**	**Intended outcome**	**Comments**
Individual capacity development	To strengthen the delivery capacity of individuals	Access to education and training (both formal and informal)	Increased functional and technical skills, resulting in improved individual performance	*Portability* (skills move with the individual)
Institutional capacity development	To strengthen the delivery capacity of organizations (representing the individuals)	Management advisory services Product development support	Improved institutional capacity to operate in a sustainable manner	Anchored at organizational level through processes and tools
System-level capacity development	To strengthen the holding capacity of the system (within which organizations and individuals interact)	Knowledge generation and dissemination Policy advice Social dialogue Communication and advocacy	A more enabling and rights-based environment for interaction between individuals and institutions, and between systems	Focus on the “rules of the game” *incl. intangibles* like values and perceptions

Alignment with the Centre’s Strategic Plan and Programme and Budget

The work of the Centre in the field of communication and advocacy is firmly anchored in its 2022-25 Strategic Plan and the 2022-23 Programme and Budget, which in turn draws inspiration from the ILO 2019 Capacity Development strategy and the UN common approach to capacity development.

As stated in the Strategic Plan of the Centre, the “primary function of the Centre – the provision of capacity development services – is modelled on the UN common capacity development approach and takes guidance from the ILO capacity development strategy released in 2019. Whereas in the past the sole focus was on individual learners, a distinction will be drawn in future between individual capacity development services intended to improve the performance of individual learners and institutional capacity development services to strengthen the capacity of organizations – two sides of the same coin but calling for distinct interventions. The emphasis of individual capacity development services is on training, while institutional capacity development encompasses advisory services, product development support, knowledge-management solutions, the design of communication and advocacy campaigns, and the facilitation of dialogue events and meetings for ILO constituents and other institutional intermediaries."[34]

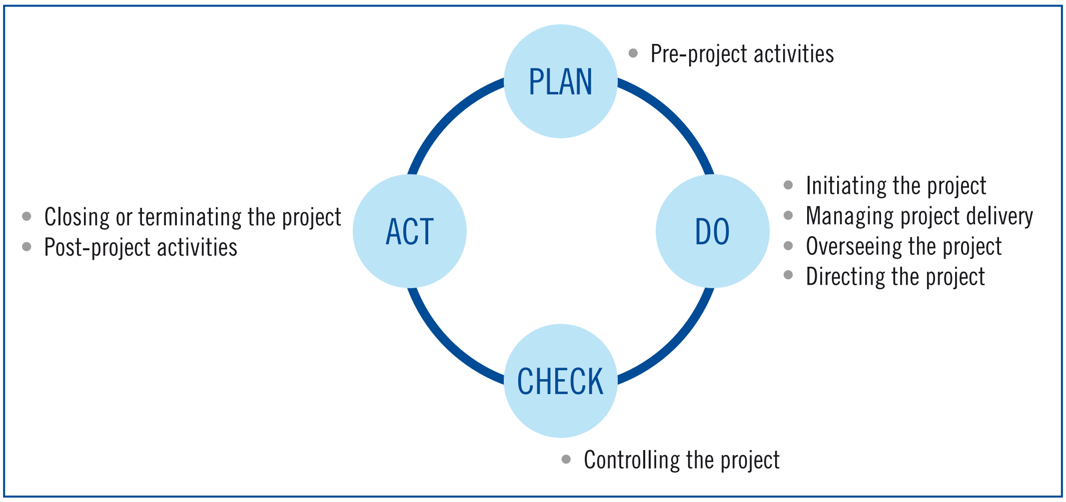
The ITCILO P&B lists communication and advocacy projects as strategic means of action for capacity development under Output 1.3 *Digitally enhanced support services for institutional intermediaries.* Another field in which the Centre has experienced a rapidly growing demand from institutional clients for non-training capacity development services in the 2020-21 biennium is the design and facilitation of advocacy and communication campaigns. Here, the main differentiator of the Centre's services is the deployment of digital media, including video, website design and other digital media to package the advocacy message, and the use of social media to deliver it to a global audience.[35]

3.2.3. Operations

ISO 21502:2020 (E) specifies a set of integrated project management practices that "cover the practices to be used when undertaking a project from the pre-project activities leading up to the decision to initiate the project, through the planning and monitoring stages to the post-project activities".[36] These integrated project management practices are performed in varying degrees by the sponsoring organization, the organization accountable for achieving the project objectives (in this case, the Centre represented by Technical Programmes in the Training Department), the project manager assigned by the decision-making unit and the work-package leaders reporting to the project manager.

The practices are listed overleaf, grouped along the steps of the PDCA cycle.

FIGURE 9. THE PROJECT MANAGEMENT CYCLE ILLUSTRATED



[34] The Centre's Strategic Plan for 2022-25 (CC/85/21), p.7, accessible at https://www.itcilo.org/about/board.

[35] The Centre's P&B, p.24 para 44, accessible at https://www.itcilo.org/about/board.

[36] ISO 21502: 2020(E), p.18.

Whereby:

- **Pre-project activities** are intended to verify that the project is worth starting, by way of upfront evaluations/feasibility studies.
- **Initiating the project** refers to project team mobilization, establishment of project governance and management mechanisms, initial project justification and initial project planning.
- **Managing delivery** means defining the required outputs and outcomes, and planning and implementing their delivery, thus ensuring that the project outcomes are achieved and the benefits realized.
- **Overseeing the project** refers to activities to reassure the sponsoring organization that the project team continues to be able to achieve the project objectives, that the project still meets the organization's needs and stakeholder expectations, and that risks are acceptable.
- **Directing the project** refers to activities that ensure the project continues to be relevant and justifiable in the organizational context and vis-à-vis the project sponsor.
- **Controlling the project** comprises monitoring and measuring performance against an agreed plan, including authorized changes; the corresponding practices are specified as progressive justification, management of project performance and the start and close of each project phase, and managing the start, progress and close of each work package.
- **Closing or terminating the project** means confirming the completion of the project in terms of its scope and noting any activities not completed, and to manage the demobilization of any remaining resources and facilities.
- **Post project activities** refer to follow-up-evaluations and knowledge sharing.

In the following sections, the Centre's current practices are mapped against these recommended ISO practices, using the cases of (1) the 2021 Communication and Advocacy Campaign on the occasion of the International Year for the Elimination of Child Labour commissioned from the Centre by the global 8.7. Alliance, and (2) the communication campaign of the 5th Global Conference on the Elimination of Child Labour (Durban, 15-20 May 2022). These two case studies were chosen to illustrate current practices in two flagship projects with high-quality risk exposure. The two case studies are briefly introduced below and then benchmarked step-by-step in the following chapters. The screenshots illustrating the project summaries have been taken from the project exit reports included in the Annexes of this document.

(1) The International Year for the Elimination of Child Labour 2021 (https://endchildlabour2021.org/)

In 2019 the United Nations General Assembly (UNGA) unanimously adopted a resolution declaring 2021 as the International Year for the Elimination of Child Labour. The International Labour Organization (ILO), in collaboration with the Alliance 8.7 global partnership, launched the International Year for the Elimination of Child Labour in 2021 with the aim of encouraging legislative and practical actions to reinvigorate efforts to achieve the global target of ending child labour by 2025, agreed as the Sustainable Development Goal Target 8.7. The International Year for the Elimination of Child Labour 2021 presented a unique opportunity to build on previous efforts and to drive action throughout the year. The increased interest aroused in 2021 led to more funding, prompting an increase in good practices and sustainable solutions, and drawing in new Alliance 8.7 Partners.

The key pillars of the IYECL strategy were three:

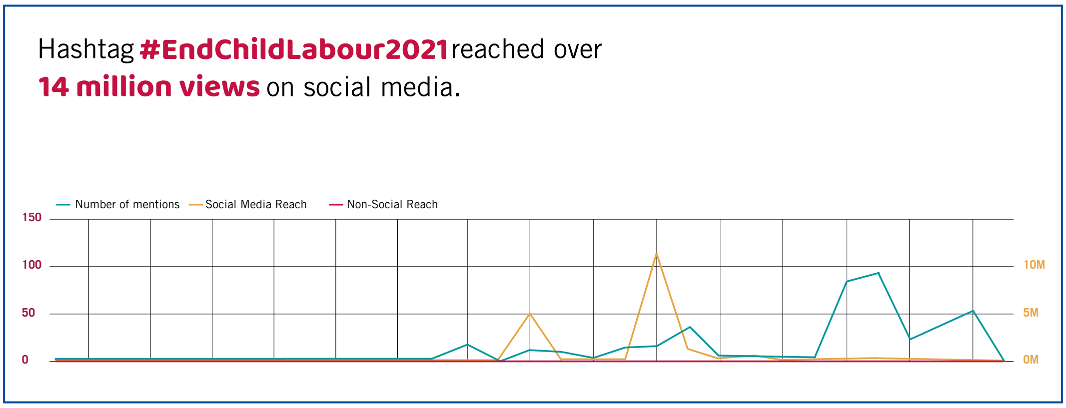
1. Driving action: Alliance 8.7 partners did their utmost via the Alliance 8.7 website, social media and targeted emails to magnify the already heightened interest in IYECL and direct it into ongoing actions.
2. Sharing experiences: There are few things more effective (and more appealing to the general public) than being open and willing to share what has been learned and then proven to be effective. Creating attention-grabbing content and openly sharing valuable insights, good practices and lessons learned resulted in obtaining solutions backed by solid, proven evidence. In all of this, the stakeholders made the best possible use of the momentum. Because knowing what works and, perhaps even more importantly, what does not work is the most effective strategy when trying to come up with a solution.
3. Propelling momentum: Live events were the perfect opportunity to shine a light on the extensive action already taking place and to sustain the momentum leading into the 5th Global Conference.

The International Year website provided background information about child labour, while the campaign reflected the latest Global Estimates on child labour released by the ILO and publicized the 2021 Action Pledges put forward by the stakeholders. 73k users visited the website in 2021 as opposed to 9k in 2020, as shown by SEO (Search Engine Optimization) and SEM (Search Engine Marketing) analytics. This made it the No.1 ranked website for Child Labour 2021 on Google. Moreover, in total 28 stories were published on the website, accounting for 7,900 users.

FIGURE 10. DATA ANALYTICS OF "THE INTERNATIONAL YEAR FOR THE ELIMINATION OF CHILD LABOUR 2021" WEBSITE

More than 15 celebrities joined the photo challenge on social media, together with 250 other people. Over 300 shareholders submitted their pledges. In addition, three dedicated newsletters were published every month, one for social media managers, one for a general audience and one for pledge-makers. As a result, more useful data was obtained via Mailchimp analytics, which was then used to design various templates that ultimately performed better and led to higher open and click rates. A customized Trello Board was used to present over 170 varied content items for the general public, as well as for stakeholders. Ready-to-post cards, messages, logos, fonts, templates and visual guidelines were just some of the items available. Over 500 social posts were published in the course of the campaign, which resulted in over 400,000 reaches, while the hashtag #EndChildLabour2021 surpassed 14 million social media views.

FIGURE 11. DATA VISUALIZATION SHOWING THE VIEWS REACHED ON SOCIAL MEDIA



(2) The communication campaign of the 5th Global Conference on the Elimination of Child Labour (https://www.5thchildlabourconf.org/en)

The 5th Global Conference on the Elimination of Child Labour was a collaboration between the ILO, the South African Government, international organizations, social partners and other stakeholders. There are only three years left in which to achieve the goal of abolishing all child labour by 2025, and just eight for reaching the goal of eliminating all forms of forced labour by 2030 (as established by Sustainable Development Goal Target 8.7). The Conference was therefore the perfect stage for examining the progress made towards achieving the goals, elaborating the good practices deployed by the various actors across the globe, pinpointing gaps and deciding on measures to drive forward efforts to eliminate both child labour and forced labour.

In January 2022, the ITCILO's Learning Innovation Programme (LIP) inaugurated a communication ecosystem comprising a social-media #RaiseYourHandForKids challenge, an official website, a weekly newsletter and an app for in-person delegates.

The end of the Conference saw the adoption of the Durban Call to Action. This means that all social partners and stakeholders committed to driving efforts to eradicate all child labour and the worst forms of labour by promoting decent work, further protecting survivors, enabling access to social protection and education on a global level, and boosting multi-stakeholder financing and cooperation to bring about the end of child labour and all forms of forced labour. The Call to Action document was identified as the key element by which the elimination of child labour can be achieved.

The available analytics clearly showed that the Conference was successful. Livestreams of the Conference were viewed 15k times by almost 4k people. Furthermore, 2,750 people registered online and took part in Zoom sessions, with 1,107 people watching on YouTube. SABC News in South Africa and the President of South Africa's Twitter channel were among the media that broadcast the livestream of these event sessions locally.

FIGURE 12. DATA ANALYTICS OF THE 5TH GLOBAL CONFERENCE ON THE ELIMINATION OF CHILD LABOUR

In 6 days

54	270	1,150	15k	2,4m
sessions	speakers	in-person delegates	views of the livestream	impressions on press releases

We reached

43,8k	8k	18
visitors on the website	posts with the hashtag #RaiseYourHandForKids	celebrities with millions of followers

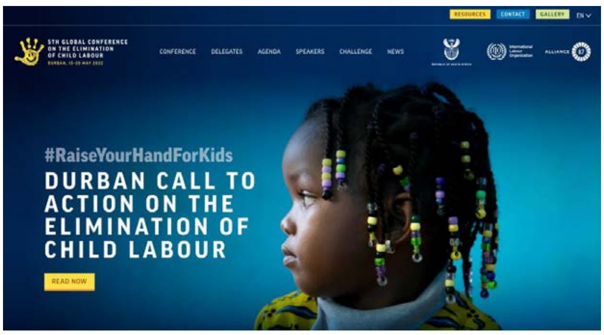
In total, nine press releases were distributed before, during and after the Conference, resulting in more than 750k impressions, with 340 global media outlets reporting on the matter and 3,000 news site mentions. CNBC, The Guardian Nigeria, Ventures Africa and African Business Live were just some of the media outlets which supported the cause by reporting on it. 45k new users visited the official Conference website, with over 7k counting as returning visitors.

WEBSITE

A total of **45k new users** visited the website, while more than **7k** were counted as **returning visitors**.

Of all the webpages, which contained information such as key topics and practical information, the **challenge page** was the most popular with **16.5k views**.

Why? We posted the challenge as a news story, which ended up being more visited than the challenge page itself. It was also promoted on Facebook, which was the platform with the best organic reach and brought **18k users** to the website.



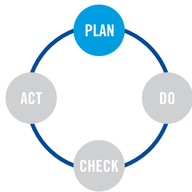
Through ILO and Alliance 8.7 social media channels, content relating to the 5th Global Conference on the Elimination of Child Labour reached half a million people. With nearly 217k impressions, Twitter emerged as the best-performing platform. Yet, it was Facebook that stimulated more overall interaction, with 79.2k comments, likes and shares. A dedicated Trello board was used for downloading over 100 social media cards, which helped the stakeholders tremendously in furthering their reach. The campaign was further boosted by a social media challenge, which saw nearly 8k people posting the hashtag #RaiseYourHandForKids. Guy Rider, the Director General of the ILO, together with 18 celebrities, dozens of UN officials, TW Nxesi and the Labour Minister of South Africa were among those who participated. The outreach statistics were documented in a final report on the overall impact of the 5th Global Conference on the Elimination of Child Labour campaign.

SOCIAL MEDIA CHALLENGE

WHAT WORKED

- Multi-channel promotion in which each channel had a unique voice and tone
- Involving celebrities and influencers with millions of followers
- Using a simple gesture (the hand raised)

Pre-project activities



Requirements under ISO 21502

The purpose of pre-project activities, leading up to a decision to initiate a project, is to enable the sponsoring organization to verify that the project is worth starting. Identified needs and opportunities, resulting from the organizational strategy or business requirements, should be evaluated to enable senior management (organizational management, portfolio management or programme management) to identify potential projects that can transform some or all these needs and opportunities into realized benefits. These needs and opportunities might address, for example, a new market demand, a current organizational need or a new legal requirement. The needs and opportunities should be evaluated (…) before formal authorization to initiate a new project is granted.

The project's objectives, benefits, rationale and investment should be justified and documented in sufficient detail to enable a decision to be made on whether to initiate a project. Such documentation can be used to enable the prioritization of needs and opportunities. Such prioritization may relate to:

a) some aspect of the organization's strategy or business plan;
b) a higher-level programme or portfolio need;
c) customers' needs.

The purpose of such justification is to obtain organizational commitment and authorization for investment in the selected project together with an understanding of the constraints, risks and assumptions.

NOTE: The justification for initiating a project can be defined in such documents as terms of reference, a brief, a proposal or a preliminary business case (…)

An evaluation should be made at the organization, portfolio or programme level to determine whether the project should be undertaken. This evaluation should be based on quantitative, qualitative and financial criteria, alignment to organizational strategy, sustainability and social and environmental impact. Criteria are likely to differ from one organization, portfolio, programme or project to another, depending on the context.

Prior to authorizing the project, the sponsoring organization should:

- identify the project sponsor and project manager, and define their initial responsibilities and authority;
- define initial governance arrangements;
- determine whether the organization has the resources and funding for the whole project, or at least for the first phase and believes it can secure the additional funding for the rest of the project.

The Centre's communication and advocacy services are mostly commissioned by institutional clients from the ILO constituency or by ILO development partners, such as UN agencies. The purpose, objectives and expected outcomes of these projects therefore typically align with the Centre's broader mandate and arguably contribute to the achievement of its programmatic objectives. For proof of concept, the Centre estimates upfront the project's likely contribution to its own institutional technical and financial targets, expressed in qualitative and quantitative KPIs set as part of biannual programming cycles (See the textbox overleaf for more information). In the case of the International Year for the Elimination of Child Labour campaign in 2021, for example. the Centre management's decision to give the go-ahead was informed by a proposal elaborated by LIP, together with the institutional client, setting out the background, communication framework, strategy, expected outreach, outcomes, budget and timelines of the campaign. The proposal was attached to the service contract between the Centre and the client and later paved the way for the elaboration of the project document (See next step).

The financial and technical parts of each communication and advocacy project proposal are standardized, and financial standards are enforced by a Contract and Finance Committee. Compliance with technical standards is monitored by TDIR and the final decision to go ahead is subject to approval by both the Director of Training and the Treasurer. The templates for the financial and technical parts of a proposal are accessible via the Centre's intranet page.

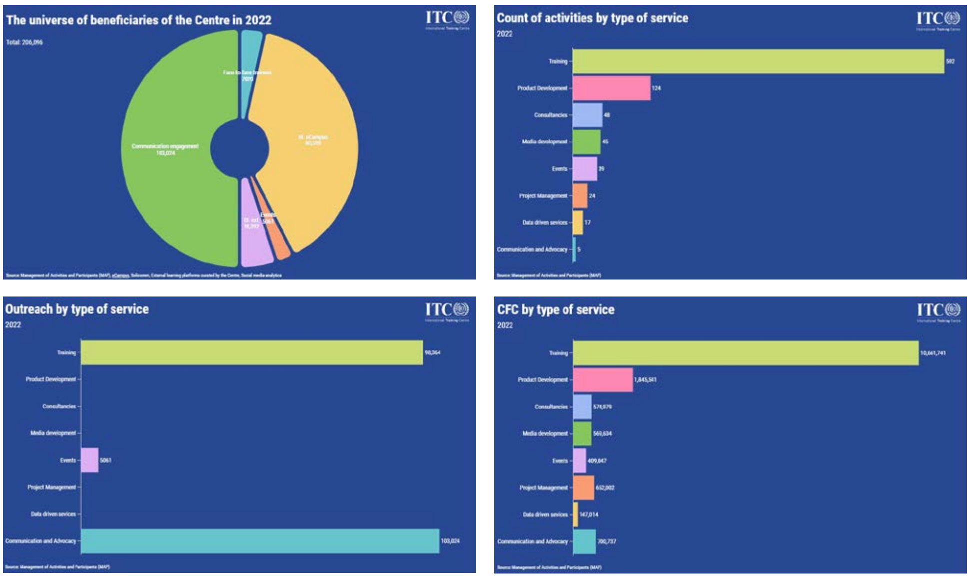
The link between the performance of individual communication and advocacy projects and the Centre's higher-level results-based management framework

The Centre's results-based management framework distinguishes three dimensions of sustainable institutional performance, namely a technical dimension, a financial dimension and a governance dimension. In a nutshell, to perform in a sustainable manner, the Centre needs to reach a critical mass of beneficiaries with impactful services (technical dimension), while at least recovering the costs of its operations (financial dimension) and meeting the governance standards for international public service institutions (governance dimension). For each dimension, the Centre has defined a set of key performance indicators (KPIs) that track aspects of outreach, impact, income, costs and compliance with set governance standards.

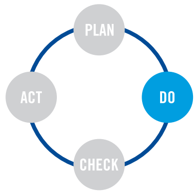
In the logic of the framework, the Centre's communication and advocacy services need to reach a critical mass of beneficiaries, be impactful (i.e. make a contribution to the promotion of decent work and social justice), generate a contribution to fixed costs (CFC) that justifies the investments made by the Centre, and meet relevant governance standards, including digital rights.

The Centre's results-based management framework is determined as part of the biennial programming cycle, and result areas and KPI continue evolving over time in line with higher-level ILO strategy. Beginning with the 2022-23 programming cycle, the Centre has introduced distinct KPIs for communication and advocacy services and now reports on an annual basis the number of channel-specific activities, the number of beneficiaries, as well as channel-specific CFC. The figures for 2022 show the growing asset weight of these communication and advocacy projects. Also refer to the sub-chapter on "controlling" for more information on how the Centre monitors and evaluates campaign outreach.

Channel-specific KPI for Communication and Advocacy services in 2022 (figures as of 13 December, source TDIR)



Initiating the project



Requirements under ISO 21502

Overview

The purpose of initiating a project is to plan the project, define the project organization, mobilize the project team, define project governance and management, identify stakeholders and verify that the project is justified. Lessons learned from previous, relevant projects should be considered. The activities can be iterative, until an acceptable solution and plan is developed and can be further iterated in subsequent phases of the project.

NOTE 1 "Initiating a project" can also be referred to as "starting a project" or "project initiation". (…)

Project team mobilization

The project manager should mobilize the team, facilities, equipment and other resources required to undertake the project. The project team should understand their roles and the project requirements, assumptions, constraints and potential risks. Project work should be undertaken in cross-functional teams and assigned to individuals who are competent to accomplish the role and have the capacity to deliver the expected results. (…)

Project governance and management approach

The governance and management framework should be defined to provide direction and working methods to those individuals involved in the project. Governance and management frameworks, as well as controls, should be proportionate and appropriate to the work to be done and its expected degree of complexity.

The project manager, in consultation with the project sponsor should define the way in which the project is to be initiated, directed, monitored, controlled and closed, while conforming to the governance requirements (…). Typically, this should include:

a) project life cycle (…);
b) project organization, roles and responsibilities (…);
c) processes and methods for undertaking the management activities (…);
d) processes and methods for delivering the project's outputs and outcomes (…).

The project management approach can be described in a single document, a single overarching document with a set of subsidiary documents or a set of subsidiary documents covering specific practices, such as a risk or quality management plan (…).

NOTE The names of documents describing the management approach can differ. Example names include "project management plan", "project initiation documentation", "project definition document", "project implementation plan", "project charter" and "project terms of reference". Subsidiary documents for specific project management practices are sometimes referred to as "management plans", e.g. "risk management plan or strategy", "quality management plan or strategy", "scope management plan or strategy".

Initial project justification

The initial justification for the project should build on the rationale of the preliminary justification established by the pre-project activities (…). This justification should be documented in a business case (…). The business case can be developed over a number of project phases as work progresses and should be updated to reflect significant changes in the project's context and scope. The business case should demonstrate the fit to the organization's strategy, financial viability, commercial viability and practicality of delivery within an acceptable level of risk. Alternative options for the approach to be taken and solution to be selected should be assessed and reasons for rejection given. If a project is part of a programme, its business case can be included within the programme's business case.

NOTE While the document justifying the undertaking of a project is often referred to as a "business case", the actual name used can vary from sector to sector or method used.

Initial project planning

An initial plan for the project should be developed with milestones and gates or decision points based on the project life cycle, combined with a detailed plan for at least the immediate phase of the project. The transition of outputs to operations or customer should be considered if the transition is considered part of the project. At this early stage of the project, this consideration can include several options, which can be developed further in later phases of the project (…).

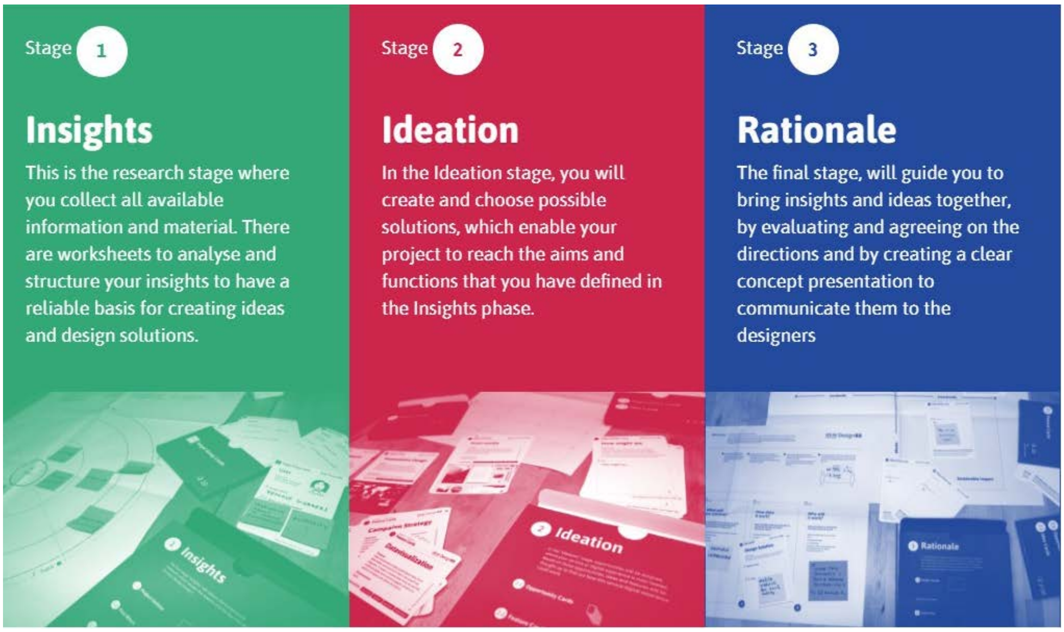
To initiate a communication and advocacy project, the Centre sets up a project team led by a project manager. The team will typically comprise technical experts, including a project manager from LIP and, depending on the nature of the assignment, technical experts from other Technical Programmes and even the project sponsor, often supported by consultants and external service providers. Under the leadership of the manager, the team plans the project, defines the project organization, defines project governance and management, and identifies stakeholders. Lessons learned from previous, relevant projects are considered at this planning stage. Please note here that project justification and the project business case (two criteria for compliance with the ISO standards at the initiation stage) have already been determined earlier as part of the pre-project activities (see above).

The planning work of the project team is documented in a project document or message brief shared with the client. LIP currently does not use a standardized template for the message brief.

To facilitate the planning activities in practice, the project team usually invites the key project stakeholders to a design-thinking workshop run with the help of the ITCILO Design Thinking Kit. In line with the kit, the workshop will typically be organized in accordance with the three stages of a generic design-thinking process (illustrated below) but always adjusted to the case of the particular client.

At each stage of the design-thinking process, the project team uses an arranged series of generic worksheets and activities from the kit to complete step by step the message brief for the communication and advocacy campaign. Prominent examples of worksheets and activities from the kit frequently used for the design of communication and advocacy campaigns are the project outline card, the five whys card, the stakeholder mapping exercise and the feature cards. Go to https://readymag.com/ITCILO/1344523/ for information about the toolkit.

FIGURE 13. THE THREE STAGES OF THE DESIGN-THINKING PROCESS



Source: ITCILO Design Thinking Toolkit

Detailed planning of the project, including task assignment and timeline development, takes place at this stage. For this purpose, LIP uses various digital project management tools and methodologies to track task assignments and deadlines. These tools can vary from sophisticated digital platforms such as Atlassian Jira to simple shared Google sheets. The purpose of these collaborative digital tools is to ensure smooth dissemination of information and knowledge of the progress of the project among the project implementation team and stakeholders, and to facilitate close tracking and continuous follow-up and feedback.

FIGURE 14. A SNAPSHOT FROM A JIRA BACKLOG USED FOR THE PROJECT MANAGEMENT OF THE INTERNATIONAL YEAR FOR THE ELIMINATION OF CHILD LABOUR CAMPAIGN IN 2021

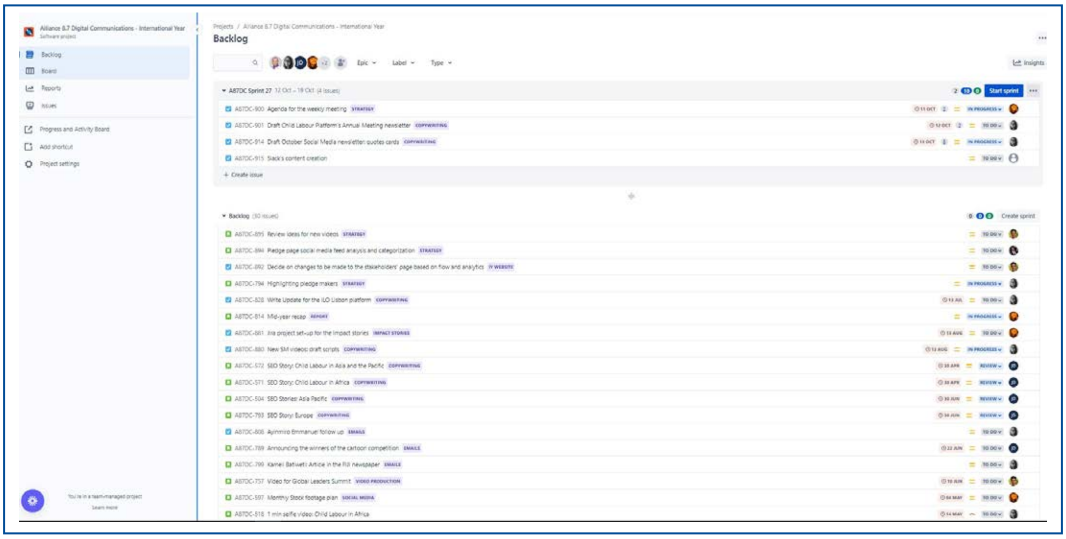
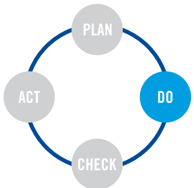


FIGURE 15. A SNAPSHOT FROM A SHARED GOOGLE SHEET PROJECT TIMELINE USED FOR THE PROJECT MANAGEMENT OF THE COMMUNICATION CAMPAIGN OF THE GLOBAL CHILD LABOUR CONFERENCE 2022

Global Child Labour Conference: 2021 Tasks

No	Umbrella Task	Specific Task	Deliverable 1	Resp.	Status	Deadline 1	Deliverable 2
1	**Coordination**	Meeting	Biweekly meeting time to be defined	Momo	Done	31 Nov	
		Coordinating steering committee	Organize 3 meetings/consultations	Momo	Done	31 Nov	
		Biweekly update	Biweekly update	Momo	Done	23 Nov	
		Project planning and control	Decide project tool to use	Momo	Done		
2	**Promotion of regional consultations (for 5 regional consultation):**	Africa Consultation	Landing Page	Elena	Done	10 Nov	Social Cards and news
		Latin America Consultation	Landing Page	Elena	Done	11 Nov	Social Cards and news
		Asia Regional Consultation	Landing Page	Elena	Done	12 Nov	Social Cards and news
		Europe Consultation	Landing Page	Elena	Done	13 Nov	Social Cards and news
		Arab States Consultation	Landing Page	Elena	Done	14 Nov	Social Cards and news
3	**Strategy, proposal and plan**	Communication stategy + proposal * wider public engage	Table of contents	John	Done	17 Nov	Strategy document dra
		Design of Communication Proposal Presentation	Design of presentation	Amira	In progress	10 Dec	
4	**Conceptualise visual identity and applying it to designs (If not, use this for adhoc designs)**	Create visual identity	Create 3-5 concepts: Brand identity and guidelines	Diego	In progress	20 Nov	Visual Assets
		Conceptualize website	Website design	Massi, Laur	In progress	30 Nov	
		Create social media templates	Cards, GIF, videos	Diego	In progress	3 Dec	
		Conference and Exhibition design	Conference and Exhibition design	Diego, Mas	In progress	3 Dec	
		Propose Hashtag, Call to Actions	Propose Title, Hashtag, Call to Actions	Momo, Val	Done	3 Dec	Propose conference ti
5	**3-language website design, development and management**	Develop website	Website structure and design	Massi, Laur	Done	30 Nov	Concept, design, landi
		Translate Website to French and Spanish	Translate Website text to French and Spanish	Alexa	In progress	3 Dec	Implement Spanish, Fr

Managing delivery



Requirements under ISO 21502

The purpose of managing delivery is to define the required outputs and outcomes, and to plan and implement their delivery, thus enabling the project's outcomes to be achieved and benefits realized.

The project work can be organized into work packages for assigning and controlling work conducted by various teams. Work packages should be assigned to the work package leader (…). Work should be appropriately defined, planned, monitored and controlled, and quality should be actively managed. Working methods and processes should be tailored to maximize the likelihood of success within the project environment. The work package leader should monitor, measure and control the assigned work against the approved project plan (…). Preventive and corrective actions should be taken, and change requests made when necessary, to achieve the assigned work objectives.

The work package leader should manage the delivery of his or her work packages by, but not limited to:

a) planning the assigned work packages (…);
b) mobilizing the team;
c) addressing risks, issues, change requests and stakeholders' views (…) ;
d) managing suppliers, if any (…);
e) developing the required outputs using appropriate and proportionate methods and techniques (…);
f) verifying and validating the deliverables;
g) keeping the project manager informed of progress, escalating risks, issues and requests for decisions and direction (…);
h) capturing and applying lessons learned (…);
i) closing the work package once it has been confirmed as completed by the project manager (…);
j) maintaining records of the work undertaken (…).

The project document or message brief elaborated during the project initiation stage (see above) constitutes the strategy script describing the required outputs and outcomes of the communication and advocacy project, on which implementation of its delivery is based. Depending on the complexity of the project, work is organized into work packages. Work packages are bundles of related tasks intended to deliver a specific output that in turn feeds into the achievement of the higher-level project outcomes. Note here that, depending on the complexity of the project, a work package may in practice have the character of a distinct mini-project sub-contracted to consultants or service providers. For example, a project might include the development, operation and maintenance of a website, and the related task bundle might be contracted out to a media company.

Depending on the complexity of the work package and the nature of the tasks, the work is assigned to a work package leader, either a technical expert from the Centre or an external resource person. In both cases, the work involved is by default defined and planned upfront in consultation with the project manager and monitored by way of a project implementation plan. In the latter case, the work is further defined in a service contract/external collaborator contract and monitored and controlled by the project manager. The project manager is directly responsible to the LIP programme manager (and where applicable the Director of Training as higher-level supervisor) for project performance, and required to take preventive and corrective actions if project implementation deviates from the critical path.

The Centre uses a range of digitally supported project implementation planning applications, adjusted to project complexity, budget and client expectations. The software applications are described below in the sections on overseeing and controlling the project.

The Centre does not have a standardized approach to defining a work package for its communication and advocacy projects. This is due to the wide spectrum of communication and advocacy projects described at the outset of this chapter, ranging from small to large and constituting either initiatives in their own right or “just” communication and advocacy work packages for larger programmes. However, bearing in mind that the common denominator of these projects is the use of information and communication technology for better scale, impact and cost efficiency, the Centre’s communication and advocacy projects will typically comprise at least one (and sometimes all) of the “digital” work packages illustrated below.

A website

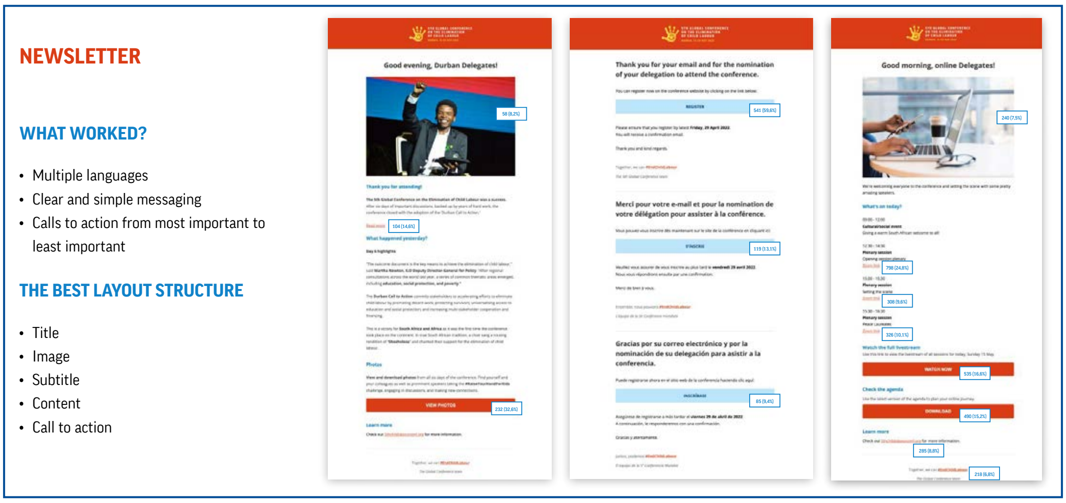
A good starting point for a communication and advocacy campaign is to create a “mini-site”, eventually leading to the creation of a full-scale website containing all the relevant information about the campaign and/or project. It is here that the audience is prompted to take concrete action.

FIGURE 16. THE WEBSITE OF THE 5TH GLOBAL CONFERENCE ON THE ELIMINATION OF CHILD LABOUR

A call to action (CTA)

Simple but impactful calls to such actions as submitting an email address or simply clicking on a button can inspire the target audience to take immediate action. Providing information that the audience deems important makes for immediate interaction with the campaign and, by extension, access to valuable data the Centre can use at a later stage.

Further steps include testing the placement of various CTAs and analyzing performance, which should subsequently facilitate the creation of templates based on results. For the 5th Global Conference newsletter, the most effective layout included a title, an image, a subtitle, content and a call to action.



Social media accounts

In today's world, social media is a driving force behind knowledge dissemination in society. It can act as an incredible force for positive change by raising awareness and building sustainable actions and movements. The most influential and widely used social media platforms are Instagram, Facebook, Twitter, LinkedIn, YouTube, Pinterest, Slack and Trello.

SOCIAL MEDIA

Between the Alliance 8.7 and ILO social media channels, conference-related content reached **500k people**.

Twitter was the best-performing platform with almost **217k impressions** on conference posts. However, people were more engaged on Facebook, where posts attracted **79.2k likes, shares, and comments**.

Stakeholders were able to download and use more than **100 social media cards** from the dedicated Trello board, accelerating reach. The social media challenge, in particular, boosted the campaign; nearly **8k people posted with the hashtag**, with the start of the conference being the best day.

CHANNEL	REACH	ENGAGEMENT	AVE. ENGAGEMENT RATE
FACEBOOK	49,684	79,297	4,07%
INSTAGRAM	28,889	1,557	5,40%
LINKEDIN	204,315	6,554	2,79%
TWITTER	217,712	7,616	4,34%
GRAND TOTAL	500,600	95,024	4,15%

Key messages

Social media can be used to convey key messages. These are constructed in such a way as to invoke a feeling of power in the audience. Power, in this case, means that the individuals receiving the message feel they can bring about positive change and, in doing so, be a part of the solution.

Unique hashtag

Used as message amplifiers and aggregators, hashtags are one of the most widely used means of getting information across social media channels. Distinctive hashtags can leave a lasting impression on the audience and drive trends all over the world. The hashtag #EndChildLabour2021, which was used in the campaign for the International Year of the Elimination of Child Labor 2021, secured more than 14 million views on social media. Unique hashtags are created by organizing brainstorming sessions with the team. Several points are being kept in mind during this process:

- The hashtag has to be consistent with the campaign branding;
- It has to be as short as possible;
- It has to be simple and "catchy" (zero possibility of misinterpretation);
- It has to evoke emotion;
- It has to be action-oriented.

Other examples of good practices recently used in the Centre's campaigns that might translate into distinct work packages for communication and advocacy projects include:

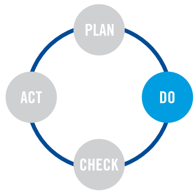
- **Challenges** have proved to be a powerful tool enabling participants to interact directly with a campaign. They inspire immediate action and have become hugely popular in recent years, especially in the UN system. They become effective when the aim is to bring about changes in performance or behaviour, the target audiences being institutions, NGOs, businesses and individuals.
- **Trello boards** allow for simple interaction and propel the engagement of stakeholders and partners by giving them many useful resources. The boards can be easily populated with guidelines, logos, fonts, templates and ready-to-post content items.
- **Local and regional events** can serve as a means of motivating individuals to take action. They can incite local stakeholders, pledge-makers, partners and the general public to take action more swiftly.
- **Pledges** serve as tangible commitments to a certain action. They can be made by individuals, as well as existing partners and stakeholders. They are especially effective for policy changes where the target audience consists of institutions, governments, businesses, NGOs or individuals. More than 300 pledges were made in the course of the End Child Labour campaign.

The International Year for the Elimination of Child Labour 2021: Pledges and Challenges

Examining pledges and challenges in the context of the International Year for the Elimination of Child Labour 2021 reveals just how important these two elements were, and how crucial they are for the overall success of a campaign. A pledge can be defined as a distinctive action contributing to the eradication of child labour, in this case to be performed by December 2021. The stakeholders and the organizations, governments and regional bodies concerned, as well as individuals, were called to make pledges so that the common goal could be achieved. By using these two elements, it was possible to create a coordinated global movement, which resulted in 300 stakeholders making pledges and more than 15 celebrities and 250 other individuals taking up the photo challenge on social media. At the same time, the #RaiseYourHandForKids social media challenge reached almost 8k people across the globe. According to the available data, Facebook was the most popular social media platform used to post this challenge, with Twitter in second place.

- **Newsletters.** Email campaigns are important for measuring traffic (especially traffic to the website) and tracking progress on engagement with different audiences.
- **Serious gaming.** By applying elements and techniques typically found in games in a non-gaming environment, positive outcomes can be very effectively created. By making use of the entertaining and dynamic solutions usually found in games, and integrating them into the website, email campaigns or apps, it is possible to boost user engagement.

Overseeing the project



Requirements under ISO 21502

The purpose of overseeing a project is for the sponsoring organization to be satisfied that the project team remains able to achieve the project objectives, the project still meets the organization's needs and stakeholder expectations, and risks are at an acceptable level.

This oversight can be ensured by:

a) involvement in key decisions;
b) periodic reporting;
c) assurance reviews and audits;
d) ad hoc escalations and interventions.

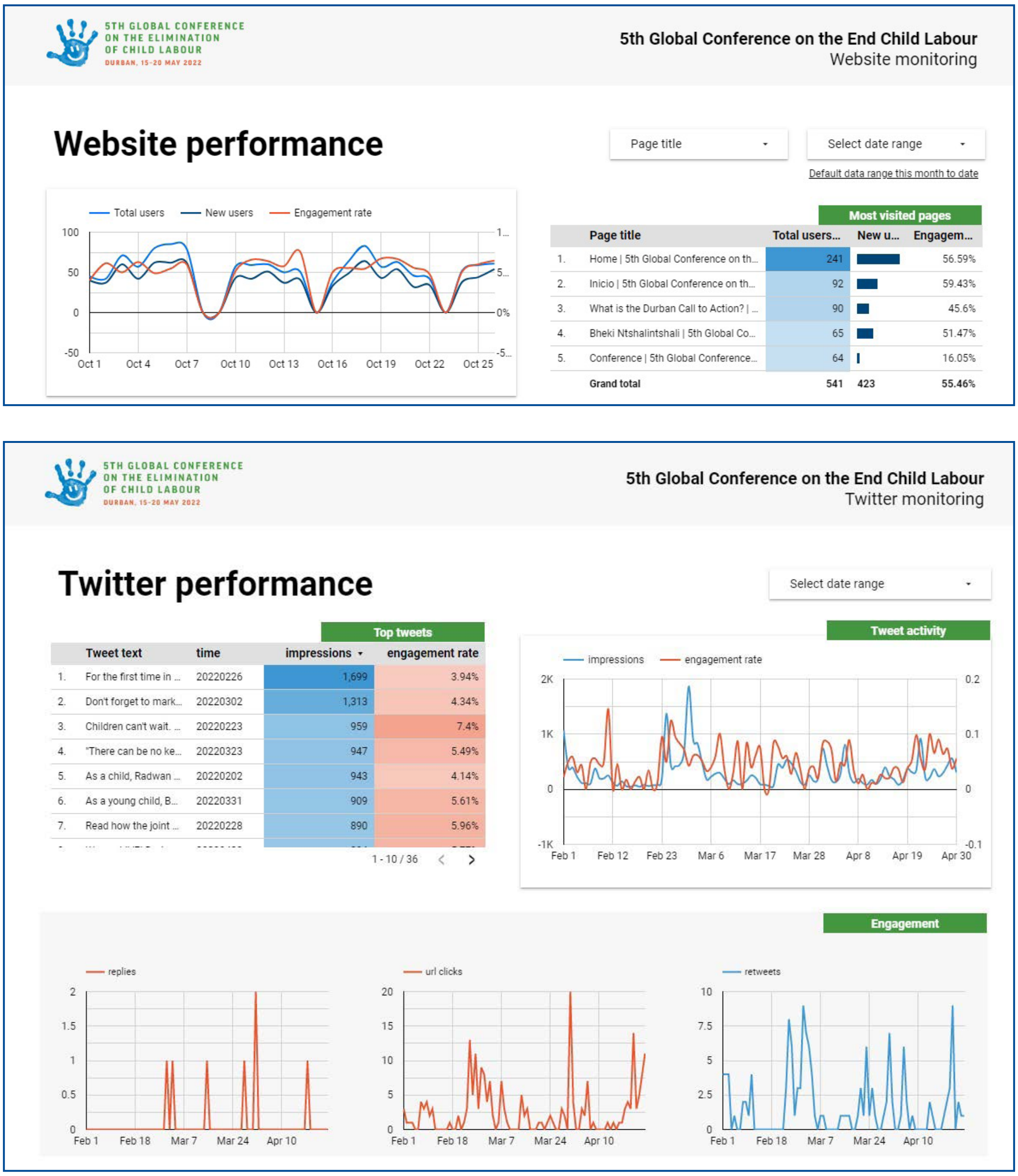
While many higher-level decisions can be delegated to the project sponsor, it is often more appropriate for higher-level management within the sponsoring organization to retain some decision-making powers. Decisions affected by factors external to the project, such as economy, social and environmental sustainability and availability of funds or resources, can only be made at a higher level, due to their impact on other projects and works. The sponsoring organization should keep the project sponsor updated as to the project's wider context, providing guidance and direction, as needed or when requested. The sponsoring organization should give the project sponsor sufficient time to carry out its responsibilities effectively. (…)

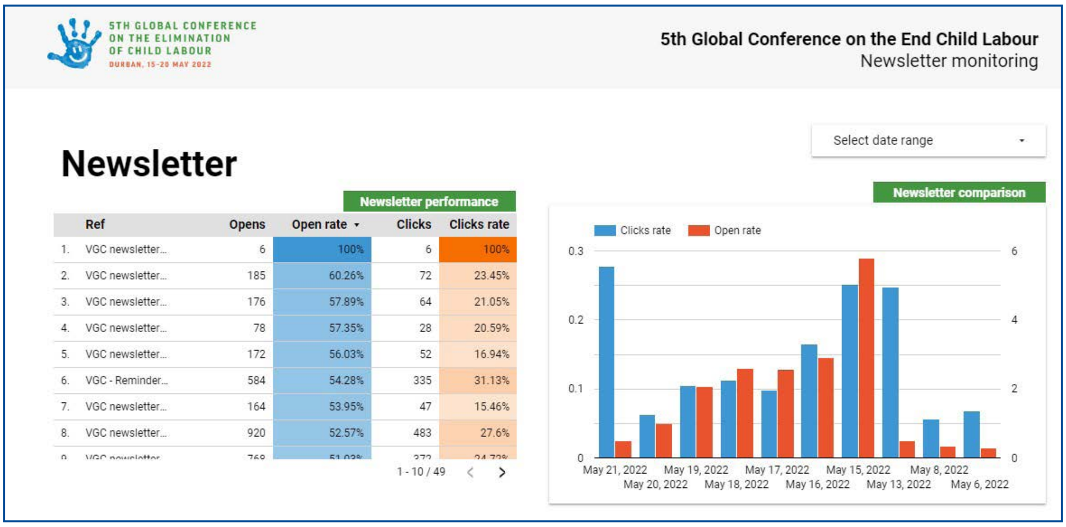
The Centre draws a distinction between project oversight (described in this section) and project controlling (described in one of the following sections). Oversight and controlling are related tasks and may well draw on the same data, but they serve different purposes. The purpose of oversight activities is to enable the client (sponsoring organization) to verify externally that the project objectives are being achieved within a dynamic and often changing context. The purpose of controlling, on the other hand, is to ensure internally that project implementation is following the critical path. Controlling is consequently a continuous process, while oversight might be exercised more selectively, at intervals or at given milestones along the implementation path. Similarly, oversight will focus on key performance indicators linked to outcomes, while controlling will involve the monitoring of a wider set of operational-level indicators.

Further to oversight tasks, the Centre involves the sponsoring organization in key decisions by way of periodic online sprint meetings during which the project team reconvenes with the project stakeholders to review progress and, where applicable, modify the project implementation plan. The Centre also issues periodic updates on progress, validated against KPIs agreed upfront in the project implementation plan. More specifically and depending on the needs of the clients, the Centre issues progress reports or, alternatively or in addition, provides weekly data snapshots or sets up data dashboards to facilitate tracking of KPIs in real time.

Further to data dashboards, how they focus on either controlling or oversight is largely determined by the choice of metrics. Below is an example of a Google Data Studio dashboard used during the campaign for the 5th Global Conference on the Elimination for Child Labour. The focus of the dashboard was on tracking outreach, here expressed as number of website visitors and engagement rates (i.e. the share of visitors who actively engaged during their visit), in addition to tracking the performance of the relevant Twitter account, the YouTube channel and the campaign newsletter. In this case, the number of website visits was considered an operational indicator mainly for controlling purposes while the engagement rate would reflect active participation and therefore be classified as a KPI for effective outreach.

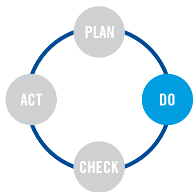
FIGURE 17. 5TH GLOBAL CONFERENCE ON THE ELIMINATION OF CHILD LABOUR WEBSITE, TWITTER AND NEWSLETTER ANALYTICS





Depending on the agreement with the client, the Centre might also carry out internal end-of-project evaluations or facilitate ad hoc external reviews and audits of its performance. The Centre does not commission annual external evaluations of its communication and advocacy projects on its own initiative.

Directing the project



Requirements under ISO 21502

The purpose of directing a project is to ensure that the project continues to be relevant and justifiable in the organizational context.

The project sponsor, supported or overseen by the project board, should confirm that:

a) an organizational need is being addressed, the vision and objectives are being communicated with strategic assumptions, and criteria have been set for measuring the project's success;
b) there is ongoing justification for the project and the business case is being updated, if required by the organizational governance;
c) the solution, in terms of outputs, outcomes and expected benefits, is likely to meet the needs of the organization;
d) appropriate and competent resources are being used;
e) work is terminated when the organizational justification is no longer supported. (…)

The direction of communication and advocacy projects falls under the direct purview of LIP, the higher-level responsibility of TDIR and the overall or ultimate responsibility of the Director of the Centre. Exceptions to this default reporting chain might apply in cases where the project manager does not belong to the LIP team but this scenario is not encouraged. It is best to retain direct accountability for communication- and advocacy-related activities in a single unit of the Training Department.

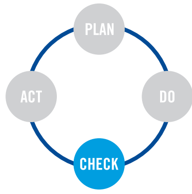
LIP, in close consultation with the project stakeholders and - where applicable - after seeking clearance from TDIR, is directly responsible for ensuring that:

- the project vision and objectives are being communicated with strategic assumptions, and criteria have been set for measuring the project's success;
- there is ongoing justification for the project and that the business case is being updated where applicable;
- the solution, in terms of outputs, outcomes and expected benefits, is likely to meet the needs of the organization;
- appropriate and competent resources are being used;
- work is terminated when the organizational justification is no longer supported.

The current practice is that LIP acts with a high level of autonomy in all matters related to project direction. TDIR's role is mainly limited to mediation of conflicts with the sponsoring organization or project stakeholders, if any, and to overcoming obstacles along the critical path that lie outside the control of LIP. Challenges calling for TDIR intervention might be the political sensitivities of project stakeholders about campaign content or direction, matters related to the budget and conflict among project team members.

The current practice is effective (no case of project failure has occurred since 2019, when communication and advocacy projects started to increase in numbers), but relies heavily on liaison between the project manager, the LIP Programme manager and the Director of Training. No institutional checks and balances are in place to provide greater formality in directing communication and advocacy projects and to alert management about deviations from the critical path at an early stage. This observation does not contradict the findings set out in previous sections that the project teams coordinate closely with the sponsoring organization and project stakeholders via scrum meetings, data dashboards and progress reports; it rather illustrates that the available information is not more systematically analysed by management. As the Centre's communication and advocacy projects continue to grow in size, global visibility and budget, the management risk exposure will increase proportionally.

Controlling the project



Requirements under ISO 21502

Overview

The purpose of controlling a project, including its various phases and work packages, is to monitor and measure performance against an agreed plan, including authorized changes. The project manager should build on the project's initial plan (…), adding detail as the activities, deliverables or outputs are designed and developed, and reflecting authorized changes, as required (…).

Progressive justification

The justification for the project can be further developed over several phases, for different options, as work progresses. The business case should be updated, in consultation with the project sponsor, to reflect changes in the project's context and scope prior to every gate or decision point in order to validate continuing the project.

Managing project performance

The project manager, supported by the project team, should regularly review outputs and outcomes with a view to meeting the requirements. The project manager should monitor and verify the performance of the project team in undertaking the work assigned to them in the project plan so as to:

a) integrate the project team's work into subsequent project work;
b) confirm that the project is likely to deliver what is required at an acceptable level of risk, and recommend and make authorized controlled changes.

The project manager should collect and analyse progress and performance data to assess progress relative to the agreed project plan, including:

- work completed, milestones reached and costs incurred (…);
- benefits planned or realized (…);
- managing the scope (…);
- acquiring sufficient resources to complete the work (…);
- managing the schedule and costs (…);
- identifying and managing risks and issues (…);
- managing change control (…);
- quality of work (…);
- status of planned and forecasted stakeholder engagement and communications (…);
- managing the transition of outputs to the sponsoring organization or customer, and preparing for and managing organizational or societal change (…);
- reporting on progress (…);
- maintaining the integrity and availability of information and documentation (…);
- managing the status of procurement activities (…);
- new lessons learned (…).

The project manager should provide the project sponsor, project team and selected stakeholders with a report of the project's status and performance in alignment with the project plan (…). A projection of the project's future performance should be included.

The project manager should manage the various technical, administrative and organizational activities and interfaces within the project. Preventive and corrective actions should be documented and implemented, and change requests made and implemented (…), when necessary, to keep the project on target and continue to achieve the project objectives.

Managing the start and close of each project phase

With the assistance of work package leaders or other subject-matter experts, the project manager should prepare for starting each phase of the project by:

a) preparing or reviewing a detailed plan for the phase;
b) reviewing the governance and management requirements;
c) confirming with the project sponsor that the project is still justified;
d) revising the management approach to reflect the work required during the phase;
e) obtaining authorization to start the next phase.

Once the start of the phase has been authorized, the project manager should mobilize the team and other resources and begin work.

The project manager should confirm the completion of each phase of the project by including but not limited to:

- confirming completed, cancelled or suspended procurements;
- verifying any incomplete actions and recording unresolved issues;
- releasing or transitioning resources, if no longer required;
- archiving information and documentation in accordance with the organization's information retention policy;
- verifying completed, delivered and accepted outputs and outcomes;
- recording lessons learnt.

Managing the start, progress and close of each work package

The project manager should oversee the work packages within each phase by:

a) verifying and approving the plan for each work package, after ensuring that it is consistent and integrates with the overall plan for the project and the respective phases;
b) ensuring that the integration work and deliverables between and among work packages are planned and undertaken and meet the requirements;
c) assigning responsibility for each work package to a work package leader;
d) initiating work packages in accordance with the project plan or in response to a risk or issue;
e) verifying the progress of the work, including addressing any risks, issues or change requests;
f) verifying the quality of the deliverables;
g) confirming the completion, handover of deliverables and closure of the work package.

The Centre uses the following result-chain model to monitor and evaluate the performance of its communication and advocacy projects:

Inputs → Outputs → Out-TAKES (interim outcomes) → Outcomes → Impact

Whereby:

- Inputs describe the activities performed and resources used to generate results; an example of a project input is the development of a campaign website.
- Outputs refers to the immediate results or deliverables; an example of a campaign output would be the number of people who actively engaged with the campaign.
- Out-takes or interim outcomes capture an emerging change; an example of an out-take is the *sustained* engagement of people reached via a campaign, as evidenced by pledging, committing, accepting a challenge or reaching out to establish alliances or partnerships.
- Outcomes express lasting change directly attributable to the outputs and flowing from the out-takes; an example of an outcome is a change in behaviour as a result of the campaign.
- Impact relates to long-term lasting change; an example of project impact would be a lasting change in society that contributes to decent work and social justice.

The project inputs, outputs, out-takes, outcomes and impact along the results chain are set out in the project document and, in the case of outputs, out-takes, outcomes and impact, need to be formulated as expectations with decreasing confidence as to their realization. For example, typically a communication and advocacy project has strong direct control over inputs and relatively strong control over outputs, but decreasing levels of control over out-takes, outcomes and impact due to the non-linearity of cause/effect relationships and external factors. Depending on the complexity of a project, inputs may be clustered in work packages linked to a specific output (See section on "Managing delivery" for more information on work packages).

As indicated in previous sections, the Centre makes a distinction between key performance indicators (KPIs) and operational-level/process indicators. KPIs track aspects of project performance that point towards effectiveness (doing the right things), while process indicators mainly track project efficiency (doing things the right way). Indicators can sometimes serve both purposes; for example, the number of people reached by a campaign is essentially a process indicator but may sometimes also be regarded as a KPI.

Some examples of operational/process indicators are:

- Related to the campaign work packages: Number of webpages created, number of social media posts launched to promote the activity and its outcomes, number of e-newsletters sent, number of articles in the press, number of articles in top-tier media per communications campaign, number of articles with key-message pick-up per communication campaign, media classification (tier 1, tier 2, and tier 3), number of publications disseminated, classification of influencers based on level (macro, micro, nano);
- Related to the campaign website: Number of pageviews,[37] unique page views and searches, bounce rate,[38] average time spent on the website,[39] source of traffic, pages with most traffic, number of users by location and age, returning users rate, click-through rate;[40]
- Related to the social media channels used in a campaign: Number of impressions,[41] reach,[42] new followers, reactions,[43] saves, clicks, media views, comments, shares rate, amplification rate,[44] type of content reshared, new posts created by audience, posts including hashtags, increase in follower content;
- Related to the campaign email newsletter: Number of emails opened, number of subscribers, forward rate.

[37] A page view is defined as a view of a page on your site that is being tracked by the Analytics tracking code. If user clicks reload after reaching the page, this is counted as an additional page view. If a user navigates to a different page and then returns to the original page, a second pageview is recorded as well. (Source: https://support.google.com/analytics/answer/1257084?hl=en#zippy=%2Cin-this-article).

[38] Bounce rate is calculated by dividing single-page sessions by all sessions, or it is the percentage of all sessions on your site during which users viewed only a single page and triggered only a single request to the Analytics server.

[39] Displays the average amount of time that visitors spend on a page of your site during Google Analytics sessions that are attributed to clicks on search or social objects.

[40] The proportion of visitors to a web page who follow a hypertext link to a particular site.

[41] Impressions help measure the number of people who have seen a post, even if they did not click, comment or otherwise engage with that post.

[42] Reach is the total number of people who see your content. Impressions are the number of times your content is displayed, no matter whether it was clicked or not. Think of reach as the number of individual people who see your content. In a perfect world, every one of your followers would see every piece of content you posted.

[43] https://blog.hootsuite.com/social-media-definitions/reaction/#:~:text=Reactions%20are%20a%20form%20of,or%20holding%20the%20Like%20button.

[44] Amplification rate is the ratio of shares per post to the number of overall followers.

The choice of performance indicators at each stage of the results chain is project-specific. The same is true of performance thresholds, which are determined by project scope, ambition and budget. However, as observed in previous sections, selected KPIs are pre-set in all the Centre‘s communication and advocacy projects, cascaded from its institutional results-based management framework and intended to ensure that the project objectives align with the Centre’s mandate. These KPIs relate to inputs, outputs, out-takes and outcomes only; the Centre does not currently evaluate long-term impact.

The following KPIs are pre-set for all communication and advocacy projects undertaken by the Centre:

- At the input stage: Count of activities performed and resources created as work packages within the communication campaign;
- At the output stage: Outreach expressed in number of people actively engaging with the campaign (also see next paragraph);
- At the out-take (interim outcome) stage: Sustained engagement as a proxy for emerging behavioural change;
- At the outcome stage: Lasting changes in behaviour.

Further to the above, *engagemen*t is assumed to take place if a recipient of a communication and advocacy message has responded by posting, sharing, following, commenting or mailing a written answer. The minimum threshold for engagement is at least one such reaction, but projects might choose to raise the bar and emphasize more sustained interaction, including by way of multi-level engagement.

(See Annex X on how different digital media channels define and calculate engagement)

About multi-level engagement

In communication and advocacy campaigns, a content mill is not the objective but rather thinking carefully about creating content that will have a long lifecycle and will resonate with the target audience for a very long time. Preferably, content should spread across different communication channels (multi-level engagement) and ideally go viral. An example of a way of promoting multi-level engagement is the launch of a campaign challenge. A challenge can derive from a captivating video that had a high engagement rate. A story with carefully curated storytelling can be shared by readers on social media, generating multiple interactions (comments, likes and shares). Finally, the story can be repackaged into a newsletter to further amplify engagement. Being able to capture this lifecycle and act upon it is of utmost importance and, for this reason, data-analytics tools must be constantly monitored and deployed across all digital platforms. Interconnecting those tools is even more important, since they monitor the user flow between various platforms. Dashboards are pivotal to that process and therefore play an active role when it comes to making data-driven decisions and adjustments.

Sustained engagement is assumed in cases where participants go one step further and actively commit to change. In the context of communication and advocacy projects, attitude change is captured by tracking the share of participants who accept campaign challenges and make campaign pledges, or who reach out to establish partnerships or alliances.

Behavioural change is defined as performance improvement after treatment. Such change is typically qualitative, e.g. shifts in societal value systems, identified by way of surveys and tracer studies.

The KPIs for communication and advocacy projects listed above are instrumental for reporting and comparing the performance of the Centre across its service portfolio. More specifically:

- Engagement at the output stage reflects participation in the Centre's training-related capacity development services where physical presence and active engagement are a precondition.
- Sustained engagement as an interim outcome (out-take) reflects new knowledge acquired through the Centre's training-related capacity development services, in both cases validated by evidence (pledging, committing or accepting a challenge as opposed to a knowledge acquisition test at the end of the learning activity).
- Behavioural change at the outcome stage reflects the application of new knowledge after treatment, whereby the social system in which the beneficiaries operate demonstrates improved performance.

For each communication and advocacy project, the Centre systematically collects *at least* the KPI-specific performance data at the input and output levels and, on request by the client, also assesses campaign outcomes. As indicated earlier, many projects also gather process-related data, mostly at the input level, in order to steer campaign activities and trigger multi-level engagement.

The channel-specific data is collected and processed by project managers and then reported to project stakeholders and TDIR. The project-specific data is aggregated by TDIR as part of its routine portfolio analysis and shared in annual reports with the Board.

Below are some examples of process-related data collected and analyzed in respect of Centre communication and advocacy projects.

- **Tracking mediatic response:** Which outputs created the most mediatic response? In terms of tier, what sort of media covered which type of content? Globally known media such as CNBC, Time Magazine, the New York Times and CNN are tier-one media with an especially wide reach. National or regional media such as Rai, KGTV, the San Diego Tribune and Africa.com, with a readership of over 1 million, would be classified as tier two-media, while national or local media with a readership of less than 1 million would be termed tier-three media.
- **Measuring levels of celebrity engagement:** How many celebrities and/or influencers actively engaged with the campaign? What sort of messages and content did they share and what was their outreach? Again, there are several important terms to factor in if we are to properly evaluate the campaign. In terms of celebrity engagement, this means knowing how many celebrities/mega-influencers with more than a million followers engaged with the campaign, and how many macro-influencers (500k to 1 million followers), mid-tier influencers (50k to 500k followers), micro-influencers (10k to 50k followers) and nano-influencers (1k to 10k followers) did the same?
- Monitoring **stakeholder and partner engagement**: How many stakeholders were engaged with the campaign, and how many partners? At what level did they engage with the campaign and what sort of content did they share? What key messages were shared by this group? And did they manage to bring about any new partnerships during the campaign?

- **Web analytics:** This consists in pinpointing user behaviour and profiles in order to upgrade and revamp the website design and its digital ecosystem, with the end goal of reaching and engaging with a broader global audience. The key data elements to be monitored are the numbers of views and users, the bounce rate, the click rate and the average amount of time spent on the website. It involves keeping track of the countries from which users click on the page, while top traffic sources and device sources also play an important overall role in web analytics. One sub-category of web analytics is **search engine optimization (SEO)**, the main purpose of which is to boost the search ranking of the website and use keywords and pivotal topics for content creation.
- **Social media marketing analytics**: Increased engagement and interaction is the main goal here. This is followed by prompting users to utilize data insights such as impressions, replies, engagement and engagement rate.
- **E-mail marketing analytics**: The aim here is to raise awareness and further boost engagement via email communication with the target audience from updated databases used in prior campaigns. The data gathered in this type of analytics usually provides information about the number of opened emails, open rates, click rates, visits to the websites via email, new visits and the time spent inspecting the website.

Snapshot of the data analysis tools used during the 5th Global Conference on the Elimination of Child Labour

Below is a list of the analytics tools used for the communication campaign of the 5th Global Conference on the Elimination of Child Labour:

Google Analytics
This tool tracks website performance while gathering visitor insights which can consequently be utilized to redesign marketing campaigns, retain visitors more successfully and further boost website traffic.

Google Keyword Planner
This tool helps to research keywords best suited to the campaign. It also assists in the discovery of new keywords closely related to the topic and then monitors the estimated monthly searches.

Mail Chimp Analytics
This tool uses graphics to make the data easier to process. It also monitors trends and performance, which makes it possible to adjust the ongoing campaign based on the data obtained.

Click Map
This tool is used to pinpoint where precisely on the page users click most (and least) often. This data can make it easier to improve the webpage design or to gauge how changes might affect how often and where users click.

Hoot Suite, Twitter Analytics, Instagram Analytics and Facebook Creator
These tools are particular to individual social media platforms and are used to take stock of the way users interact with them. Typically, data relating to shares, views and comments are collected.

Search engine optimization (SEO) tools
The ultimate goal of SEO tools is to enhance the website's position in search engines by controlling keyword distribution, the speed of the site, header text and various other aspects of the website. To achieve this, SEO tools embody multiple actions, strategies and best practices.

Furthermore, in using SEO it is possible to boost rankings via off-page tools, such as:

Answer the Public
This tool is designed to optimize long-tail key phrases and to support targeted keyword research. Consequently, it is possible to tweak or even create content based on how often such questions or keywords are being searched.

Google Search Console
This aids in obtaining valuable info on how Google serves, crawls and indexes websites. It ultimately helps with the optimization of the website search performance.

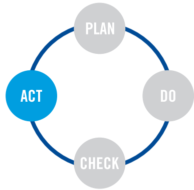
Google Trends
This is an exploration tool which aims to understand user behaviour in real-time, e.g. users' interests and what they are curious about.

Search Engine Marketing (SEM) Rush
Delivers detailed data on the marketing performance of competitors, as well as keyword searches, marketing insights and traffic analysis.

Currently, the Centre does not commission annual external sample evaluations of its communication and advocacy projects. The Centre is also yet to develop a theory of change that explains how its channel-specific capacity development activities compound to promote global social justice at the impact stage. The assumption is that that capacity development is one of the means of action in the higher-level ILO strategy framework, alongside other results areas such as research, knowledge-sharing and policy advice. According to this logic, improved performance resulting from communication and advocacy projects is but one factor in the Centre's capacity development equation, which in turn is just one part of a far bigger ILO strategy formula.

FIGURE 18. THE "IMPACT CASCADE"

Closing the project



Requirements under ISO 21502

The purpose of closing a project is to confirm its completion in terms of scope, to note those activities not completed in the event of termination, to enable the realization of post-projects benefits, and to manage the demobilization of any remaining resources and facilities. Prior to closure, if not due to termination, the completion of all activities should be verified to confirm that the project has been completed in terms of scope, and that each work package has either been completed or terminated. Also, where applicable, any remaining operational responsibilities should be agreed and accepted.

If the project is part of a programme or portfolio, responsibility for tracking incomplete actions, risks and issues should be transferred to the programme or portfolio manager. If the project is not part of an existing programme or portfolio, there will be a need to determine whether incomplete actions, risks and issues should be transferred to an appropriate management authority or to another designee for further tracking and management. Any contracts that were established to achieve part of the project's scope should be reviewed, their status verified and, if appropriate, formally closed (…).

The project manager in consultation with the project sponsor, key team members and stakeholders should perform a closure review to assess performance against the plan and the extent to which objectives were met. This review should be formally documented, and the documentation should be used as the basis for authorizing project closure. The project sponsor should agree the terms of reference and timing for any post-closure reviews.

A review of lessons learned throughout the project should be carried out, including recommendations for improvements in the management of similar and other future projects (…). This review can be part of a formal closure review or conducted as a separate activity.

Stakeholders should be informed about closure. Action should be taken to enable the handover of project outputs, and any related organizational or societal change management actions, including enabling benefits realization, during the handover. Action should also be taken to enable the ongoing realization of benefits.

Prior to completion, a project may be terminated by the project sponsor or sponsoring organization for the following reasons (including but not limited to):
a) The project is no longer needed or viable;
b) The risks associated with it have become unacceptably high;
c) The external customer no longer wants the outputs.

Unless there are special reasons, terminating a project should comprise the same activities as completing a project, even though there may not be a final output to release.

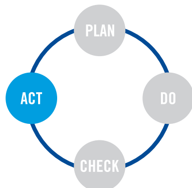
In the case of termination of a project, the following actions should be taken:
- Confirm and document completed activities, including those activities undertaken by suppliers.
- Document activities not completed.
- Confirm deliverables that should be transferred to the customer.
- Confirm and record the customer's acceptance (or rejection) of deliverables that have been identified as needing to be handed over.
- Record the status of work packages.
- Collect and archive project documents in accordance with the prevailing organizational policy (…).
- Release project resources and facilities.
- Agree on any ongoing operational responsibilities.
- Close or terminate work orders and contracts as needed (…).

At the point of *project closure*, the project team verifies that all activities and work packages within the project scope have been completed/delivered and accepted by the sponsoring organization. The closing activities usually involve a debriefing with the project stakeholders and the submission of a final technical report. Please refer to the Annex of this document for two examples of exit reports compiled for the International Year for the Elimination of Child Labour campaign and the 5th Global Conference on the Elimination of Child Labour campaign. The contractual conditions agreed with the sponsoring organization sometimes call for an external evaluation of campaign results.

In addition, the project leader is to validate that all contracts for external resources and services have been satisfactorily completed, that all outstanding payments have been made and that all accounts receivable have been settled. Consequently, the closing activities might require the submission of a final financial report to the sponsoring organization.

Closure of a project denotes the completion of project activities as per the project document (where applicable, after the project implementation plan has been amended in agreement with the sponsoring organization and project stakeholders). An alternative to project closure is *project termination*, whereby project activities are ended without the project implementation plan having been fully completed. A project might be terminated because of external forces, such as a change in the political or economic context, that render the original objectives void or undermine the logical framework underpinning the project strategy. Alternatively or in addition, a project might be terminated due to budget constraints, disagreement over management arrangements or other internal factors. Project terminations require sign-off by TDIR and, where applicable, the Treasurer and the Director of the Centre. Any disputes with the client over termination clauses might be mediated by arbitration.

Post-project activities



Requirements under ISO 21502

The purpose of post-project activities is to verify that the outcomes are sustainable, and that the expected benefits are being realized.

The project sponsor for projects under programmes or portfolios, or those requiring post-closure activities, should ensure that a review is undertaken to determine the project's degree of success, including:

a) meeting the defined objectives;
b) realizing benefits;
c) delivering organizational or societal changes or outcomes, such as operational performance;
d) achieving sustainable changes, including continuing to meet the expectations set in the business case.

Benefits and organizational or societal changes may or may not be included in the project's scope. Lessons learned should be captured and communicated. (…)

Since 2022, as part of its annual reporting obligations at the post-project stage, the Centre has released aggregated statistics concerning the performance of its communication and advocacy projects, currently with the focus on KPIs related to inputs and outputs. The Centre carries out follow-up evaluations of project outcomes as and when contractually required by the sponsoring organization. The Centre does not routinely carry out such evaluations on its own initiative.

Depending on the nature of the agreement with the sponsoring organization, the evaluation findings are released to the public. The Centre also works with the stakeholders to share knowledge about the project outcomes and results. Subject to agreement with the sponsoring organization, these knowledge-sharing activities typically comprise of web articles and videos disseminated via digital media channels. Examples of knowledge-sharing products released at the end of communication and advocacy projects are the following web stories (https://endchildlabour2021.org/stories/). Updates may be posted (https://endchildlabour2021.org/updates/), sometimes linked to the announcement of related follow-up events (https://endchildlabour2021.org/events/). All these post-campaign actions contribute to ensuring continuous engagement and accelerating societal changes and impact.

4. THE WAY FORWARD

4.1. Conclusions

The benchmarking exercise resulted in the following conclusions:

- The Centre's communication and advocacy projects are strategically well aligned with the analytical framework underpinning the ILO capacity development strategy and the higher-level capacity development approach of the United Nations system.
- The Centre's work in the field of communication and advocacy is correspondingly firmly anchored in its 2022-25 Strategic Plan and the 2022-23 Programme and Budget. As per P&B, the main differentiator of the Centre's services is the deployment of digital media, including video, website design and other digital media to package the advocacy message, and the use of social media to deliver it to a global audience.
- On the operational level, the Centre's communication and advocacy projects are largely aligned with the integrated project management practices promoted through ISO 21502:2020. More specifically:
  - The Centre's **pre-project activities** always involve upfront feasibility assessments and the compilation of a technical and financial proposal to inform a decision by the sponsoring organization.
  - At the **project initiation** stage, the Centre mobilizes a project team with a clearly prescribed division of labour, establishes transparent project governance and management mechanisms, and elaborates a project document/message brief in consultation with the sponsoring organization and project stakeholders.
  - **Project implementation** is guided by a detailed implementation plan that is monitored and, where applicable, amended in close liaison with the sponsoring organization and project stakeholders; each project draws on an elaborate results-based management framework to control performance along the critical path.
  - At the **project closing** stage, results are evaluated and documented in close consultation with the sponsoring organization and the project stakeholders; alternatively, when necessary, projects may also be terminated in line with established protocol.
  - **After the project**, the Centre shares knowledge about project outcomes and feeds findings back into the design of future project cycles.
- The extent to which the Centre fully complies in each communication and advocacy project with the conditions set by ISO 21502 is a function of project size, project budget and client expectations. Generally speaking, the Centre insists with the sponsoring organization on compliance with all conditions, but sometimes selected tasks perceived by the client as non-core conditions (e.g. post-project evaluations and post-project knowledge-sharing activities) may be waived due to budget constraints. For flagship projects with high visibility and risk exposure, none of the conditions can be waived.

- The current practices of the Centre have minor weaknesses, in particular:
  - The project documents elaborated at the project-initiation stage as part of design sprints are not standardized and not centrally stored for future ease of reference across the organization.
  - The Centre does not have a standardized approach to the definition of a work package for its communication and advocacy projects, notwithstanding the fact that a standard project will typically comprise a combination of set “digital” work packages, e.g. a campaign website and social media campaigns.
  - No institutional checks and balances are in place within the organization to direct communication and advocacy projects in a more formal way and to alert management early about deviations from the critical path. This conclusion is not to refute the fact that project teams coordinate closely with the sponsoring organization and project stakeholders via scrum meetings, data dashboards and progress report; it rather illustrates the fact that systematically analysing the available data at the institutional level is an area for improvement.
  - Unlike the practice followed in its training activities, the Centre does not currently commission annual external sample evaluations of its communication and advocacy projects.
  - The Centre has also yet to develop a theory of change that explains how its channel-specific capacity development activities compound to promote global social justice at the impact stage. The current assumption is that capacity development is one of the means of action in the higher-level ILO strategy framework, alongside to other results areas such as research, knowledge-sharing and policy advice. According to this logic, improved performance resulting from communication and advocacy projects is but one factor in the Centre’s capacity development equation, which in turn constitutes just one part of a far bigger ILO strategy formula. While the current approach is legitimate, it runs the risk of largely hiding the potentially significant contribution made by communication and advocacy projects to boosting the holding capacity of social systems.

4.2. Recommendations

To further consolidate the quality assurance processes for communication and advocacy projects, it is recommended that the Centre:

- Prepare a checklist for project managers covering all the conditions set under ISO 21502; project managers would then have to document compliance in their project progress reports and justify exceptions prior to sign-off by the direct supervisor and approval by the higher-level supervisor.
- Develop a project document template (aligned with the applicable ISO conditions) for *mandatory* use at the project initiation stage; this might also call for a modification/amendment of some of the templates used during the design sprints.
- Linked to the above, draw up a list of process indicators and KPIs for use in communication and advocacy projects, and highlight which of these metrics are mandatory (refer below for a first-draft indicator table).

- As far as possible, classify possible default digital work packages for use in its communication and advocacy projects; these packages might become set deliverables that differentiate the Centre's services from the competition and, at the same time, would allow LIP to semi-standardize project implementation plans in line with ISO conditions.
- Aim for multi-level and cross-communication channel engagement, and allow for rapid iteration of channel mix in response to feedback.
- Introduce a formal mechanism to direct communication and advocacy projects, in this case by adding a governance layer to flagship projects with high visibility, budget and risk exposure. More in particular, project managers will in future include a TDIR representative in the project progress review meetings and share progress reports with both the LIP manager and the Director of Training.
- Starting in 2023, commission annual external sample evaluations of its communication and advocacy projects in order to more systematically communicate results across the organization and with the ILO.
- Puts even stronger emphasis on storytelling – rooted in evidence – as a means of capturing qualitative impact.
- Develop a theory of change that explains how its channel-specific capacity development activities compound to promote global social justice at the impact stage. The current approach to defer the assessment of long-term impact to the ILO is legitimate but runs the risk of largely hiding the potentially significant contribution made by communication and advocacy projects to boosting the holding capacity of social systems.

4.3. A final thought on indicator catalogues to measure the performance of communication and advocacy projects

Every organization decides on the key performance indicators that best reflect the nature of the services it is providing. For example, the ILO Communication and Public Information (DCOMM) department measures the success of its communication services as follows:

- For websites/online platforms or a particular web content item (written or multimedia): a high number of views and searches;
- For a particular content item: good media coverage;
- For social media: a high number of impressions and interactions, or a major increase in the number of followers;
- Call to Action campaigns: a high response rate and amplification from audiences;
- For events: a high attendance rate and engagement with related communication;
- Significant partnership development (for instance with the media, celebrities, new partners and so on);
- Direct impact on the success of a project or campaign to promote behavioural change;
- Major initiatives to boost internal communication.

In the case of the Centre, an indicator catalogue for communication and advocacy projects might look as follows:

<table>
<tr><th>Indicators</th><th>Tools/Sources</th></tr>
<tr><td>INPUT INDICATORS</td><td rowspan="6">Google Analytics
Click Map
SEO tools
Hootsuite
Twitter Analytics
Meta Business Suite (Instagram & Facebook Analytics)
LinkedIn Analytics
CRM Analytics (e.g. Mailchimp Analytics, SugarCRM, Active Campaign, etc.)</td></tr>
<tr><td>Number or work packages</td></tr>
<tr><td>OUTPUT INDICATORS</td></tr>
<tr><td>Website engagement rate45
Social media engagement rate46
Click-through open rate of emailed newsletters</td></tr>
<tr><td>OUT-TAKE (INTERIM OUTCOME) INDICATORS</td></tr>
<tr><td>Rate of sustained engagement expressed as the share of engaged persons actively committing to change by way of accepting campaign challenges, making campaign pledges, establishing new partnerships or alliances, etc.</td></tr>
<tr><td colspan="2">OUTCOME INDICATORS</td></tr>
<tr><td>Behavioural change expressed as the share of engaged persons demonstrating positive change at least six months after exposure.</td><td>Perception surveys
Tracer studies</td></tr>
<tr><td colspan="2">IMPACT INDICATORS</td></tr>
<tr><td colspan="2">Changes and results achieved by the activity, e.g. call to action, adoption, endorsement, ratification, etc.

KPI t.b.d.</td></tr>
</table>

[45] The engagement rate is the number of engaged sessions divided by the total number of sessions over a specified time period. An engaged session is a session that lasted longer than 10 seconds, had a conversion event, or had at least 2 pageviews or screen views. (Source: https://support.google.com/analytics/answer/12195621?hl=en#:~:text=Engagement%20rate%20is%20the%20number,least%202%20pageviews%20or%20screenviews).

[46] Post-engagement includes all actions that people take involving your ads while they are running. Post engagements can include actions such as reacting to, commenting on or sharing the ad, claiming an offer, viewing a photo or video, or clicking on a link. (Source: https://www.facebook.com/business/help/735720159834389).

ANNEXES

Annex I: List of reference documents and links

Documents:

- Strategic Plan of the ITCILO for 2018-21
- Programme and Budget proposals for 2020-21
- Strategic Plan of the ITCILO for 2022-25
- Programme and Budget Proposals for 2022-23
- Strategy implementation framework of the Office of the Director of Training (2020-21)
- Description of the Centre's capacity development service portfolio
- ISO 21502 2020 Project, programme and portfolio management – Guidance on project management
- ISO 9000 2015 Quality management systems – Fundamentals and vocabulary
- ISO 9001 2015 Quality management systems – Requirements
- Quality management in the ITCILO Training Department, 2019
- ILO Communication Strategy 2020-21
- Handbook on Planning, Monitoring and Evaluating for Development Results, UNDP, September 2009
- UNEG Norms for Evaluation in the UN System
- UNEG Standards for Evaluation in the UN System
- UNDP Evaluation Guidelines
- Impact Evaluation in UN Agency Evaluation Systems: Guidance on Selection, Planning and Management
- Real time evaluation
- WHO Strategic Communications Framework for effective communications, 2017
- World Bank, Development impact evaluation (DIME)
- Communicating Sustainable Development and the SDGs in Europe: Good practice examples from policy, academia, NGOs, and media, ESDN Quarterly Report 51, January 2019, ESDN Office, Vienna
- IOM Public Communication Campaign Toolkit
- How to Perform Impact Assessments: Key Steps for Assessing Communication Interventions, developed for ICMPD under the EU-funded EUROMED programme
- Migration IV by the Observatory of Public Attitudes to Migration – Migration Policy Centre, European University Institute, Florence, Dr. James Dennison
- European Commission. (2017 February). Toolkit for the evaluation of communication activities
- Communication, Monitoring, Evaluation Tips & Tools, European Commission, Version 4.0, 21 November 2019
- The 5th Annual JOTW Strategic Communications Survey for 2022
- Macnamara, J. 2020b. 'New Developments in Best Practice Evaluation: Approaches, Frameworks, Models, and Methods', published in The Handbook of Public Sector Communication, Vilma Luoma-aho, María-José Canel © 2020 John Wiley & Sons, Inc.

- Gregory, A. 2020. The Fundamentals of Measurement and Evaluation of Communication, published in The Handbook of Public Sector Communication, Vilma Luoma-aho, María-José Canel © 2020 John Wiley & Sons, Inc.
- A Review of New Evaluation Models for Strategic Communication: Progress and Gaps, Jim Macnamara, article published in the International Journal of Strategic Communication, January 2018
- Michael A. Cacciatore & Juan Meng: Measuring the Value of Public Relations: An International Investigation of how Communication Practitioners View the Challenge and Suggest Solutions, Athens Journal of Mass Media and Communications Volume 8, Issue 2, April 2022, pages 107-130
- Macnamara, J. (2018, forthcoming). A review of new evaluation models for strategic communication: Progress and gaps, January 2018
- International Journal of Strategic Communication, 12(5):1-16
- Communication at FAO, Rome 2019
- Council of Europe, Communication plan guidelines - Project Management Methodology, June 2017
- Jim Macnamara & Anne Gregory (2018) Expanding Evaluation to Progress Strategic Communication: Beyond Message Tracking to Open Listening, International Journal of Strategic Communication, 12:4, 469-486
- UNDP Evaluation Guidelines, Independent Evaluation Office of UNDP, New York, June 2021
- Mulholland, E (2019). "Communicating Sustainable Development and the SDGs in Europe: Good practice examples from policy, academia, NGOs, and media", ESDN Quarterly Report 51, January 2019, ESDN Office, Vienna.
- Results-based Management Handbook, United Nations Development Group (UNDG), October 2011
- UNDAF Companion Guidance: THEORY OF CHANGE

Links:

- https://www.itcilo.org/services/communication-and-advocacy
- https://www.betterevaluation.org
- https://intelligentmeasurement.net
- https://ec.europa.eu/info/sites/default/files/communication-evaluation-toolkit_en.pdf
- https://www.ifad.org/en/web/knowledge/-/ifad-communications-toolkit
- https://www.fao.org/artisanal-fisheries-aquaculture-2022/communication-toolkit/en/
- https://www.unep.org/events/campaign/100-days-beatplasticpollution-cleanseas
- https://www.itcilo.org/non-training-qa-report-brief
- https://www.itcilo.org/qa-events-0
- https://www.betterevaluation.org/en/blog/why-do-we-need-more-real-time-evaluation
- Center for Theory of Change
- The International Association for Measurement and Evaluation of Communication (AMEC)
- AMEC Interactive Framework
- AMEC resources
- IDEO Human-centered design (HCD) Toolkit and The Field Guide to Human-Centered Design
- Campaign Report for 100 DAYS TO #BEATPLASTICPOLLUTION

Annex II: FAO's digital-first approach

Source: Communication at FAO, Rome 2019

In the ever-changing modern world, the way of communicating had to change, and the FAO is no exception. The fact that they are successful in engaging audiences across social media channels and the corporate web on unprecedented levels shows that their communication has undergone a complete digital transformation. By adopting the digital-first approach, the FAO has focused its resources on generating compelling content, impactful imagery and videos while leveraging new technologies, but has also managed to retain coherence in outreach and corporate messaging, and consistency in the FAO brand itself.

In recent years the FAO has perfected the way it conducts communication with its digital audience. They did so by devising a way of creating and carrying out innovative digital campaigns. Their goal is to reach millions of people around the world and engage with them on issues such as food waste, hunger, agriculture, climate change, natural sources and the environment. This will hopefully pave the way towards their ultimate goal: #ZeroHunger world.

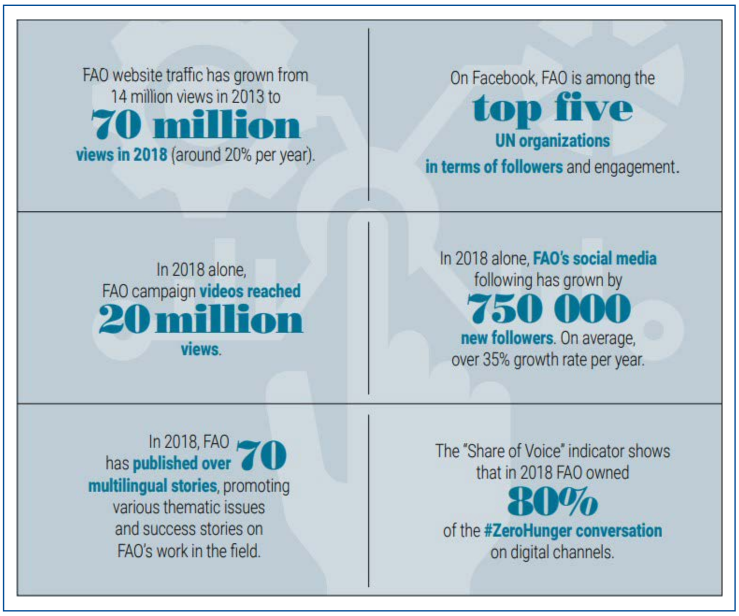
As stated in the publication Communication at FAO[47]
"In the coming years, FAO will continue to enhance the quality of communication services it provides to expand its reach with its target audiences, and to support – in the most effective way possible – the strategic framework of the Organization and its work towards achieving the 2030 Agenda. FAO communication efforts will seek to be competitive, innovative, proactive, targeted and appropriately equipped to engage with today's fast-changing global media, communication and political environment."

The lead role FAO has played in the #ZeroHunger narrative, which is a straightforward expression of the global dedication to eliminating hunger by 2030, is the result of a well-designed strategic effort, with a disciplined focus on core, cross-cutting issues, innovative ways of storytelling and intensified engagement. Contained within the same publication is compelling data on the "Share of Voice" (SoV) indicator, which is used by brands to determine just how effective their communications efforts are. In the case of the FAO, it shows that they owned some 80 per cent of the #ZeroHunger narrative on digital channels[48] in 2018.

In adopting a responsive and flexible approach to multiplying its digital audience, the FAO has been able to make good progress. Close inspection of their www.fao.org website shows that page views have reached six million per month and that their collective media following exceeds 3 million. In adopting this approach, the FAO has been able to take grasp new opportunities, for example they managed to double their Instagram following in 2018 coupled and achieved an astonishingly high engagement on this social media platform, manifested by the sheer numbers of comments and shares. Further data of interest is provided in the figure below.

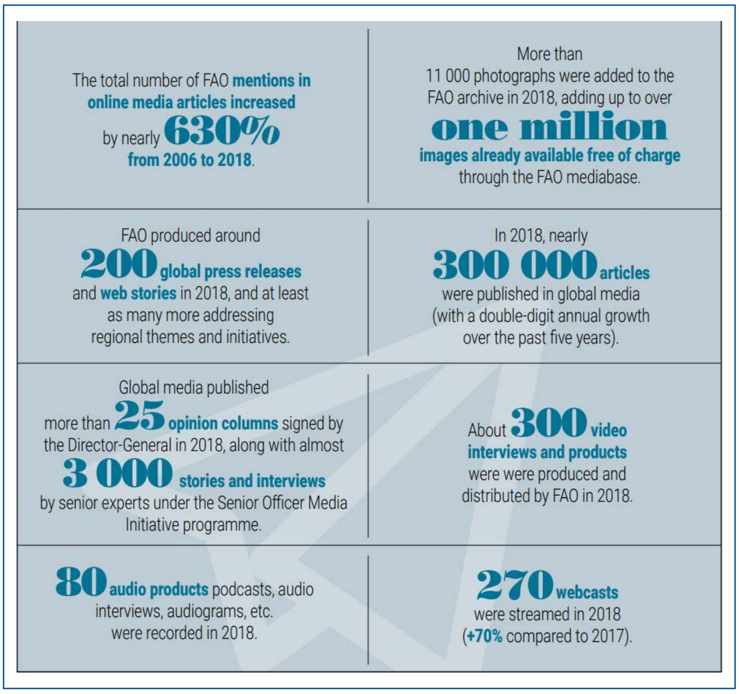
[47] FAO 2019. Communication at FAO, Rome.

[48] The FAO Office of Corporate Communication has published specific guidance for "Telling the #ZeroHunger story: FAO's Digital Storytelling Guide".



FAO communication data insights; Source: Communication at FAO, Rome, 2019.

Furthermore, output and intake, two of the key metrics for communications strategy evaluation, provide evidence of the great strides the FAO has made in recent times. Their production of new multimedia and text items has rocketed and the prevalence and scale of citations have increased at an even greater speed.



FAO communication data insights; Source: Communication at FAO. Rome, 2019.

In addition, the FAO recently published a dedicated Communications Handbook and Toolkit for the communications campaign connected with the International Year of Artisanal Fisheries and Aquaculture 2022, with the intention of assisting those wanting to participate in the events and activities.

Annex III: FAOs report on The State of the World's Biodiversity for Food and Agriculture (February 2019)

Source: Communication at FAO, Rome 2019

The FAO's publication of the first ever report on The State of the World's Biodiversity for Food and Agriculture in February 2019 was greatly aided by the digital campaign created to launch it. The starting point was the FAO's knowledge and resources concerning biodiversity. This was the core of the campaign, since it helped to identify the objectives the FAO wanted to achieve, the key messages it wanted to promote and spread, and the target audience it wished to engage, as well as the channels it wanted to use in conjunction with the products and content it was seeking to develop as a consequence of this initiative.

The aim of the campaign was two-fold: to spread awareness and engage the public at large when it comes to the decline in biodiversity in relation to agriculture and food, as well as to depict the role of the FAO as pivotal in terms of biodiversity preservation.

Given that the topic of biodiversity is complex, the creators of the digital campaign had to find a way to simplify the often very technical language used in the related publication. They found a way to do this by stressing a simple but powerful idea: biodiversity is the main reason we have food in the first place, hence it affects us all.

Taking into account the products developed for the campaign, the digital strategy encompassed various tasks: devising an initial plan with key priorities; putting together an inventory of FAO resources and content about the topic; creating themed web pages and multilingual publications; adapting the text for the digital version and applying complex data-visualization techniques; constructing a content plan with multilingual key stories, visuals and graphic segments, messages and animation, as well as gifs for social media channels and the web; choosing pictures for social media posts; writing innovative concepts for the creation of the video; selecting appropriate digital influencers and channels for promotion purposes; coming up with a social media package for partner organizations and the general public; and, finally, translating all of the above into all the official FAO languages.

Two key content components had the most impact:

- A digital report containing crucial facts in a modern, scrollable format that used 3D animations and superb data-visualization technology for the very first time in an FAO product;
- Showing in the digital-first video just how connected everything in life is, with images of bees, livestock, different plant species, fish, soil and birds, leading to the inescapable conclusion that each living thing has a knock-on effect on others.

Unlike many things in life, a digital campaign cannot be improvised. It needs careful planning and a structured strategy if it is to deliver the desired impact. This would not have been possible without an excellent team of people working on it: strategists, writers, editors and designers, who combined their skills to deliver powerful digital communication products which made this campaign so successful.

Many other factors also contributed significantly to the success of this campaign, from appealing topics and great products to the launch of the FAO publication and unambiguous calls to action, stressing how each of us has an important role to play in biodiversity preservation. The fact that well-known digital accounts and outlets such as UN media, The Guardian, CNN, the BBC, Deutsche Welle, and other development organizations picked up the products created for the campaign of course helped tremendously.

The campaign also used an influencer-marketing approach to spot useful advocates for the messaging they were trying to spread, since digital influencers have a wide reach nowadays.

Close collaboration with the technical teams was also crucial, since they made sure that the messaging was in agreement with the main report, which was the starting point for every product developed for the campaign.

Lastly, evaluation and monitoring of a campaign is pivotal, since it not only has the power to enhance performance management but can turn the tide and ensure that results and outcomes have the desired impact.

Annex IV: 100 Days to #BeatPlasticPollution campaign

Source: Report on the 100 Days to #BeatPlasticPollution campaign[49]

The "100 Days to #BeatPlasticPollution" campaign[50] was carried out as part of "SEA circular – Reducing marine litter by addressing the management of the plastic value chain in Southeast Asia", a project implemented jointly by the United Nations Environment Programme (UNEP) and the Coordinating Body on the Seas of East Asia (COBSEA), with funding from the Government of Sweden.

According to a recent study conducted by SEA circular, 88 per cent of consumers in South-East Asia consider social media to be the most impactful platform for learning about plastic waste issues. It follows that the social media platforms will most likely inspire them to take action on the matter. For this reason, the"100 Days to #BeatPlasticPollution" campaign was developed to boost the endeavours of young sustainability advocates from the South-East Asia region by using "hashtag activism" on social platforms.

By showcasing their everyday grass-roots activities to beat waste and pollution, the goal was to unify the region's young sustainability advocates in emphasizing, sharing and declaring their support on social media to enforce actual change and motivate the next generation.

The main goal of the campaign was to raise awareness and, at the same time, to galvanize actual changes in behaviour when it comes to avoiding single-use plastic. On average, it takes 66 days for a new pattern of behaviour to become established, according to a 2009 study published in the "European Journal of Social Psychology". By setting the 100-days challenge, they therefore hoped to achieve permanent change by getting people to avoid using the seven most commonly utilized polluting plastics in the region: bubble tea cups, bottles, straws, bags, masks, takeaway containers and cutlery. At the same time, young sustainability advocates were encouraged to make use of a digital kit that included four augmented reality (AR) games and filters to mobilize and challenge their peers on social media platforms to participate in the #BeatPlasticPollution movement.

A month after the end of the campaign (10 January 2022) the 100 Days to #BeatPlasticPollution campaign had more than 1.2 million people playing the AR games and had reached over 21 million individuals in 45 different countries, including the seven countries that had been targeted at the start. In addition, the organizers managed to secure high-profile features from the likes of the BBC and the Asia Development Bank (ADB).

[49] The report provides an update on the campaign outcome, impacts, lessons learned and recommendations, as well as an outline of the campaign from planning and design to implementation. It also describes the digital toolkit and how it helped in achieving the campaign goal.

[50] The campaign was run by The MeshMinds Foundation. Technical support was provided by the Communications Division of UNEP.

Thanks to constructive dialogue at the SEA of Solutions 2021 virtual conference, 10 acceleration solutions were presented and later detailed in the final report "Accelerating solutions to reduce plastic waste".

The campaign could boast a number of important achievements:
- Continuous support for sustained commitment to avoid using single-use plastic, and understanding that forming new behaviour patterns and habits takes time;
- Making public the stories of authentic role models such as young sustainability advocates working at grass-roots level;
- Using innovative digital technologies and gamification techniques to boost engagement with youth-focused communications;
- Utilizing visual communication techniques to support holistic education accessible to all, no matter what their gender, age or nationality;
- Developing and using partnerships to maximize support and multiply opportunities.

Heads of State, environment ministers and other representatives of 175 nations backed a ground-braking resolution made at the UN Environment Assembly (UNEA-5) in Nairobi on 2 March 2022: to End Plastic Pollution and introduce a legally binding international agreement by 2024.

The 100 Days to #BeatPlasticPollution campaign has set a new standard with its innovative aspects and successful outreach plan. It is especially important in terms of identifying solutions for engaging with various communities and youth through education, as well as unambiguous communication and sharing.

This campaign is an exemplar of the fruitful combination of augmented reality technology, visual literacy and social media, not just in reaching target audiences (aged 13-25) all over South-East Asia but also in encouraging them to change their habits by avoiding using single-use plastic and maintaining their newly-acquired habits for life.

Annex V: The UNSDG Action Campaign

Source: Mulholland, E (2019). "Communicating Sustainable Development and the SDGs in Europe: Good practice examples from policy, academia, NGOs, and media", ESDN Quarterly Report 51, January 2019, ESDN Office, Vienna.

A special inter-agency initiative of the UN Secretary-General, the task of the UN SDG Action Campaign is to sustain, broaden and scale up the global movement to promote the SDGs. This is to be achieved by inspiring and mobilizing the organization and individuals to take appropriate action. A focus on youth, as well as the general public, is at the core of this campaign, which aims to raise awareness and stimulate the engagement of organizations and individuals in a worldwide movement.

Calls to action and the coordination an inspirational Global Day of Action using new media, new technologies, the arts and music to raise the visibility of SDG participants and their work are the tools adopted by the Action Campaign to mobilize and attract new audiences to participate in the movement.

Toolboxes and guidelines created on the basis of actions undertaken in the past help greatly in generating a constantly expanding resource hub for all those looking to join in Action for the SDGs.

Several key communications tools are used in this campaign:

- Innovative technologies such as experimental augmented reality, virtual reality and 360-media;
- digital platforms, which are basically dedicated micro-sites and websites that provide both resources and a space for partners to share their initiatives, as well as social media;
- Crowd-sourced materials such as narrative photos and/or film series produced by organizations and individuals all over the globe.

Training programmes, SDG storytelling and crowdsourcing all have a place in the Action Campaign. MYWorld360 is a training programme that aims to attract youth from all over the world to become 360° SDG media creators, while the Young People Program aims to bring young students together with veteran journalists and photographers to work on video and photo series on the SDGs in their communities.

To measure the success of the SDG Action Campaign, two key indicators are used (drawing on Google and open social media analytics and participant surveys):

- How many people have been exposed to the campaign and subsequently joined in the action?
- To what extent has the campaign reached new participants, beyond the "usual suspects"?

Since 2018, the UN SDG Action Campaign has also included the UN SDG Action Awards programme, which identifies and celebrates individuals all over the world who are driving positive change and making progress toward fulfilment of the 2030 Agenda. In April 2022, a call was issued to the international SDG Action Community in the hope of finding individuals and initiatives which would inspire, mobilize and connect people to create a more peaceful, sustainable and just world. The call was answered in the form of more than 3,000 submissions from all around the world. The awards ceremony will be held on 27 September 2022. Meanwhile, the stories of the 2022 class of finalists have been shared with the public only recently.

Annex VI: World Economic Forum (WEF): repackaging and delivering positive storytelling

Source: Article in The Brilliant: How the World Economic Forum attracts one billion video views a year, August 2020

The past four years have seen the World Economic Forum (WEF) make a U-turn in the way it deals with its communications. By introducing changes, its communicators have been able to reach tens of millions of people around the world.

The WEF was founded in 1971 with the mantra of "improving the state of the world by engaging business, political, academic, and other leaders of society to shape global, regional, and industry agendas". The funding for its work is secured from the world's largest corporations. Until recently, the WEF held an annual meeting in Switzerland at the Davos-Klosters resort, thus assuming the informal name of "Davos".

Political and business leaders, academics, and civil society representatives gather to discuss challenges facing the global economy and related political issues. Although its work is widely covered in media, most of us are unfamiliar with the WEF.

How did they change this?

Mark Jones, a veteran journalist with the BBC and Reuters, joined the WEF to assume the leading role in the digital content segment. The organization had already taken certain steps in reshaping its communication strategy before he came on board. Jones maintains that NGOs and international organizations operate under the delusion that is enough simply to write about themselves, and that people will read about them and share their knowledge.

According to Jones, the WEF team decided to take a different approach and start organizing their platform in such a way as to deliver information about topics that most people find relevant. This was the catalyst for a significant change, which eventually led to a new video strategy.

By adopting this approach (giving people the content they want to consume), they were able to provide content that was not only interesting but also anchored in the World Economic Forum's core mission. They achieved this by employing experts in content delivery like Mark Jones, since poor storytelling is not something target audiences will forgive lightly.

It is difficult to get far without a clearly defined publishing strategy, and in this respect the editorial voice and vision are key. Every video WEF puts out, and the solution they are proposing, goes straight to the heart of the issue they are bringing to our attention. There is another key difference in the way WEF is approaching different issues, as opposed to other mainstream media: they look for positive stories rather than negative, grim ones.

Taking the pre-existing context and skillfully repackaging it to reach a global audience, and encouraging people to share the WEF's vision, was a stroke of genius. This is exactly what the WEF is doing, creating 20 videos a week with a team of only 10 people.

Managing to have an impact is one of the most difficult and challenging things a media organization can do. According to Jones, this is an ongoing challenge at the WEF. Inspiring positivity in people is one thing, but measuring the impact (people actually changing their minds and behaviours) is quite another: a mountain to be conquered. And at times it seems like climbing Mt. Everest. It has been done before, but it is still an awesome feat.

A good example of a success story when it comes to measuring impact is the instance of bio-fences in Guatemala. Using simple technology, people in Guatemala managed to use mesh gathered from rivers and beaches to create ”bio-fences” which they slung across rivers, thus preventing 80 to 90 per cent of the plastic coming downstream from polluting key irrigation channels. Thanks to the WEF’s highly engaged audience, the video produced by Reuters went viral in both English and Spanish. The direct impact of this video was swiftly evident as the Guatemalan Environment Minister received many enquiries from neighboring Central American countries, as well as from West African and Asian states, on how they could do something similar.

Another great example was the case of the MIT, where researchers produced a template for converting shipping containers into a highly functional intensive care units capable of dealing with COVID-19 patients. The WEF was approached by the MIT for help in promoting the invention and, once the video was released, they were flooded with offers of support and expressions of interest in the idea.

The take-away from the WEF’s communication strategy

Digital content does not necessarily mean high expenditure. Use what is already there, repackage it and deliver the message. Naturally, make sure you have the right people with the right knowledge and skills set working on the team.

Preaching to the converted is not always a bad thing. However, finding ways of using that shared interest to inspire action can be difficult. Data analysis can make this task much easier. What the WEF has found is that there are many educated, socially engaged people out there who need positive messages concerning the world’s future. Moreover, at the WEF special care is taken in the use of language: they write for a university-educated woman under the age of 35 living in Karachi, which is the profile of their most likely social media followers. They also bear in mind that young(ish) audiences love to share content.

Think beyond the organization and look around. What are the most interesting things happening and the hottest topics being discussed? Use that knowledge to draw the audience to your organization, but do so in a subtle, nuanced way. Basically, tell the audience what your organization is doing, but not overtly.

People have been telling stories since the dawn of human history. Yet, to do so effectively and skillfully is an art form. The WEF spends considerable time and effort in polishing the scripts and deciding on the right opening scenes in the videos they produce.

Modern sentiment gravitates towards a fast exchange of information (visual as well as auditory) so, according to Jones, it is vital to deliver an impactful first image and first caption if you are to arouse the interest of the audience. It all comes back to that old adage: First Impressions Matter!

As already mentioned, the WEF has a very small team of people doing an amazing job. According to Jones, this works so well because “it is a relatively big machine staffed by relatively few people. Although the templates may change, it is a machine, a machine with a very light layer of intelligent production.”

Annex VII: The 5th Annual JOTW Strategic Communications Survey for 2022

Source: JOTW Strategic Communications Survey 2022

This survey was a joint effort between Ned's Job of the Week (JOTW) and Sword and the Script Media, LLC. Subscribers to both organizations were invited to take the survey through mentions in the weekly newsletter, dedicated email requests and social media. In total, 483 respondents took the survey online, using Survey Monkey, from Friday, 6 May 2022 until 14 June 2022.

The key takeaways are listed below:

- Nearly everyone surveyed said the volume of their work had increased.
- Half of the respondents said it had changed significantly or very significantly.
- Respondents identified the top strategic communications challenges as:
  - Cutting through the noise;
  - Too many priorities; and
  - Lack of employee experience.

Some 59 per cent of respondents said their organization would emphasize diversity, equity and inclusion (DEI) activity during the year. This was the only activity among more than a dozen listed that earned earn 50 per cent of votes. DEI was followed by thought leadership (49%), data & analytics (48%), storytelling (48%), comms strategy (46%), measurement (46%), internal comms (44%) and ESG programmes (43%).

The most common ways communicators measure results are web traffic (56%), impressions (51%) and number of placements (50%).

About one in three (31%) said they were taking more strategic communications work in house, while 22 per cent said they were taking less. However, 36 per cent also said they would send more work to outside resources such as agencies and freelancers. Execution or "an extra pair of hands" was the top reason respondents gave for hiring an agency. This was the only choice with a majority (53%) of votes.

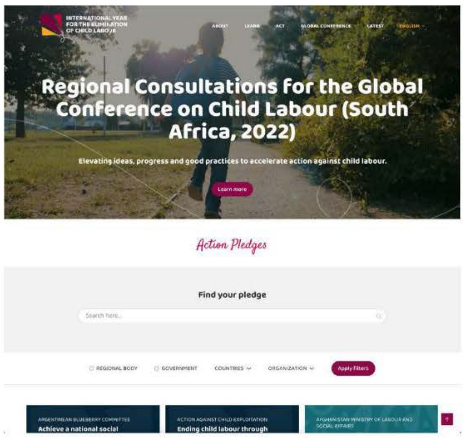
More strategic communications pros said their organization trusted the traditional media than did not, though the figure was still less than half (49%), while about one in five (22%) said their organization did not trust the traditional media.

Social media earned the lowest marks for bias, while traditional journalists earned the best marks. More than half (54%) were very or extremely concerned about bias on social media, compared to 28% who were very or extremely concerned about bias among professional journalists.

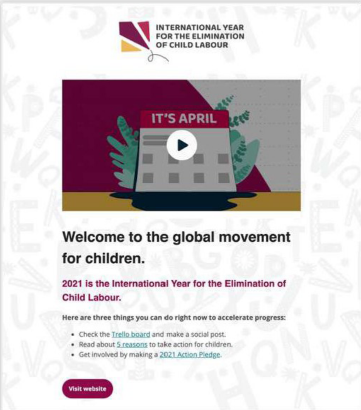
Annex VIII: 2021 Data Snapshot of the Endchildlabour campaign

2021

The **website of the International Year** is an online space that started out as a mini-site and has transformed over the past few months into a full website. It includes information about child labour, reflects the latest Global Estimates on child labour released by the ILO, displays 2021 Action Pledges submitted by stakeholders, and much more.



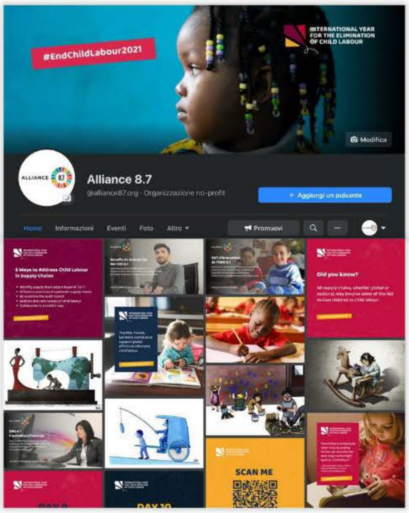
2021



The International Year includes three dedicated **newsletters**: a general monthly newsletter, a newsletter for pledge makers, and a newsletter for social media managers. The general monthly newsletter provides a weekly video and three tips on how to get involved that month, inspired by the Practical Guide and our internal editorial plan. The other two newsletters provide specialized information for specific stakeholders.

2021

The International Year has a social media presence as **Alliance 8.7** on Facebook, LinkedIn, Twitter, and Instagram. We usually do not target messages for specific channels, opting instead to post the same things across platforms. All accounts, except Twitter, were opened at the end of 2020.



2021

Our analytics sources

Google Analytics

Google Search Console

Google Keyword Planner

Mailchimp Analytics

Talkwalker

Twitter Analytics

Facebook Creator

Instagram Analytics

Hootsuite

Keyhole

2021

Overview

28
Stories
Accounting for 7.900 users

300+
Pledges
Submitted by Stakeholders

48
Newsletters
On a database of thousands of contacts

170+
Trello resources
Open board to communicate

600+
Social posts
520.000+ reach

#1 ranking for Child Labour 2021 in Google

2021

Where did people find us?

128k+ (97%) Users coming from these sources

Google	Direct / (none)	Social Media	ILO	United Nations
80.711 (60%)	29.832 (22%)	9.459 (7%)	5.602 (4%)	3.213 (2%)

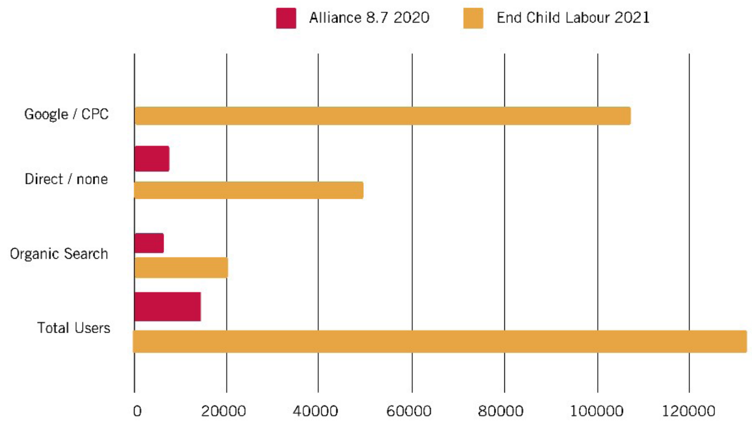
*Aprox. Values

2021

133k users visited our website worldwide

COUNTRY	USERS
India	47K
United States	8.8K
Pakistan	6.2K
Philippines	6.2K
Tunisia	3.7K
Nigeria	3.4K
Netherlands	2.9K

2021



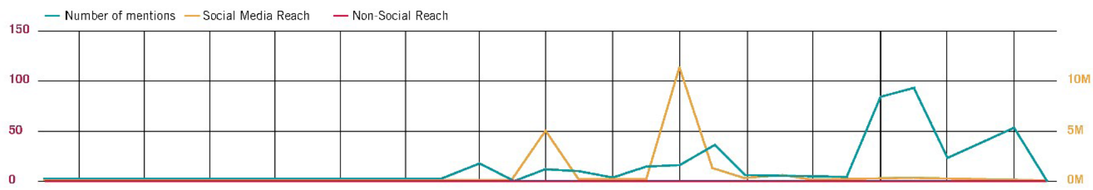
From **17k users** in **2020,**
to **133k users** in **2021**
aiming to put an end
to child labour.

2021

We rank well for child labour terms.

2021

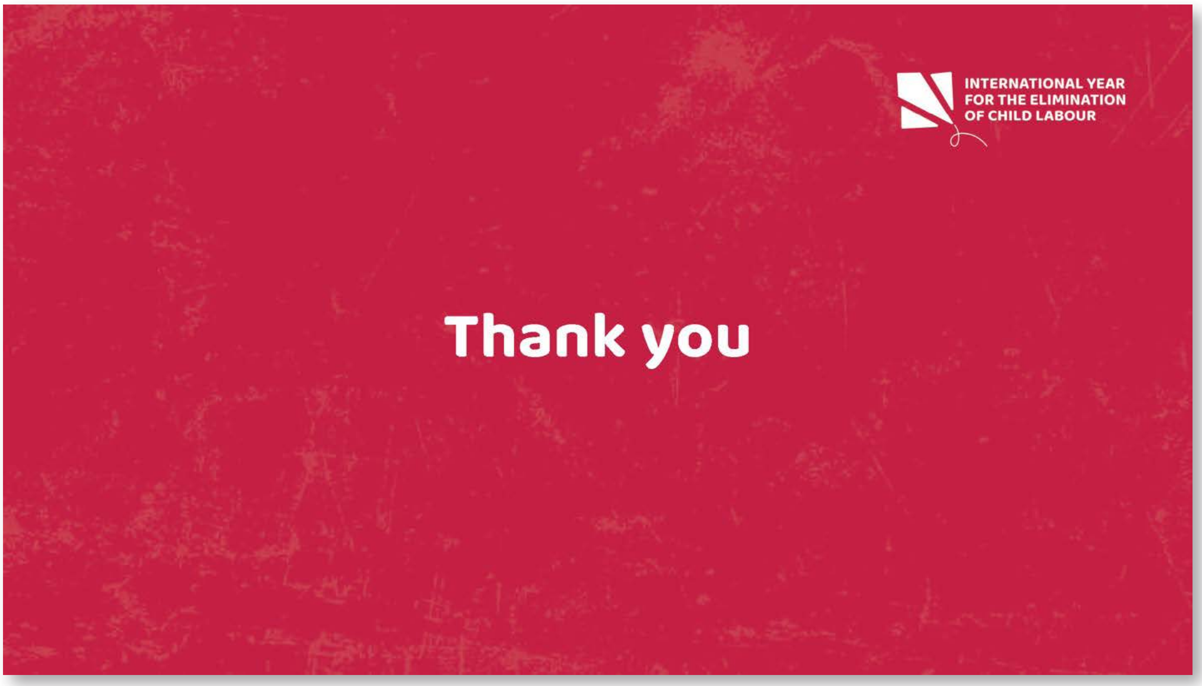
Hashtag **#EndChildLabour2021** reached over **14 million views** on social media.



2021

250+ people joined the photo challenge on social media including **many celebrities** .

LinkedIn was top platform with over 100 posts
2021 Data: International Year For the Elimination of Child Labour; Sources: Hootsuite, Keyhole, Talkwalker


INTERNATIONAL YEAR
FOR THE ELIMINATION
OF CHILD LABOUR
Thank you

Annex IX: Final report of the 5th Global Conference on the Elimination of Child Labour – Event outreach and impact

INDEX

In 6 days

54	270	1,150	15k	2,4m
sessions	speakers	in-person delegates	views of the livestream	impressions on press releases

3

We reached

43,8k	8k	18
visitors on the website	posts with the hashtag #RaiseYourHandForKids	celebrities with millions of followers

How did it work?

4

LIVESTREAM

15k people watched the livestream

The livestream of the conference was viewed on YouTube, Zoom, and other channels like the Twitter page of the President of South Africa as well as local news outlets.

CONFERENCE WEBSITE

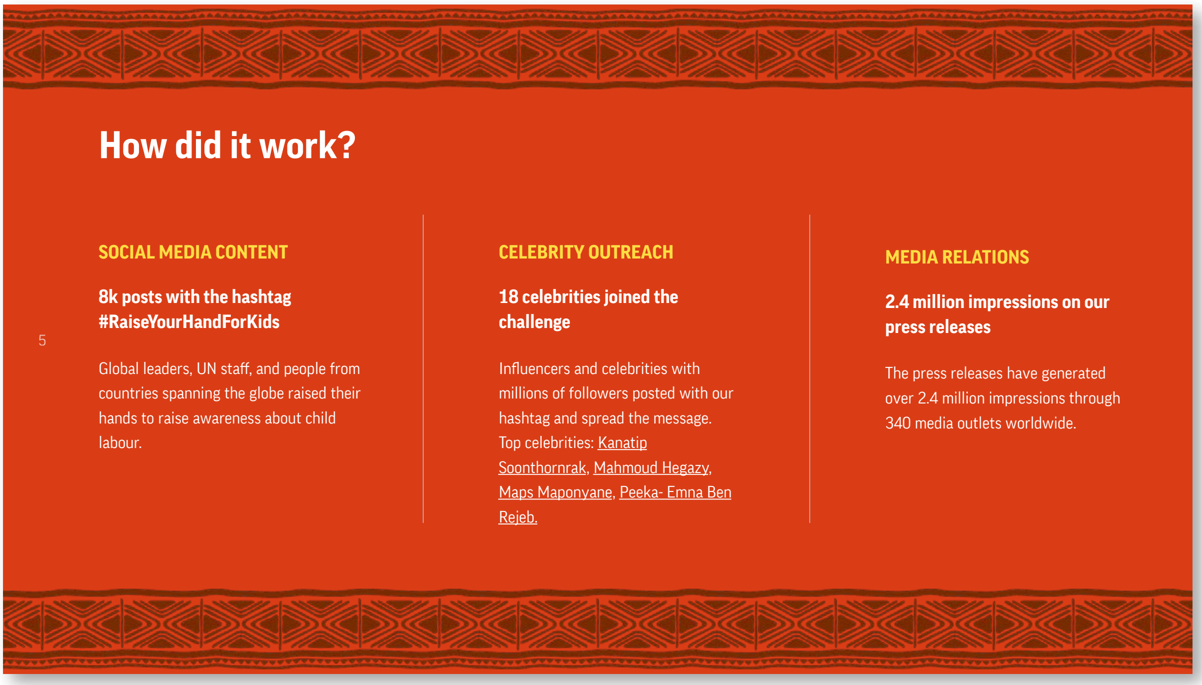
43.8k users visited the website

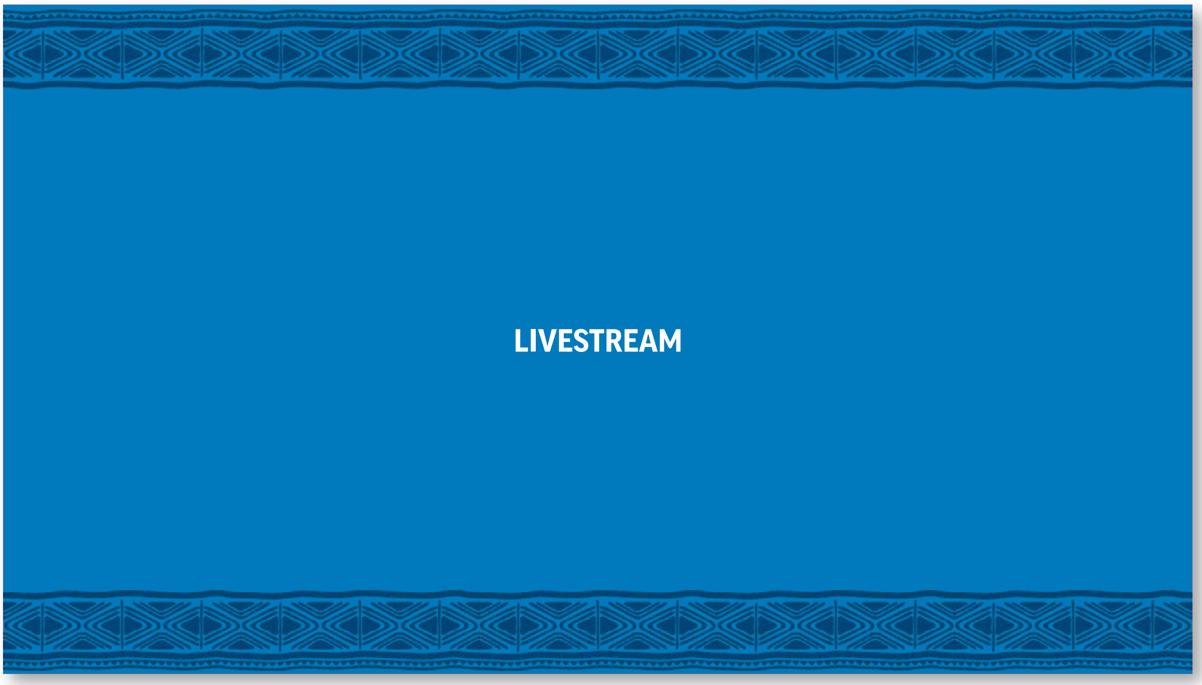
There was a 40% increase in website traffic during the conference, mostly from India, Nepal, South Africa, the United States, and the Netherlands.

NEWSLETTER

44% open rate for newsletters

The average open rate for the Global Conference newsletter was much higher than average (21%).


How did it work?
SOCIAL MEDIA CONTENT
8k posts with the hashtag #RaiseYourHandForKids
Global leaders, UN staff, and people from countries spanning the globe raised their hands to raise awareness about child labour.
CELEBRITY OUTREACH
18 celebrities joined the challenge
Influencers and celebrities with millions of followers posted with our hashtag and spread the message.
Top celebrities: Kanatip Soonthornrak, Mahmoud Hegazy, Maps Maponyane, Peeka- Emna Ben Rejeb.
MEDIA RELATIONS
2.4 million impressions on our press releases
The press releases have generated over 2.4 million impressions through 340 media outlets worldwide.
5


LIVESTREAM

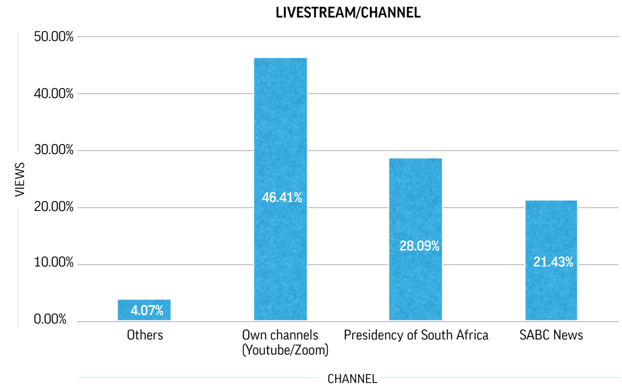
LIVESTREAM

The livestreams were viewed **15k** times by nearly **4k** people.

A total of **2,750** people registered online and participated in the sessions on Zoom. Another **1,107** watched on YouTube. Other channels broadcast the livestream of the event sessions locally, including news outlets like SABC News in South Africa and the President of South Africa.

7 The **plenary sessions** were the most-watched sessions on Zoom. "How to accelerate progress and achieve impact at scale," which included high-level speakers including ILO Director General Guy Ryder, attracted **220** participants alone.

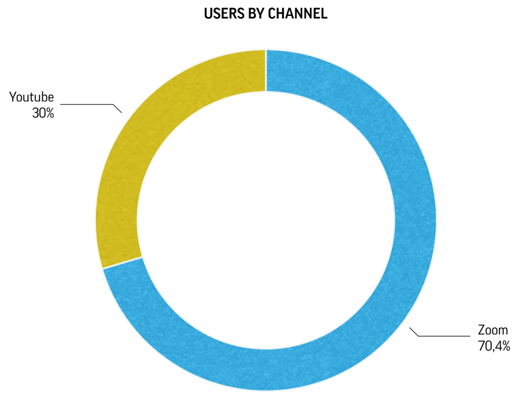
On Day 5, a total of nearly **400** unique users watched the livestream of the event sessions on YouTube. That busy day included 8 side events and 4 thematic panels.



LIVESTREAM

DID MORE PEOPLE USE ZOOM OR YOUTUBE?

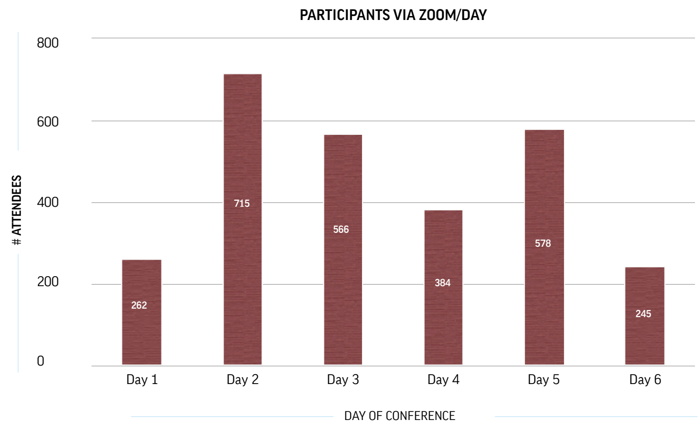
8



LIVESTREAM

HOW MANY PEOPLE PARTICIPATED ON ZOOM?

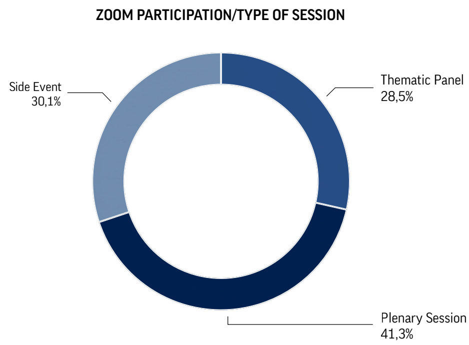
9



LIVESTREAM

WHICH TYPE OF SESSIONS WERE POPULAR ON ZOOM?

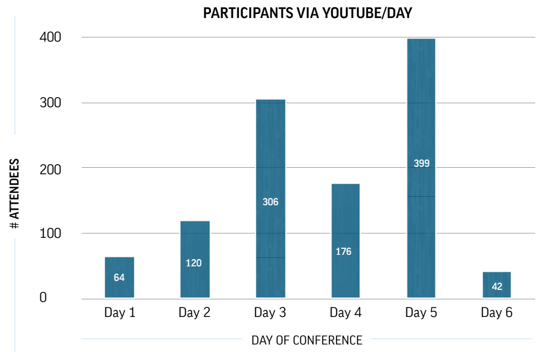
10



LIVESTREAM

HOW MANY PEOPLE PARTICIPATED ON YOUTUBE?

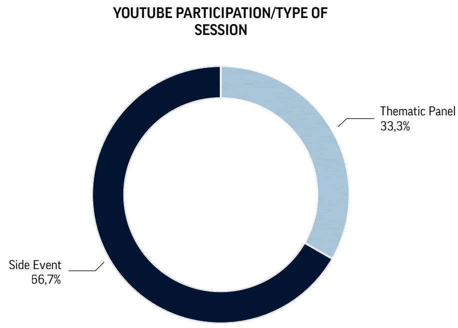
11



LIVESTREAM

WHICH TYPE OF SESSIONS WERE POPULAR ON YOUTUBE?

12



LIVESTREAM

WHICH SESSIONS WERE THE MOST POPULAR ON ZOOM?

13

Thematic panels
No. 5: The central role of social protection in tackling child labour - 134
No. 1: Education - 90
No. 12: Children forum - 73

Side events
No. 19: Child labour in sport - 57
No. 6: Addressing child labour in South Asia - 51
No. 17: What factors are needed to accelerate progress towards SDG Target 8.7 - 49

Plenary sessions
No. 2: How to accelerate progress and achieve impact at scale - 220
Voices of the World - 210
No. 1: Setting Global Priorities - 200

LIVESTREAM

WHICH SESSIONS WERE THE MOST POPULAR ON YOUTUBE?

14

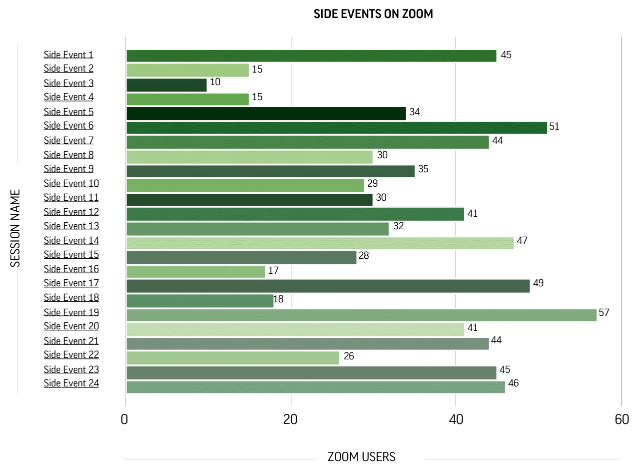
Thematic panels
No. 11: Child labour in supply chains - 70
No. 3: African Union session on Policy priorities to end child labour in Africa - 69
No. 9: Making a breakthrough in agriculture to end child labour - 65

Side events
No. 22: Building on Monitoring and Remediation Systems in Global Supply Chains: Addressing Child Labor Through a Holistic Child Centered Approach - 69
No.1: Child Labour Free Supply Chains: Tackling Root Causes from Maker to Market - 43
No.11: From Research to Action: the state of child labor and forced labor research and the need to build the evidence base to increase policy impact - 30

LIVESTREAM

HOW MANY PEOPLE PARTICIPATED IN EACH SIDE EVENT ON ZOOM?

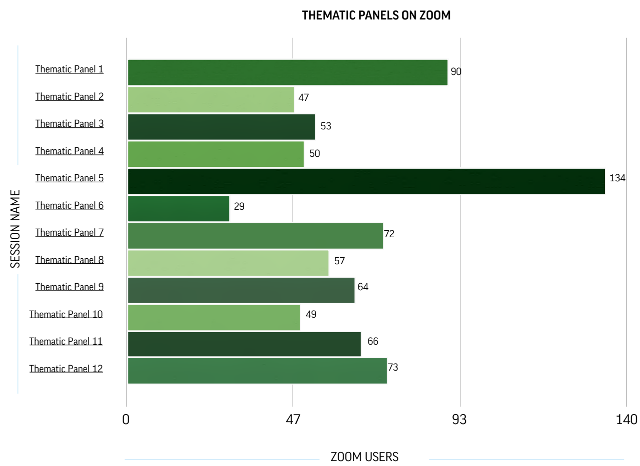
15



LIVESTREAM

HOW MANY PEOPLE PARTICIPATED IN EACH THEMATIC PANEL ON ZOOM?

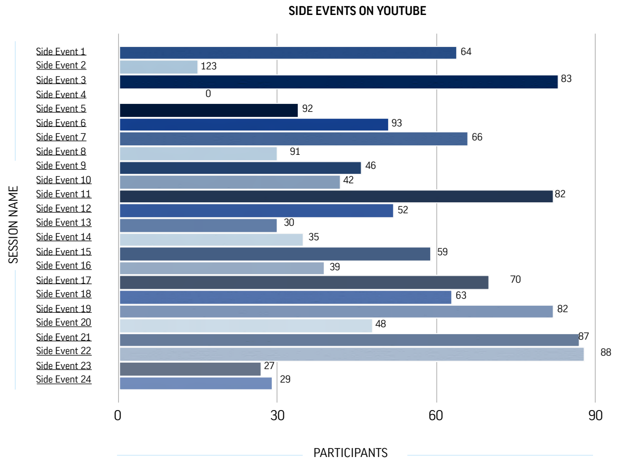
16



LIVESTREAM

HOW MANY PEOPLE PARTICIPATED IN EACH SIDE EVENT ON YOUTUBE?

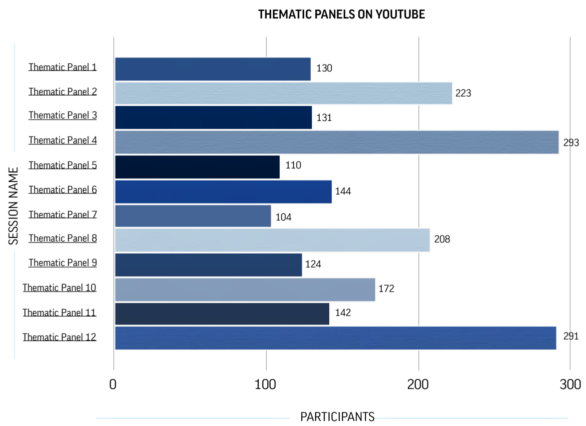
17



LIVESTREAM

HOW MANY PEOPLE PARTICIPATED IN EACH THEMATIC PANEL ON YOUTUBE?

18



WEBSITE

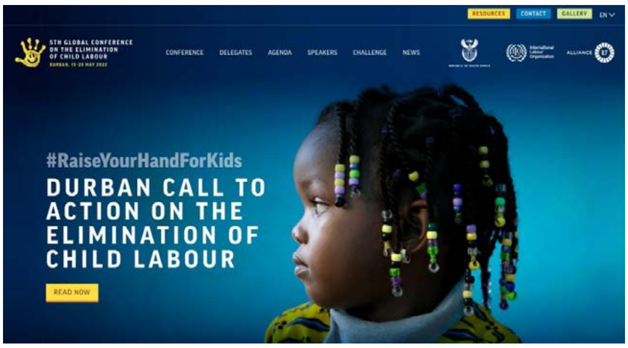
WEBSITE

A total of **45k new users** visited the website, while more than **7k** were counted as **returning visitors**.

Of all the webpages, which contained information such as key topics and practical information, the **challenge page** was the most popular with **16.5k views**.

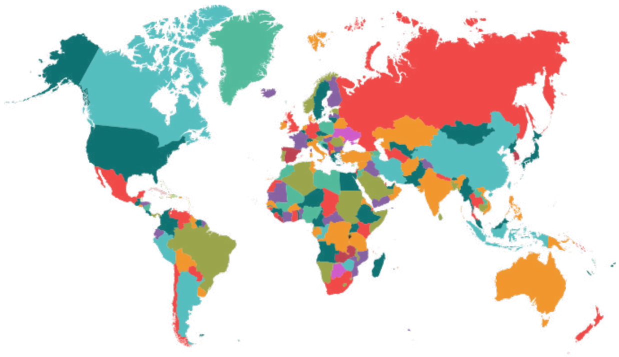
Why? We posted the challenge as a news story, which ended up being more visited than the challenge page itself. It was also promoted on Facebook, which was the platform with the best organic reach and brought **18k users** to the website.

20



WEBSITE

WHERE DID VISITORS COME FROM?



21 **TOP FIVE**
India - 9.8k
Nepal - 6.6k
South Africa - 4.3k
United States - 4.3k
Netherlands - 2.1k

WEBSITE

WHICH PAGES WERE THE MOST POPULAR?

22
- 16.5k - the challenge page
- 15.8k - the homepage
- 5.7k - the agenda page

HOW MANY USERS WERE NEW vs RETURNING?

We reached **45k new users** for the one-week Global Conference event, with **7.1k returning users**.

HOW DID USERS GET TO THE WEBSITE?

- 18k Facebook
- 4k ILO
- 3.1k Google
- 1.4k Twitter

NEWSLETTER

NEWSLETTER

We sent out **48 newsletters** to a contact list of nearly **10,000 people**, which we then narrowed down to unique lists for registered Delegates to achieve more targeted email marketing.

About **half** of the newsletters were opened and the click rate was about **15%**. Clear and simple calls to action were key to the newsletter campaign's success.

46	44%	15,1%
Newsletters	Open Rate	Click Rate

24

NEWSLETTER

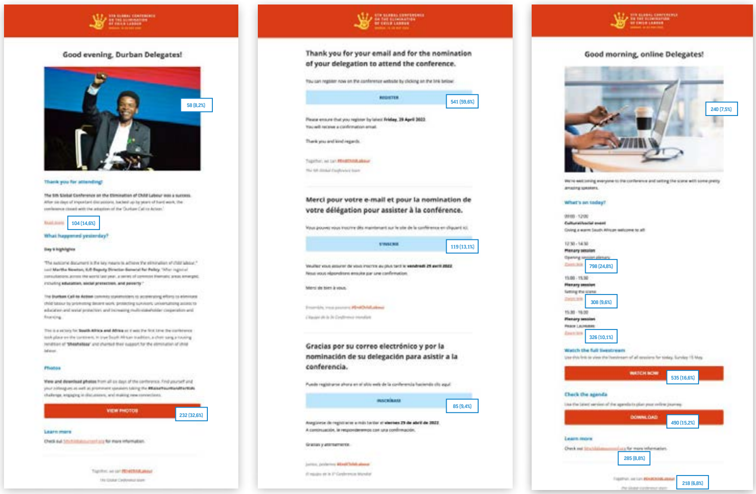
WHAT WORKED?

- Multiple languages
- Clear and simple messaging
- Calls to action from most important to least important

25

THE BEST LAYOUT STRUCTURE

- Title
- Image
- Subtitle
- Content
- Call to action



SOCIAL MEDIA

SOCIAL MEDIA

27

Between the Alliance 8.7 and ILO social media channels, conference-related content reached **500k people**.

Twitter was the best-performing platform with almost **217k impressions** on conference posts. However, people were more engaged on Facebook, where posts attracted **79.2k likes, shares, and comments**.

Stakeholders were able to download and use more than **100 social media cards** from the dedicated Trello board, accelerating reach. The social media challenge, in particular, boosted the campaign; nearly **8k people posted with the hashtag**, with the start of the conference being the best day.

CHANNEL	REACH	ENGAGEMENT	AVE. ENGAGEMENT RATE
FACEBOOK	49,684	79,297	4,07%
INSTAGRAM	28,889	1,557	5,40%
LINKEDIN	204,315	6,554	2,79%
TWITTER	217,712	7,616	4,34%
GRAND TOTAL	500,600	95,024	4,15%

TWITTER

28

217k
reach

7,6k
engagement

WHAT WORKED

- Social media challenge
- Saying thank you to influencers and celebrities
- Videos and cards with quotes

TWITTER

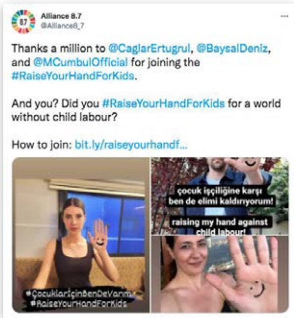
CONTENT WITH MOST IMPRESSIONS

- Cards with quotes
  - Impressions: 4,8k
29
- Cards with the list of speakers
  - Impressions: 3,9k
- Celebrities
  - Impressions: 7,5k

TWITTER

MOST ENGAGING CONTENT

- Closing video
  - Engagement rate: 12%
30
- Thanking influencers
  - Engagement rate: 12%
- Celebrating special days
  - Engagement rate: 11%
- Children should - video
  - Engagement rate: 7,34%



FACEBOOK

49,6k reach

79,2k engagement

31 **WHAT WORKED**

- Increasing posting during the conference
- Involving children in the challenge
- Creative content including poems and videos
- Human-centered storytelling

FACEBOOK

CONTENT WITH MOST IMPRESSIONS

- Cards about the challenge
  - Impressions: 537
- 32 Kids participating in the challenge
  - Impressions: 320
- Video summary of day 1
  - Impressions: 319

FACEBOOK

MOST ENGAGING CONTENT

33
- Creative content like
  - Poems
  - Challenges
  - Videos

INSTAGRAM

28,8k reach

1,5k engagement

34

WHAT WORKED

- Bold call to action to join the challenge
- Involving influencers and high-profile people
- Video interviews during the event
- Explaining what child labour is

INSTAGRAM

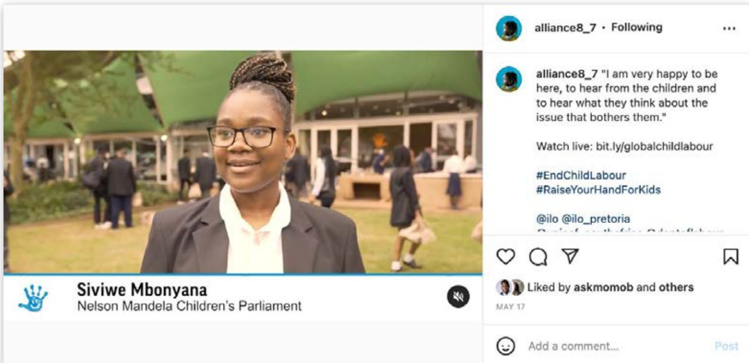
CONTENT WITH MOST IMPRESSIONS

35
- Bold call to action to join the challenge
    - Impressions: 258
- Involving influencers and high-profile people
    - Impressions: 206

INSTAGRAM

MOST ENGAGING CONTENT

36
- Video interviews
    - Engagement rate: 88
- Bold call to action to join the challenge
    - Engagement rate: 81



LINKEDIN

204,3k reach

6,5k engagement

37 **WHAT WORKED**

- Asking people about their expectations for the conference
- Informational posts about child labour
- Photo recaps
- Repetition of a bold message

LINKEDIN

CONTENT WITH MOST IMPRESSIONS

- [Countdowns]
  - Impressions: 966
- [Conference participants doing the challenge]
  - Impressions: 1340

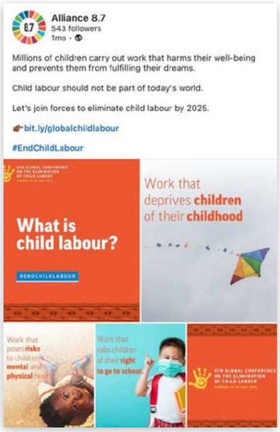
38

LINKEDIN

MOST ENGAGING CONTENT

39

- Sessions cards
  - Engagement rate: 20%
- Photo recaps
  - Engagement rate: 19,6%
- Posts about child labour
  - Engagement rate: 16,9%



SOCIAL MEDIA IN DETAILS

40

TWITTER

- Twitter by day
- 21 apr- 24 May by tweet
- ILO social media

LINKEDIN

21 apr- 24 May Linkedin.xlsx
ILO social media

INSTAGRAM

Instagram by day
ILO social media

FACEBOOK

- Facebook by day
- ILO social media

OUTREACH

SOCIAL MEDIA CHALLENGE

Nearly **8k people** all over the world joined the #RaiseYourHandForKids **social media challenge,** including the Director General of the ILO, Guy Ryder; the Labour Minister of South Africa, TW Nxesi; and dozens of UN officials.

Again, Facebook was the most popular platform to post about the challenge, garnering **5.6k posts** with the hashtag. Twitter was second-best with **1.3k posts**.
18 celebrities with millions of followers got involved and boosted the campaign's reach.

42

TOP CELEBRITIES

N Mahmoud Hegazy (Actor, Egypt)
2m followers

Kanatip Soonthornrak (Public figure, Thailand)
1.2m followers

Maps Maponyane (TV Presenter, South Africa)
1.2m followers

Emna "Peeka" Ben Rejeb (Actor, Tunisia)
786k followers

43

5.6k
Facebook posts

1.3k
Twitter posts

750
Instagram posts

280
Linkedin posts

Global leaders, UN staff, and people from countries spanning the world posted with the hashtag #RaiseYourHandForKids to raise awareness about child labour.

44

SOCIAL MEDIA CHALLENGE

WHERE DID PEOPLE JOIN THE CHALLENGE?

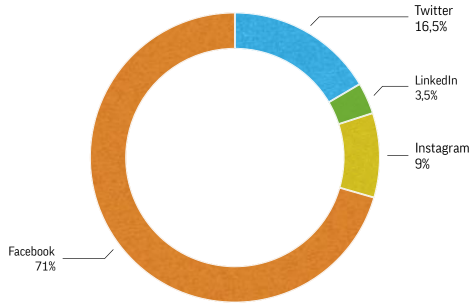
5,6k
Facebook

1,3k
Twitter

749
Instagram

280
LinkedIn

CHALLENGE BY CHANNEL



SOCIAL MEDIA CHALLENGE

45

WHAT WORKED

- Multi-channel promotion in which each channel had a unique voice and tone
- Involving celebrities and influencers with millions of followers
- Using a simple gesture (the hand raised)

MEDIA

PRESS RELEASE

Before, during, and after the conference, **9 press releases** were distributed widely. They generated over **750k impressions** and reached more than **300 global media outlets**, such as The Guardian Nigeria (with a circulation of 50m+), CNBC, African Business Live, Ventures Africa, and many more.

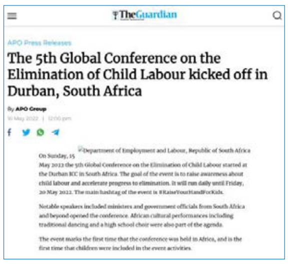
47 The op-ed written by Cynthia Samuel-Olonjuwon, ILO Assistant Director-General and Regional Director for Africa, was published by more than **10 major outlets**. Translating it into French boosted its reach on the continent.

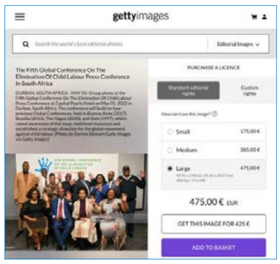
9 press releases	**340** media outlets reached	**3,000** news site mentions

PRESS RELEASE

WHICH WEBSITES FEATURED THE CONFERENCE?

48 CNBC
The Guardian Nigeria
African Business
Ventures Africa
Getty images





SOURCES

49

Live-streaming
- ITCILO Youtube account

Conference
- Zoom
- App analytics

Challenge
- EmbedSocial
- Social media accounts

Website
- Google Analytics
- Google Keyword planner
- Mailchimp Analytics
- ClickMap

Social media (Alliance 8.7 accounts)
- Twitter (Analytics)
- Facebook (Analytics)
- Instagram (Analytics)
- Hootsuite

SEO tools
- Google Search Console
- Google Trends
- SEMRush

Media coverage
- APO group

Raw data
- View all

5TH GLOBAL CONFERENCE
ON THE ELIMINATION
OF CHILD LABOUR
DURBAN, 15-20 MAY 2022

Annex X: Engagement calculation on different digital platforms

- For **Facebook**, engagement is any action someone takes on your Facebook Page or one of your posts. The most common examples are reactions (including likes), comments and shares, but engagement can also include saves, viewing a video or clicking on a link.
  The engagement rate is calculated by dividing the total engagement with total followers and multiplying it by 100.
  Sources:
  https://blog.hootsuite.com/increase-facebook-engagement/#:~:text=any%20social%20network.-,What%20does%20engagement%20mean%20on%20Facebook%3F,or%20clicking%20on%20a%20link.
  https://www.ideta.io/blog-posts-english/engagement-rate-on-facebook.

- **LinkedIn** calculates the engagement rate by adding the number of interactions, clicks and new followers acquired, and dividing this figure by the number of impressions the post receives.
  Source:
  https://blog.hootsuite.com/linkedin-analytics/#:~:text=LinkedIn%20calculates%20engagement%20rate%20by,of%20impressions%20the%20post%20receives.

- The **Instagram** engagement rate is based on a calculation showing what percentage of your following has interacted with your content. It typically takes into account the number of likes and comments a post receives in relation to your overall follower count.
  Source:
  https://later.com/blog/instagram-engagement-rate/#:~:text=An%20Instagram%20engagement%20rate%20is%20a%20calculation%20that%20shows%20what,to%20your%20overall%20follower%20count.

- On **Twitter**, engagements represent the number of times that a given Tweet was engaged upon by a viewer in both an organic and promoted context. Engagements include, but are not limited to, retweets, favorites, replies, URL clicks, hashtag clicks, mention clicks and media views.
  Source:
  https://developer.twitter.com/en/docs/twitter-api/enterprise/engagement-api/guides/interpreting-metrics#:~:text=Engagements%20represent%20the%20number%20of,Mention%20Clicks%2C%20and%20Media%20Views.

- How to measure audience engagement in **email marketing**
  Measuring audience engagement involves carefully monitoring of your email insights and analytics, not only to see how well an email performs but also to analyze how often your subscribers complete certain actions.
  To calculate this, you will need to monitor these key performance indicators (KPIs):
  - Open rate: (# emails opened ÷ # delivered emails) x 100
  - Click-through rate (CTR): (total measured clicks ÷ delivered emails) x 100
  - Click-to-Open rate (CTOR): (# of unique clicks ÷ # of unique opens) x 100
  Source:
  https://www.campaignmonitor.com/resources/knowledge-base/how-is-audience-engagement-measured/

INFO

FOR FURTHER INFORMATION PLEASE CONTACT

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