



**Strengthening and Supporting UNICEF
Advocacy for Children at the Country Level**

Recommendations for a Way Forward

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The Democracy Center
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Quotes from the field:

"Advocacy is everything that we do."

"Our comfort zone is technical."

"I am an engineer; I don't have experience doing campaigns."

*"I have been in UNICEF for nineteen years and
I have never had advocacy training."*

"UNICEF has work to do on policy advocacy."

"Good, effective advocacy happens every day in UNICEF."

"UNICEF has no established process for getting to an advocacy strategy."

"Does a basic advocacy course exist on AGORA?"

"Advocacy is very important but not urgent."

I. Introduction

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

-- UNICEF Mission Statement

The mission of 'advocacy' for children's rights is embedded into UNICEF's DNA, going back to its beginnings. Today that part of UNICEF's mission has never been more urgent. Advocacy is an essential element of supporting and pressing governments to fulfill the rights of children and, especially in countries with rising prosperity, UNICEF is methodically shifting from being a funder of projects to being an advocate for government to assume its responsibilities to children.

This UNICEF advocacy is particularly important at the country level, where UNICEF teams deal directly with government on the policy matters that directly impact children's lives – on issues ranging from child marriage to access to pre-primary education. For this reason strengthening and supporting country-level advocacy (in both country offices and national committees) is an important priority for UNICEF as a whole. At the headquarters level the institutional responsibility for supporting country-level advocacy has previously resided with UNICEF's Division of Data Research and Policy (DRP) but has now been reassigned to the Division of Communication (DOC).

To aid DOC in that new function, it has contracted with Jim Shultz, founder and executive director of The Democracy Center, to develop a proposed way forward. Jim has worked with UNICEF for more than a decade supporting advocacy development across the world with country offices, national committees, regional offices and headquarters. In the preparation of this report we carried out in-depth interviews (usually lasting for an hour) with more than fifty UNICEF staff in all corners of the agency (a full list is attached). Those valuable interviews form the primary basis for the draft proposal presented here.

To be clear, the role of supporting country-level advocacy work does not belong solely to DOC. Advocacy and campaigning are built into UNICEF's 2018-2021 Strategic Plan as an essential strategy for change. Advocacy is an essential tool for delivering program results. Regional offices, the Division of Private Fundraising and Partnerships (PFP), program departments at headquarters, and others, all play essential roles in supporting that advocacy at the country level. What this report seeks to do is lay out a comprehensive vision for what that support needs to achieve and how it can do so. Collaboration by DOC with these other parts of UNICEF will be essential to moving forward.

II. What Type of Support for Advocacy is Wanted and Needed at the Country Level?

In our interviews with UNICEF staff across the agency, and especially at the country-level, we identified the following priorities for what people hope a DOC support project will deliver:

1. A common understanding of what UNICEF means by 'advocacy'

UNICEF staff commonly describe a confusion about what UNICEF means by the term. Does it mean 'public advocacy' and what does that term mean? Does it mean 'policy advocacy' and how is that the same or different? How is advocacy the same or different than program work, and what should their relationship to each other be? What issues can UNICEF advocate on and which not? Which sorts of strategies and tactics are supported and which not? This confusion hinders the opportunities for UNICEF staff to speak about it in a common language and framework and weakens UNICEF's advocacy effectiveness.

2. The opportunity to share and learn from relevant advocacy experiences within UNICEF

UNICEF staff that we interviewed expressed a sincere desire to learn from the relevant experiences of other UNICEF offices and teams around the world. As an agency with thousands of staff in all parts of the world, there is an understanding that the collective wisdom of the agency on effective advocacy is not being fully tapped. A difficult advocacy challenge in one country is rarely the only one of its kind in the world. Interviewees would like to see a much more systematized and accessible means of offering their own lessons and taking advantage of the learning of their colleagues in other countries.

3. A tailored and context-sensitive approach to advocacy support

The nature of UNICEF advocacy for children in a given country is deeply affected by the political and cultural context in which it takes place. The commonality that matters most is not actually a nation's size or even its economic statistics. It is the political environment and where that country sits on a spectrum that has at one end vibrant, open democracies with transparency and an active civil society, and has at the other end countries in the grip of some level of authoritarianism. Advocacy methods and approaches need to fit their context. Advocacy carried out in the midst of a national crisis or emergency is another thing still. UNICEF advocacy also needs to take into honest account the risks associated with advocacy in certain environments.

4. Key areas where support is most needed and requested

There are a variety of advocacy elements that could be a part of any DOC strengthening and support effort, but from our interviews five stand out as most in demand:

- *Strategy Development:* It is common for UNICEF advocacy efforts to focus on tactics, specific activities, and operational questions about how to carry out the work. But to be as effective as possible that UNICEF advocacy must also be strategic – with clear objectives and advocacy asks, a savvy analysis of the politics involved, and a plan of action based on that analysis. Assistance with advocacy strategy planning is both desired at the country level and also essential to maximize UNICEF's advocacy impact. This strategy development also needs to take into account that advocacy efforts by UNICEF frequently take multiple years to develop and carry forward and need to be implemented throughout more than one CPD and multiple tenures of office

leadership. Effective strategy also requires clear working collaborations between the different teams within a UNICEF office, communications, program, leadership, etc.

- *Message Development:* UNICEF staff struggle with the development of effective advocacy messages. Country teams generally have no shortage of expertise, evidence and information, but converting that information into thoughtful and coherent messages tailored to different audiences is a different part of the work, and is also different than public speaking skills. This assistance would include both training on message development and also a well-curated and much more accessible collection of advocacy messages at the global level that could be adapted to different country contexts.
- *Influencing Strategies:* Some of the most important UNICEF advocacy takes place close-up, in meetings with government officials, business leaders, and others in positions of authority or influence. UNICEF staff regularly express a need to develop their skills in this kind of close advocacy – how to understand the position of these people and what will move them, what to ask for and how, etc.
- *Building Advocacy Partnerships:* Interviewees often mentioned the urgency in advocacy work of developing and maintaining a variety of effective partnerships with external actors, including civil society, business leaders, academics, and others. These alliances strengthen UNICEF’s knowledge base, its connection to communities, and its ability to reach and influence public officials. UNICEF also has a role in strengthening its civil society allies, helping them build their own advocacy capacity and protecting the political space in which they can be a voice for children. Staff expressed the desire to see more support on how to build, strengthen and deploy such partnerships effectively.
- *Advocacy Evaluation:* Evaluation in general is a key element in UNICEF work, a means of maximizing the effectiveness of UNICEF efforts and of helping UNICEF’s regional and global leadership keep abreast of the work of country teams. However, this evaluation work is mainly carried out in program areas, which calls for a different approach. For example, evaluating the implementation of a child vaccination project is a much more straightforward task than evaluating an advocacy effort to win approval for such a project. UNICEF country teams are very anxious for assistance in how to properly evaluate their advocacy work.

5. Advocacy support that is applied directly to the country’s advocacy work

Finally, many of the people interviewed expressed this view: To be genuinely useful, support from DOC to strengthen advocacy should be linked directly to the actual advocacy work of the country teams. This could take many forms, such as combining training opportunities with hands-on planning opportunities for a country team’s advocacy work. Others suggested that DOC see its advocacy support work as a specific tool for implementing UNICEF’s new five year global strategic plan. The high value of merging

advocacy skills development with planning the actual work of advocacy is also something I have seen repeatedly in my own country-level work with UNICEF over the past decade.

III. How to Structure DOC Support for Country-Level Advocacy for Children

The needs for support for country-level advocacy are diverse and because of that an effective DOC support program needs to be carefully structured to address those needs in a thoughtful and coherent way. Based on our interviews we have these suggestions for a way forward:

1. The Program Should Address Three Different Levels of Need

UNICEF country-level advocacy takes place at many different levels, with different levels of knowledge and expertise required. Three different audiences for this support make sense to us:

- *UNICEF staff for whom advocacy is not central to their work:* While many people we interviewed observed something along the lines of, “*Advocacy is everything that we do,*” not everyone has advocacy as their central focus. Some people do data gathering, others administrative work, personnel management or other tasks not directly engaged in advocacy. For these members of a UNICEF country team a basic understanding of advocacy is important and should be provided for, but they may not be the priority target for more in-depth forms of support.
- *UNICEF staff that have advocacy at the center of their work:* Others in UNICEF at the country level play an essential role in the country office’s or national committee’s advocacy work – as communications staff, program chiefs, deputy representatives, project leaders and others. This is a very important target audience for support. Increasing their skills, capacity, and connection to one another great potential for lifting up the advocacy effectiveness for UNICEF as a whole. Here it is important to offer clear support, tailored to local context and people’s specific needs, and applied to their actual advocacy work.
- *UNICEF Representatives and National Committee Leadership:* The top leadership of UNICEF country teams plays a distinct role in UNICEF advocacy for children, both as the overall leaders and managers of that work and as the key contact point at the highest levels of government. Current and former Representatives suggested that DOC should develop a specific program of support for these top leaders at the country level, designed to prepare and support them for the special and often complex role they play in country-level advocacy.

2. The Program Should Offer a Diverse Menu of Support Offerings

With so many different political contexts, types of issues, experience levels of staff and other diversities, a ‘one-size-fits-all’ approach won’t work. We suggest thinking about the program as a set of options on a diverse menu, offerings that can be tailored to the specific circumstances involved. Those we interviewed, as well as the Democracy Center’s own experience working with UNICEF staff around the world, suggest a buffet of support offerings aimed to meet the overall demand. These include:

Workshops, Trainings, Learning Exchanges and Direct Support

- *A Self-Guided On-Line Course on UNICEF Advocacy:* One comment that we heard over and over again is that UNICEF staff and teams around the world need a common understanding of what advocacy is, how to undertake it in a strategic and effective way, and what advocacy means specifically in the context of UNICEF. A foundation of this would be a self-guided on-line course on UNICEF advocacy. It can use multimedia and other creative ways to communicate a basic set of principles about effective advocacy in the UNICEF context. This course would also serve as a foundation for more in-depth advocacy skills development aimed at those for whom that is needed. The course would be especially targeted to new hires joining UNICEF in all roles.
- *A Set of Deeper and More Specialized 'In-Person' Advocacy Workshops:* For many in UNICEF, especially those involved directly in advocacy work, there is a need for well-designed skills-building workshops. Some of these might be about advocacy generally, but others would focus on some mix of the key capacity-building priorities described above: Strategy Development, Message Development, Influencing Strategies, Building Advocacy Partnerships, and Advocacy Evaluation. Rather than being designed as training sessions disconnected from participants' actual work, they should be designed as applied learning sessions that develop concrete and useful strategies, messages, influencing approaches, and evaluation methods that participants can act on afterwards. Second, as noted earlier, they should be designed for the political context and culture where that advocacy takes place.
- *Facilitated Experience Exchanges:* There is a deep thirst among UNICEF staff to share their lessons and learning with one another. Defending children's rights and carrying out advocacy as UNICEF staff is distinct from doing that work as an NGO or other civil society actor. The experiences they most want and can most benefit from are between one another, in their diverse locations. This is especially true for country offices and national committees where only a small team of people work on advocacy (sometimes just two people in an office of twenty). And it is also true in countries where UNICEF may be virtually the only organization doing advocacy work on behalf of children. There are many different topics that such learning exchange sessions could focus on - including the key areas described earlier but also looking at specific challenges that UNICEF staff share in common: getting access to the government, dealing with public or political push back against UNICEF's agenda, etc. These sessions need to link people operating in common political contexts and be as applied as possible rather than general or abstract.
- *Facilitated Country-Level Strategy Planning Workshops:* Across UNICEF and in all corners of the world, one particular demand has been consistent for a long time – support to help country offices and national committees develop concrete advocacy plans. I have done dozens of these over a decade and continue to get requests each year to do more, generated not by headquarters or regional offices but from the countries themselves. This involves facilitating

teams through a process of identifying their advocacy objectives, mapping out their advocacy audiences, and developing a set of messages and actions. There are many other UNICEF teams that would like to go through a process like this one and it offers a substantial opportunity to increase a team's advocacy impact. An important addition to this approach is to develop a concrete set of tools that UNICEF teams can use afterwards and over time to continually reevaluate those strategic plans and move them forward on their own. The DRP has invested substantial effort in developing materials and methodologies in this area and that should be fully integrated into UNICEF's ongoing efforts.

Resources and Materials

- *A 'Best Practices' Guide to Dealing with Diverse Advocacy Scenarios and Challenges:* Interviewees in all corners of UNICEF expressed a desire to have access to actual on-the-ground lessons and experiences with scenarios similar to the ones they are dealing with: What if the Finance Minister won't meet with you? What if the government is going after your civil society allies? What if the country has a sudden financial crisis and services for children are under political threat? In a situation fraught with complex politics, how do you avoid what one HQ leader described as 'committing advocacy suicide'? These best practices would include guidance, lessons and real examples drawn from UNICEF experience, all tailored to the different political contexts in which UNICEF advocacy takes place. Rather than being a traditional toolkit or guide, a better format might be a well-curated set of online resources, since the UNICEF teams using them will be most interested in the ones that apply directly to their context and work.
- *A More Thorough and Accessible Knowledge Management Collection on UNICEF Advocacy:* Many of the UNICEF staff we interviewed said that they know that there are many highly-valuable materials located somewhere in the UNICEF system but they don't know how to find them and access them in a simple way. People want to know where to find what they need easily without having to hunt for it. A specific example that came up is on advocacy messages. While all advocacy messages used by UNICEF ultimately need to be tailored to country context, there is a clear demand for well-crafted general messages on issues ranging from the SDGs to access to pre-school and those are best developed globally not country-by-country.
- *More 'Investment Case' Material on Children's Rights:* In many countries (though not all) UNICEF staff believe that the 'investment case' on initiatives for children is a powerful advocacy tool. Yet interviewees routinely commented that they need help to develop it. As with messages, there are general arguments to make that are not country specific – global data on the payoff of investing in good prenatal care, or regional data on the payoff of providing child support grants, as examples. While material like this still must be contextualized in any given country, there are top-line findings and research that make sense to produce globally or regionally, not country-by-country.

- *A Re-Thought and Revised UNICEF Advocacy Toolkit:* Most people we spoke with are roughly familiar with the 2010 UNICEF Advocacy Toolkit, some have used it a good deal and others not at all. The idea of having a Toolkit that is comprehensive remains an attractive resource, but a revised Toolkit should be developed that is tailored to directly meet the needs of UNICEF teams at the country level and crafted in a more conceptually simple and accessible way.

An added note: All new materials developed should match with the approaches and language of the trainings and workshops to guarantee a coherence of approach. These workshops should also seek to integrate the good work done by PFP in its advocacy workshops for national committees.

Special Assistance

Others we interviewed suggested a set of other forms of advocacy assistance that sit outside the categories above:

- *A Special Support Program for Country Representatives:* As discussed earlier, several interviewees who are or have been Representatives expressed the deep value of specialized support for people in their top positions to aid in their role as advocates and advocacy leaders. This includes support and guidance in strategy development and team leadership for advocacy, and in their personal role as high level advocates and negotiators.
- *Support Related to International Summits:* Country-level staff, in both country offices and national committees, identified a need for special support when their countries are participants in international meetings. These are key moments where UNICEF may have asks for governments in the context of international discussions or that present special opportunities for influencing domestic decisions. Country level staff suggested that UNICEF at the regional and global level could offer substantial help in identifying how to take full advantage of those opportunities.
- *Leveraging the Advocacy Power of UNICEF's Regional and Global Leadership:* Interviewees at the country level identified a key opportunity – visits government officials from their country and UNICEF leaders beyond their country. UNICEF regional and global leadership bring added prestige that can be used to get access that country teams may not get on their own. They also often have added political sway because of the ‘prestige’ they bring as global actors. This includes not only the strategic use of visits to the country but also taking full strategic advantage when delegates of officials from their country visit New York and could be invited to UNICEF headquarters.
- *Identifying UNICEF Advocacy Positions on Emerging Issues:* Country-level staff say that they often run into local issues that end up being quite important to children’s rights in that country context but on which UNICEF does not have an institutional position. They expressed a desire for a clearer process for how these emerging issues can be taken up for a UNICEF position.

IV. How UNICEF Might Organize the Providing of this Support

The demand for country-level advocacy support is strong and its potential content is increasingly clear after the interviews carried out for this initiative. But how should UNICEF organize the work of providing that support. Our interviews identified a set of ideas and suggestions:

1. Develop a System of Support Specifically Designed to Implement the 2018-2021 UNICEF Strategic Plan

That plan already represents UNICEF's overall priorities and covers many of the initiatives and issues central at the country level. It also identifies advocacy and campaigning as pillars of its strategies for change toward implementation of the plan. DOC could specifically identify the elements of that plan where advocacy plays a particularly vital role in its implementation and tailor some of this initiative to specifically support work on those elements. This also speaks to the desire of the interviewees to make advocacy support as applied as possible.

2. Piggyback on Other Regional and Global UNICEF Meetings

UNICEF already hosts a wide variety of meetings that bring staff together from across the organization. Each of these could be looked at as an opportunity to offer the kinds of training or cross-learning support outlined earlier, carried out in creative ways – in person, via Webinar, in short sessions or long ones, or other approaches.

3. Identify Advocacy Teachers, Trainers and Coaches Within UNICEF

Throughout UNICEF there are many highly skilled and accomplished advocates who have honed their talents and wisdom both within the UNICEF context and also within all of the different country and political contexts that others are dealing with. This is a huge and largely untapped UNICEF resource and a network of experienced advocates within UNICEF could be recruited to serve as resource people, facilitators or trainers within a global advocacy development initiative. A caution however, raised by several people, is that for that approach to work those people's jobs within UNICEF would have to be structured specifically to free up time to take on that role, or for it to be their job.

4. Assemble a Stable Network of Outside Advocacy Resource People

As one interviewee said, "Real advocacy support has to be someone's job, not just something added on the side." For this reason UNICEF will also need to rely on a network of outside advocacy experts who both know their specialty areas (strategy development, message development, media, etc.) and also the UNICEF context. One key barrier that country offices face is that it is complicated to find these outside experts and to contract with them. One suggestion that came from a key regional leader was that regional offices could identify these advocacy experts in their region, develop a stable network of LTAs with them for work in that region, and help make the connection for country teams.

5. Provide Special, Short-Term, Targeted Support in Emergency Situations

Country offices facing an emergency situation are desperately short-handed. As one communication officer explained, they may have their hands full just gathering information about what is happening and have no time left to craft key messages or deal appropriately with a sudden burst of media interest. In the pressure to fundraise and to raise awareness of what UNICEF is doing, humanitarian advocacy on behalf of children can also be overlooked. As one headquarters leader explained, emergency situations are the ones which also pose greatest risk – to lives, to UNICEF institutional credibility, and to wider relationships within the UN system. In those situations, for example, sending in help from headquarters and regional offices, for communications and other help, is urgent at a critical moment.

6. Establish a Functioning UNICEF Advocacy Practice Group

One suggestion, from those with a long history of advocacy development with the agency, is to establish a functioning advocacy practice group within UNICEF. It would come from all corners of the agency and would help build bridges toward a coherent and agency-wide approach and strategy for advocacy capacity building and development. That practice group would help assist with knowledge exchange and identifying priority capacity development needs.

V. Where to Begin

The ideas and suggestions laid out here are ambitious and they are long-term. They include elements on which DOC can take the lead and others in which it will need to work in close collaboration with regional offices, headquarters programs, PFP and others. The challenge for DOC is to identify ‘first gear,’ the way to begin this process that can simultaneously win broad institutional buy-in and get the ball rolling in a strategic way. Here are three things DOC could do to begin that process:

1. Begin Conversations on Advocacy Capacity Development with Other Parts of UNICEF

Again, a key starting point is to reach out across UNICEF to the other corners of the agency and identify some strong opening points for collaboration on advocacy capacity building at the country level. This could include collaboration on the development of the self-guided on-line course, identification of regional or international meetings where an advocacy workshop might be a valuable addition, establishment of an advocacy practice group, identification of regionally-based experts that can assist country teams, and other initiatives. The more the vision for UNICEF advocacy capacity building at the country level is a shared vision across the agency, the more effective and sustainable it will be.

2. Identify a Set of Manageable Pilot Projects and Do Them Well

Over the course of the last half of 2018 and first half of 2019 DOC should identify a strategic set of initial efforts – workshops, new materials, international conversations, and others that will illustrate for a UNICEF-wide audience what this initiative is about and why it is highly valuable. These deliverables also

have to be within the existing capacity of DOC to deliver the goods well and they need to lay the groundwork for a larger effort later. And again, these should be carried out as much as possible with other parts of UNICEF, the regional offices in particular.

3. Assemble DOC's Own Capacity for Advocacy Capacity Development

DOC brings enormous strengths to this task. These include expertise in communication (a key advocacy component), a wide network of communications staff across all the regions, and a skillful in-house team. As it moves forward toward taking on this added responsibility for supporting and strengthening country-level advocacy it will also need to pay attention to the limits of its current capacity, both in terms of staff resources and in-house expertise. It will need a solid and coherent plan for how to strengthen its own ability to deliver the goods.

A phrase we heard repeated in our many UNICEF conversations about advocacy was 'a journey for change.' UNICEF has come a long way in that journey in its 70 years and it has used advocacy to accomplish a good deal, both globally and in less-visible ways country-by-country. Today the nature of that journey is changing – the challenges and issues facing children are different, the political actors involved are different, and UNICEF's approach must also be different. If UNICEF stops and designs a thoughtful and coherent way forward, an approach that links together UNICEF's many different parts, then it can use that advocacy to do a huge amount of good for the world's children and continue doing to on into the future.

LIST OF INTERVIEWS CARRIED OUT FOR THE REPORT

March to April 2018

ECARO REGION

Regional Office

- Afshan Khan - Regional Director
- Hanaa Singer - Associate Regional Director
- Melanie Sharpe - Communications Specialist

Azerbaijan Country Office

- Min Yuan - Deputy Representative
- Ayna Mollazade - Communication Specialist

Ukraine Country Office

- Laura Bill - Deputy Representative
- Nina Sorokopud - Communication Specialist
- Artur Ayvazov - Chief of Social Policy
- Mark Buttle - UNICEF Cluster Coordinator

Croatia Country Office

- Valentina Otmačić - Head of Team
- Gorana Vojčinović - Communications Chief

WCARO REGION

Regional Office

- Thierry Delvigne-Jean - Regional Chief of Communications
- Rouxanna Lokhat - Advocacy & Resource Mobilization Specialist
- Andrew Brooks - Regional Advisor - Child Protection

DRC Country Office

- Yves Willemot - Chief of Communications

Niger Country Office

- Felicite Tchibindat - Representative
- Lalaina Fatratra Andramasinoro - Chief of Communication

ROSA REGION

Regional Office

- Anne-Sophie Bonefield - Chief of Communication

India Country Office

- Henriette Ahrens - Deputy Representative
- Alexandra (Sacha) Westerbeek - Chief of Communications

Bangladesh

- Sheema Sen Gupta - Deputy Representative
- Jean-Jacques Simon - Chief of Communications

MENA REGION

Regional Office

- Juliette Touma - Regional Chief of Communications

Egypt Country Office

- Jonathan Crickx - Chief of Communications
- Luigi Peter Ragno – Chief of SPME
- Gaia Chiti Strigelli - Chief of C4D
- Saji Thomas – Chief of Child Protection

Iran Country Office

- Will Parks - Representative
- Zulfikur Ali Khan - Deputy Representative (maternity cover for Christine Weigand)

ESARO REGION

Regional Office

- Tsitsi L. Singizi - Communication Specialist

Uganda Country Office

- Noreen Prendiville - Deputy Representative
- Jaya Murthy - Chief of Communications
- Nathalie Meyer - Social Protection Specialist
- Viorica Berdaga - Chief of Child Survival and Development
- Birgithe Lund-Henriksen - Chief of Child Protection

Ethiopia Country Office

- Shalini Bahuguna - Deputy Representative
- Victor Chinyama - Chief of Communications
- Frehiwot Yilma - Communication Specialist

LACRO REGION

Regional Office**

- Marita Perceval - Regional Director
- Andres Lopez - Chief of Communications

Uruguay Country Office

- Paulo Mefalopulos - Representative
- María Victoria Blanc - Communication Officer
- Lucía Vernazza - Child Protection Officer

Argentina Country Office**

- Ana de Mendoza - Deputy Representative
- Maria Jose Ravalli - Chief of Communications

EAPRO REGION

Regional Office

- Wivina Belmonte - Deputy Regional Director

Vietnam Country Office

- Youssouf Abdel Jelil - Representative
- Louis Vigneault-Dubois - Chief of Communications

Myanmar Country Office**

- Paul Edwards - Deputy Representative
- Alison Rhodes - Chief of Advocacy

PFP AND NATIONAL COMMITTEES

PFP

- Andres Franco - Deputy Director
- Eliana Drakopoulos - Advocacy and Policy Manager
- Marta Arias - Policy and Advocacy Specialist
- Sophie Gatzsche – Advocacy and Networking Coordinator

Netherlands National Committee

- La-Toya Charles - Advocacy Specialist
- Helen Schuurmans - Advocacy Specialist

Hong Kong National Committee

- Sofia Fung - Advocacy Manager

Spain National Committee**

- Ianire Molero Olmos - Campaigner and Researcher
- Almudena Olaguibel - Child Protection Officer

UNICEF HEADQUARTERS

- Cornelius Williams, Associate Director, Child Protection
- Carla Haddad Mardini, Director, Public Partnerships

- Manuel Fontaine: EMOPs Director
- Ted Chaiban, Director of Programs
- Isa Achoba, Associate Director, Field Results Group
- David Anthony, Chief, Policy Analysis, DRP
- Jens Matthes, Senior Adviser Governance & Fragility, DRP
- Sophie Flynn, Child Protection Specialist
- Sumaira A. Chowdhury, Senior Advisor, Child Protection Program

**Pending