

Purpose

Explain the requirement

Over the past year, Po na Bana, the blog of the UNICEF team in DRC, has been developed and launched in both French and English as an online vehicle to promote and distribute the voice of children and cover the themes key to UNICEF's mission in the DRC.

It is functioning and proving potentially invaluable as a key tool to bring together and give a voice to UNICEF's constituents.

However, having largely been developed and implemented on a volunteer basis, it is at the point where it needs investment in **creative development**, matching tools to **strategic objectives**, optimization of its **technical structure and editorial and translations systems** and above all, **training** for its core team in how to use and develop it to its true potential.

Further, it needs to be evaluated and optimized to **integrate and complement UNICEF's other communications initiatives and Knowledge Management agenda**.

Qualifications / special skills or knowledge

A consultant is needed who has broad experience and expertise in digital communications and who is familiar with both the technical structure of the site and UNICEF's strategic plans for the site.

He should have experience in digital communications, hands on creative development and programming, as well as Search Engine Optimization and Social Media integration.

In addition to bringing these skills to bear in the development and expansion of the site, he should have the ability to translate all in a knowledge sharing and training context to develop and document the processes and procedures needed to ensure the continued efficiency and capabilities of the Po na Bana team.

Ultimate result of services

The establishment of Po na Bana as an ongoing, robust communications tool within the organization, with documented approaches and procedures in place to maximize its and the teams potentials moving forward. A focused understanding of the metrics and analytics tools available and how to interpret them in order to give management the tools they need to evaluate initiatives moving forward.

Duration

Six months: July 1st, 2014 -Dec 31st 2014, 60 contracted days

Indicative Level of remuneration

\$30,000 six monthly payments @ \$5000

Travel Involved

Rennes - Kinshasa x 2

Workplan

Objectives, output expectations and performance indicators

1 -Strategic Objectives

Develop a written roadmap of short term and long term goals for the site and for the team's development that matches and gives shape to UNICEF's communications and strategic objectives

Establish an approach to the Community & Capacity Building aspects of the site and how it should function.

Define and implement the functional and distributional role of the site.

Po na Bana needs to function as a hub - pushing out it's content to where people are: Facebook, LinkedIn, The site can be set up to automatically distribute any content to any network. Key to this is the subscription process. Getting first time/one time visitors to the site to subscribe should be one of the key goals: it opens the door to sending out not just a general newsletter, but all kinds of targeted subject specific communications.

Focus on, develop and track the subscription targets for the site - develop an understanding of the power of landing pages and setting conversion targets.

2 - Maintenance

Po na Bana exists as three, connected sites:

the development site, **ponabana.dev**, where elements are developed and created,
the staging site, **staging.ponabana.com**, which allows for developing new ideas
the live site, **ponabana.com**, together with the **ponabana.info/.org/.net** domains
which re-direct to .com

They are all synchronised to each other, as well to the central file repository hosted at GitHub.

All three sites are backed up both to GitHub and Dropbox on a daily basis to preserve file changes and the MySQL databases are backed up both to the server and Dropbox on a daily basis. Theme files and plugins are regularly scanned - plugins are the key entry points for spam and malware attacks. The site templates and plugins need to be regularly updated to maintain viability and remain secure.

The multi-language functionality is accomplished by a suite of tools from WPML - Wordpress Multi-Lingual. As well as providing the structural tools to accomodate different language versions of content, it also has full translation management functionality - allowing for translations to be sent out to volunteers and managed within the system.

All of these technical procedures and systems need to be refined and understood across a broader range of the team, and a plan and approach implemented to ensure ongoing stability moving forward.

3 - Content

Content needs to be developed that furthers the strategic & communications objectives - the presumption here is that content is coming from within and outside the organization.

Focus needs to be placed on using the true built-in capability within Wordpress for designated users to contribute content directly into the system, have it edited and approved then scheduled for publication.

A robust Editorial process and calendar should be developed involving clear roles for Management, Team Members, Constituents, Third Party Contributors and Volunteers.

An approach should be taken to introduce desktop, mobile and email tools that allow for direct contribution and editing **without logging in to the Wordpress system**.

These tools are easy to use and offer a genuine, direct way for contributors to deliver their material while avoiding the copy & paste approach. They also provide the first step in building a true pool of contributors who can start to learn how the system works. It can be the first step in building a genuine outreach in the direction of contributions and capacity building.

4 - Creative Development

Evolve the existing structure to provide a true set of destinations to do justice to the content and strategic objectives. Different types of content can benefit from different types of delivery.

At the moment, everything is created as a "post" a short news story about a topic, searchable and organized by categories.

This is an acceptable starting point, but there are many possible ways to design and deliver content outside of the context of posts. True photo or video stories that can be shared, interactive timelines showing the progress of initiatives, interactive maps that give a sense of the “where” things are happening.

Particularly the pages for “Our Themes” - if indeed these are the key themes, each should be a solid landing page, effectively working as a minisite within the site, to aggregate and give context to relevant supporting content.

There needs to be the capability within the web team to interpret the Strategic objectives and content provided to **design, develop & program solutions** that will ensure it is being delivered in interesting, attractive and effective ways.

5 - Optimization & Distribution

The consultant should bring his experience to bear in developing a focused approach on developing and nurturing specific target audiences and groups and setting metrics to track and evaluate goals.

Site activity is tracked through Google Analytics. Analytics can let us see literally anything we want to know about the site and visitors. It gives a true picture of what people are actually doing on the site versus what we think they are doing. Where do they arrive from? Where do they go within the site? What technology are they using?

All can be answered through Analytics and the results used to modify and refine what the site is trying to do. Understanding Analytics and how it connects with Strategic Objectives is key to establishing near and long term goals for the site. Management needs to understand the role and capabilities of Analytics - it is an active tool, not a passive report.

The site should be viewed not just as a destination, but as a distribution hub, it is important to create distribution mechanisms to send information and content to where people will see it - social networks and their e-mail box.

Subscription is the key to the process. You can liken unsubscribed visitors to window shoppers - they may come by once, they may even think the site is great and intend to return, but the reality is most one time visitors will forget about the site's existence.

Getting people to actively subscribe is the key to being able to follow up with them and remind them of initiatives. Subscribers are actively saying “yes, I am interested in this, I want to know more, keep me informed.”

At the moment there is only one “general” newsletter, and subscription is really low - around 270. As mentioned earlier, with a captive audience on Facebook alone of 7,000 this needs to be optimized.

Subject specific subscriptions can be easily offered - for each major theme for example. A more focused, targeted approach is needed with subscriptions - we have 10,000 window-shoppers and 270 subscribers. Different subscription options in different locations both on the site and elsewhere - Facebook, LinkedIn - will allow for developing and delivering content and building a dialog where it is wanted and needed.

Lastly, SEO - Search Engine Optimization - is essential. The consultant should explain and implement the role of SEO as it applies to content development and placement on the site. There is none in place at the moment, so anything being registered within the major search engines is incidental as opposed to systematic. The site is essentially sitting there as a repository of information, but there is no implementation of getting the information out.

6 - Training

People need to know how to use the system, and indeed a system needs to be in place and formalized.

We have Wordpress itself, now the translation process, Mailchimp, and Google Analytics. All interact with each other but at the moment no one has a clear understanding of how they work and their connected roles. The process needs to be formalized and laid out in a manual so that as new people are brought in to the process there are guidelines.

Specifically what should be developed:

Overall Training in the Built In Capabilities of the Wordpress System

To date, how the system works has been carried out word-of-mouth. There are so many different ways to use the system and different skill sets to learn to implement those ways, that focused hands on training is needed. This should be for key staff, but also a process and methodology for third party contributions.

Training, Instruction and Guidelines for Image & Asset Preparation

There is an ongoing problem for example with the treatment of photographs on the site. I understand the need and desire for a lot of images, but it is crucial they are prepared properly for upload. At the moment the home page takes up to 30 seconds to load in certain regions depending on connection speed. Preparing images isn't just about the dimensions - it is knowing how to compress the file correctly so that it downloads as quickly as possible. Currently images on the site are up to 3X larger than they need to be, which translates into 3X longer for each one to load. Eventually things will grind to a halt.

Training In Ways to Automate and Track the Distribution Process

People need to be aware of the built in systems for distributing content automatically to Social Media and how to track and read the resulting data. An active plan needs to be in place to define the specific Social Media goals and objectives - "likes" in and of themselves mean little. What are the conversions goals?

Translation Production & Management

The whole translation module is a system within itself. We have done the basic configuring but there is still a lot to be done in terms of the management modules. If the direction is to build a pool of volunteer translators, then an understanding is needed of how the management modules function and can be customized to fit the workflow.

Documentation

With any system, if the acquired knowledge resides solely in the hands and heads of the people involved today, then when they move on, the system falls apart.

Clear documentation and guidelines need to be developed to ensure hand-off and evolution of all systems for managing the site. As opposed to traditional documentation, one way to do this is through the creation of a WIKI - a living document that can start off with the system as it is today, but be added to to and grow as processes evolve.

Specific tasks and responsibilities

- Develop a roadmap with targetable goals for the next six months of Po na Bana
- Develop specific content and approaches to content that matches those goals
- Develop and implement a robust Editorial and Translation mechanism that maximizes the capabilities of the system and creates a network of contributors and volunteers
- Implement Search Engine Optimization for both French and English sites.

- Create an efficient distribution system for site content to ensure it is getting to its intended audience.
- Train staff and constituents in both how to use the systems as well as media preparation.
- Create targets in Google Analytics that match strategic and management goals to allow for monthly reporting on goals and objectives.
- Refine and maintain the technical stability and infrastructure of the site - backups, updates and archive maintenance.

Reporting Lines