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Policy

Roles and Responsibilities of Military Strategic Communications Officers

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Contact: Strategic Communications Section, DPO

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DPO POLICY ON ROLES AND RESPONSIBILITIES OF MILITARY STRATEGIC COMMUNICATIONS OFFICERS

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A. PURPOSE AND RATIONALE

1. The purpose of this policy is to set standards and clarify roles and responsibilities for military officers performing strategic communications functions at both Headquarters (UNHQ) and in the field. This includes Military Strategic Communications Officers (MSCOs) in peacekeeping operations, formerly known as Military Public Information Officers (MPIOs), as well as a Military Strategic Communications Officer (MSCO) in the Office of Military Affairs (OMA) of the Department of Peace Operations (DPO).
2. This policy should be read in conjunction with the Policy on Strategic Communications in Peace Operations from 1 June 2024 (Ref. DPO 2024.04). It similarly updates terminology to ensure alignment between job title and the nature of work delivered. Personnel should be progressively recruited under the title "Military Strategic Communications Officer" rather than "Military Public Information Officer" to better reflect the functions to be delivered in the context of a rapidly evolving media and communications landscape.

3. The policy aims to facilitate a cohesive and complementary approach to staffing the strategic communications function across military components of UN peacekeeping operations and at UNHQ. It seeks to strengthen the ability of military UN peacekeepers to provide timely and accurate information, support the production and distribution of compelling digital content for communications campaigns, generate and distribute messaging documents to military leadership, and address threats linked to misinformation, disinformation and hate speech¹ (MDH) while working in an integrated manner with strategic communications components and others at field and UNHQ-levels.
 4. The policy seeks to standardize the role of MSCOs at all levels of peacekeeping operations (Force HQ/Mission level and Unit level) and recommends deploying a post within OMA/DPO to fulfill the functions of an MSCO at UNHQ per the roles and responsibilities outlined in this policy (see paragraph 10 and Annex I, A).
 5. The policy aims to support Troop-Contributing Countries (TCCs) by providing instructions for the recruitment, training, equipping and deployment of MSCOs, to ensure that selected candidates meet professional standards to support the implementation of UN Peacekeeping mandates and carry out strategic communications activities. TCCs should ensure that this policy and its annexes reach those responsible for recruitment and training, as well as other contingent personnel involved in mission planning and operations.
 6. In line with the Secretary-General's System-Wide Strategy on Gender Parity, which sets targets for equal representation of women and men with specific commitments in field operations, efforts should be made to recruit qualified women MSCOs. In addition, MSCOs should have the skills, knowledge, and ability to communicate on women, peace and security issues as stated in the Gender Responsive United Nations Peacekeeping Operations Policy, applicable to all civilian (in substantive and support functions), police and military personnel at all ranks and levels.
 7. Strengthening strategic communications is a key priority of the Action for Peacekeeping (A4P) initiative and its implementation plan (A4P+) and featured as a crosscutting requirement to maximize a mission's operational capacity and improve its performance.
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B. SCOPE

8. This policy shall apply to all military staff recruited as MSCO at the Force HQ/Mission level and Unit level in peacekeeping operations, as well as the MSCO appointed within OMA at UNHQ. It also applies to other UN military personnel charged with supporting strategic communications activities within peacekeeping operations. Compliance with this policy is mandatory and all relevant personnel should be aware of the contents of this policy.

¹ Per the DPO Policy on Information Integrity in Peacekeeping Settings, 2024

9. Strategic communications play a critical role in the conduct of UN peacekeeping operations. Proactive and consistent communication is critical to protect civilians, manage expectations on a mission's roles, responsibilities and capabilities, manage reputational risks, address MDH, encourage respect for international humanitarian and human rights law, and promote the tangible impact of mission activities on the communities they serve. Consistent, effective, and coordinated communications help to build trust with the local population, reduce the security risk to peacekeepers and generate support, including among host country, Member States, T/PCCs and donors.
 10. At UNHQ, an MSCO shall be deployed to support the delivery of DPO's strategic communications objectives for UN Peacekeeping, to provide advice on communications issues to the Military Advisor (MILAD) and to serve as OMA focal point on relevant strategic communications bodies and for all military public information requests. As the principal liaison within OMA on strategic communications issues, including addressing MDH, the MSCO should be dedicated to these functions full-time. With the support of this officer, MSCOs at Force HQ/Mission level, who report to their respective Force Commanders, will contribute to the implementation of their mission's communication strategy while working collaboratively with MSCOs at Unit level. The MSCO within OMA also works directly with the Strategic Communications Section (SCS) of DPO to ensure coordination as well as timely flow of information, including on issues related to guidance and training.
 11. To ensure successful implementation of strategic communications objectives, the work of MSCOs must be fully aligned with the Mission's overall communications approach. This includes coordination with the strategic communications component, which is responsible for drafting the Mission's communications strategy, approved by the Head of Mission. The strategic communications component should engage regularly with the MSCO at Force HQ/Mission level to ensure all military messaging reflects the Mission's overall narrative. For effective collaboration, a representative from the strategic communications component should be included in relevant military communication activities and meetings.
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C. POLICY

12. Roles and Responsibilities

12.1 At UNHQ, the MSCO has the responsibility to liaise at the strategic level with SCS and provide relevant information from missions, while serving as focal point to MSCOs in the field and ensuring their understanding of UN Peacekeeping's communications strategies.

12.2 It is essential that MSCOs are experienced and appropriately trained in strategic communications practices so they can readily incorporate military activities into the overall Mission communication strategy. The head of strategic communications will provide guidance to the MSCOs in the implementation of the Mission's communications strategy. At UNHQ, SCS will provide guidance to the MSCO in OMA outlining strategic communications practices, objectives and opportunities for collaboration.

12.3 The head of the strategic communications component and/or spokesperson is the principal voice of the Mission; they should build a strong relationship with the Force and ensure understanding of military strategic communications objectives, operational risks and sensitivities before sharing information externally. The MSCO should seek guidance from the head of strategic communications component and/or spokesperson on broader mission issues and objectives, and keep the component abreast of ongoing military communication projects and activities.

12.4 As a matter of priority, and in close coordination with mission structures managing the analysis and response to MDH, including the strategic communications component, the Joint Operations Centre (JOC), the Joint Mission Analysis Centre (JMAC) and the human rights component, MSCOs should contribute to addressing harmful messaging.

12.5 Core roles and responsibilities of MSCOs are highlighted below and further detailed in Annex I.

- i. MSCO at UNHQ level [see Annex I, A]
 - Reports to the Office of the MILAD, with a reporting line to DPO's Chief of Strategic Communications;
 - Serves as the OMA liaison to DPO/SCS;
 - Senior Lieutenant Colonel or equivalent rank;
 - Recruited for a minimum period of two years.
- ii. MSCO at Force HQ/Mission level [see Annex I, B]
 - Reports to the Force Commander, with a direct or indirect reporting line to the Head of the Strategic Communications component or Spokesperson;
 - Lieutenant Colonel or Major equivalent rank;
 - Recruited for a minimum period of one year, with the option of extension. An overlap with the next incoming MSCO is recommended to facilitate the handover of functions;
 - A minimum of three qualified MSCO candidates must be nominated by TCCs for OMA to proceed with the selection process, in consultation with SCS/DPO (see paragraph 14).
- iii. MSCO at Unit level [see Annex I, C]
 - Reports to respective Contingent Commander;
 - Major or Captain equivalent rank;
 - Recruited for a minimum period of six months.

13. Experience and Skills Requirements

13.1 This policy requires all MSCOs to have the following skills:

- i. Fluency in modern communications tools and techniques for digital, broadcast and print media;

- ii. Strong writing skills and ability to create multi-media content accessible to target audiences;
- iii. A proactive and interactive approach to communications:
 - a. Ability to develop partnerships with a broad range of stakeholders, including local government, media and civil society, and community leaders.
 - b. Knowledge of public outreach practices.
- iv. Storytelling skills for various platforms;
- v. Fluency in relevant working language(s) of the Mission;
- vi. Understanding of UN reputational issues, and ability to coordinate a response with other UN communication entities;
- vii. Understanding of the information landscape in peacekeeping settings, and best practices and approaches for addressing MDH;
- viii. Knowledge of/experience in monitoring and analysis tools for digital content and social media platforms.

13.2 MSCOs are required to have peacekeeping or military experience in the field of strategic communications. Academic specialization is highly desirable in mass or public communication, communicative arts, journalism, digital media, and/or public relations. For the recruitment of the MSCO at HQ and Force HQ/Mission level, the selection panel may consider experience in these areas in lieu of an academic degree.

13.3 All MSCOs should have excellent command of English or French as appropriate, with an understanding of idiom and nuance.

13.4 Given the evolving nature of communications, MSCOs with the minimum amount of required experience with highly developed skills in strategic communications should be prioritized over officers with more experience but less knowledge of modern storytelling tools and techniques. This could include experience gathering data through public opinion surveys and other tools to understand what key stakeholders want; telling human-focused, compelling, and evidence-driven stories; using “proxy communications” and influencers to transmit messages; addressing MDH by engaging with key audiences.

14. Recruitment

The selection panel for the recruitment of the MSCO at Force/HQ Mission level should include an OMA representative from the Office of the Chief of Staff, the OMA MSCO, a representative from SCS/DPO, and a representative from the strategic communications component of the relevant peacekeeping mission. The HR focal point from OMA should also be present. TCCs will continue to be responsible for the selection of qualified MSCOs at Unit level, with support from the senior MSCO as needed.

15. Pre-Deployment Training

- 15.1. In accordance with the United Nations General Assembly resolution 49/37 of 9 December 1994, Member States are responsible for the pre-deployment training of

all military personnel provided to UN peacekeeping operations. SCS, in collaboration with OMA and other field and HQ offices, should provide regularized standards for these trainings.

- 15.2. In addition to pre-deployment training requirements, TCCs must offer strategic communications training to selected MSCOs ahead of their deployment with the UN.

16. Equipment Needs

MSCOs must have access to and training on basic communications equipment to ensure quality standards are met (see Annex II). While some equipment could be shared at contingent level and safeguarded at command level, TCCs must provide MSCOs with the necessary equipment to gather, edit, and produce within short deadlines, noting that the release of materials on social media about the activities of the Mission should be channeled through the strategic communications component or designated personnel. MSCOs must be familiar with the Mission procurement process to ensure the timely delivery of services and equipment. The strategic communications component will support MSCOs with guidance on these processes, as necessary.

17. Social Media accounts

- 17.1. In line with the Secretary-General's bulletin on the Institutional Use of Social Media, the Mission's social media accounts should be authorized by the Head of Mission². It is recommended to make use of the Mission's established social media accounts to ensure coherence and consistency. Contingents should actively contribute high-quality digital content to the Mission accounts through the strategic communications component. Separate social media accounts for individual contingents, or accounts that are dedicated to specific initiatives and campaigns, are not advisable as it takes a considerable amount of time to create a new following and then sustain engagement. There is also the risk of diluting the Mission's overall social media presence and impacting consistency and coherence.
- 17.2. When the Force Commander uses a personal account to communicate about the activities of the Force, the MSCO should provide advice to ensure alignment with the Mission's overall strategic communications strategy, including messaging that reinforces key narratives about the impact of UN Peacekeeping and helps address mis- and disinformation threats.
- 17.3. All peacekeeping personnel are communicators for the organization. Personal social media accounts allow staff to communicate about UN Peacekeeping activities and experiences on a personal level. They are subject to "competence, integrity, impartiality, independence and discretion"³ and should follow the Guidelines for the personal use of social media by the UN Secretariat.⁴

² Secretary-General's Bulletin on the Institutional Use of Social Media (ST/SGB/2019/5)-1.1 c).

³ Article 2, Standards of Conduct for International Civil Service (2013)

⁴ Guidelines for the personal use of social media by the UN Secretariat (2023)

18. Assessment Tools

MSCOs must put in place evaluation procedures to ensure that communications objectives are being met effectively. Evaluation and audience engagement should inform officers on how best to tailor communications programmes and products. Quantitative and qualitative assessments should be conducted. Evaluation costs should be included in the budget (see Annex III).

D. TERMS AND DEFINITIONS

Strategic communications: Purposeful or directed communications with the objective of building support for the mission, its mandate and activities as well as peace processes and related host country activities, such as elections. Strategic communications requires consideration of objectives, audiences, narratives, messaging and content, platforms for dissemination and evaluation of impact. It supports risk management processes and responses to crises.

Content: Information, materials or products such as public statements, written stories, audio, video, photography, digital and social media developed and disseminated by missions and UNHQ through various communications methods, including external media, mission-owned digital and social media platforms, in-person engagement and outreach to key stakeholders.

Digital and social media: Websites and other platforms such as X (formerly known as Twitter), Facebook, YouTube, TikTok, Instagram, Flickr, LinkedIn, Medium and blogs.

Misinformation: Inaccurate information that is unintentionally shared in good faith by those unaware that they are passing on falsehoods.⁵

Disinformation: Information that is inaccurate, intended to deceive and shared in order to do serious harm.⁶

Hate speech: The working definition of hate speech at the United Nations is “any kind of communication in speech, writing or behaviour, that attacks or uses pejorative or discriminatory language with reference to a person or a group on the basis of who they are, in other words, based on their religion, ethnicity, nationality, race, colour, descent, gender or other identity factor”.⁷

⁵ United Nations. June 2023. Our Common Agenda Policy Brief 8: Information Integrity on Digital Platforms, p.5 <https://www.un.org/sites/un2.un.org/files/our-common-agenda-policy-brief-information-integrity-en.pdf>

⁶ Report of the Secretary General. December 2021. Countering disinformation for the promotion and protection of human rights and fundamental freedoms. <https://documents-dds-ny.un.org/doc/UNDOC/GEN/N21/416/87/PDF/N2141687.pdf>

⁷ See: www.un.org/en/genocideprevention/hate-speech-strategy.shtml

E. REFERENCES

Normative or Superior References

- UN Global Communications Strategy, 2020.
- Secretary-General's System-Wide Strategy on Gender Parity, 2017.
- Secretary-General's bulletin (ST/SGB/2019/5).
- Guidelines for the Personal Use of Social Media, 2023.
- Standards of Conduct for International Civil Service, 2013.
- Secretary-General's Action for Peacekeeping Initiative, 2018.
- Action for Peacekeeping Plus Plan, 2021.

Related Policies:

- DGC/DPPA/DPO Policy on Strategic Communications in Peace Operations, 2024
- Directive on the Integration of Strategic Communications within Military Components, 2023
- DPO Policy on Information Integrity in Peacekeeping Settings, 2024
- DPO Policy on Civil-Military Coordination in UN Integrated Peacekeeping Missions (UN-CIMIC), 2022
- DPO/DOS Guidelines on Roles and Training Standards for UN Military Staff Officers, 2009.
- Gender Responsive United Nations Peacekeeping Operations Policy, 2021.

F. MONITORING AND COMPLIANCE

19. Compliance with this policy is mandatory and shall be monitored and maintained by SCS/DPO and OMA/DPO. Non-compliance will impact on the ability of the Mission to carry out its mandate successfully and could be harmful to military operations. Non-compliance will prevent the effective distribution of mission produced messaging and content and could reduce support for UN Peacekeeping, impact safety and security of UN personnel or damage the reputation of the UN.

G. CONTACT

20. The primary contact office for this policy is SCS/DPO through the Chief of Section. The secondary contact office is OMA/DPO through the MSCO and Chief of Policy and Doctrine.

H. HISTORY

21. This is the first version of this policy. It has been developed by SCS/DPO in consultation with OMA, strategic communications components in peace operations, MSCOs, the DPO-DPPA Guidance Focal Points Group, as well as the Department of Global Communications (DGC).

APPROVAL SIGNATURE:

A handwritten signature in blue ink, appearing to read 'Jean-Pierre Lacroix', with a stylized, cursive script.

NAME, TITLE, DEPARTMENT:

Jean-Pierre Lacroix, Under-Secretary-General for Peace Operations, Department of
Peace Operations

DATE OF APPROVAL:

24 February 2025

TERMS OF REFERENCE

A. MILITARY STRATEGIC COMMUNICATIONS OFFICER

Org. Setting and Reporting

This post is located in the Office of Military Affairs (OMA) serving the Department Peace Operations (DPO). The Military Strategic Communications Officer (MSCO) reports to the Office of the Military Advisor (MILAD), with an additional reporting line to the Chief of DPO's Strategic Communications Section (SCS). The recruitment is recommended for a minimum period of 2 years.

Responsibilities

Under the supervision of the Office of the Military Advisor, the incumbent will be responsible for the following core functions:

- i. Advising on strategic communications issues to the Military Advisor (MILAD) and serving as public point of contact for MILAD/OMA.
- ii. Promoting the work of OMA and the military components of peacekeeping operations through the identification of stories and generation of content.
- iii. Serving as OMA focal point with the SCS/DPO, particularly in crisis communications; proactively engaging with SCS to implement UN Peacekeeping's global communications strategies; advising SCS on media responses related to military issues and pursuing gender-sensitive outreach/coverage opportunities; developing and disseminating key messages in coordination with SCS; generating and/or advising on related content for UN Peacekeeping's digital platforms.
- iv. Acting as a liaison with MSCO counterparts in the field; building and sustaining an "MSCO Network" that meets regularly to discuss priority issues, including challenges related to mis- disinformation and hate speech; liaising with MSCOs at Force HQ/Mission on crisis communications, strategic communications, outreach activities and ensuring consistency of and coherence in messaging; ensuring that MSCOs recruited at Force/Mission and Unit level meet minimum qualifications and have completed necessary pre-deployment training.
- v. Liaising with TCCs on strategic communications issues.
- vi. Collaborating with OMA sections and SCS on strategic communications policy issues, including to implement the Policy on Roles and Responsibilities of Military Strategic Communications Officers.

Technical competencies/skills

- i. Fluency in modern communications tools and techniques for digital, broadcast and print media;
- ii. Strong writing skills and ability to create multi-media content accessible to target audiences;
- iii. A proactive and interactive approach to communications:
 - a. Ability to develop partnerships with a broad range of stakeholders, including local government, media and civil society, and community leaders.
 - b. Knowledge of public outreach practices.
- iv. Storytelling skills for various platforms
- v. Fluency in relevant working language(s) of the Mission
- vi. Understanding of UN reputational issues, and ability to coordinate a response with other UN communication entities
- vii. Understanding of the information landscape in peacekeeping settings, and best practices and approaches for addressing mis- and disinformation and hate speech.
- viii. Knowledge of/experience in monitoring and analysis tools for digital content and social media platforms.

Education

Advanced degree in communication, journalism, international relations, public administration, or related field. A first-level university degree in combination with qualifying experience may be accepted in lieu of the advanced university degree.

Work Experience

A minimum of five years of progressively responsible experience in strategic communications, public information, journalism, international relations, public administration, or related area, including experience at the international level. Experience in at least one peacekeeping mission is desirable. Proficiency in social media and all standard digital communication applications is desirable.

B. MILITARY STRATEGIC COMMUNICATIONS OFFICER AT FORCE HQ/MISSION LEVEL

Org. Setting and Reporting

This position is located in the Office of the Force Commander (FC), reporting directly to the FC, with a direct or indirect reporting line to the Head of the Strategic Communications component or Spokesperson.

Recruited for a minimum period of one year, with the option of extension is recommended. An overlap with the next incoming Military Strategic Communications Officer (MSCO) is recommended to facilitate the handover of functions.

Responsibilities

- i. Advising the FC on all matters regarding military strategic communications, press and public information; serving as the FC's spokesperson under the guidance of the head of the strategic communications component and/or spokesperson.
- ii. Proactively engaging with the MSCO at UNHQ, the Mission strategic communications component and other UN communicators to deliver on the Mission's overall strategic communications strategy and ensure an integrated and coordinated whole-of-mission approach.
- iii. Integrating strategic communications within military planning and force activities; analyzing military missions, unit policies, and relationships with local communities to determine requirements for communication.
- iv. Preparing gender-responsive communications content for distribution by the strategic communications component, to explain the Mission's role, responsibilities and capabilities, manage expectations and address mis- and disinformation and hate speech threats.
- v. In coordination with the strategic communications component, undertaking appropriate outreach and engagement activities with key community leaders and the local population to disseminate messaging and build support.
- vi. In coordination with strategic communications component, building strong relations with local, national and regional media as well as with public affairs offices of relevant partners; exploring opportunities for general and contingent specific media field visits.
- vii. Supporting Mission efforts to maintain awareness of harmful narratives, and promote proactive and reactive strategic communications responses ahead of high-risk moments and events.
- viii. Liaising with MSCOs at Unit level to streamline processes and collect multimedia content; coordinating and/or delivering regular training for MSCOs at Unit level, including on approaches to mis-disinformation and hate speech.

- ix. Planning internal communication programs to ensure military and civilian personnel are informed about current issues and policies of the local installation, major command, and Force Headquarters.

Technical competencies/skills

- i. Proficiency in modern communications tools and techniques for digital, broadcast and print media.
- ii. Strong writing skills and ability to structure text, including proper introductions, headlines, and use of images to make content accessible to target audiences.
- iii. A proactive and interactive posture to communications:
 - a) an outreach-driven mentality to build networks with partners and connections with target audiences, including local government, key community leaders, networks and organizations.
 - b) knowledge of relevant public/media relations practices.
- iv. Gender-sensitive storytelling skills for various platforms.
- v. Fluency in English, and a working knowledge of French desirable;
- vi. Understanding of potential and ongoing reputational issues, and ability to coordinate a response with other communication entities.

Education

Senior National Staff College or War College; Academic specialization is desirable in mass or public communication, communicative arts, journalism, public relations, advertising, or one of the behavioral sciences (sociology or social psychology).

Work Experience

Peacekeeping experience, preferably as strategic communications or public information staff officer/commander; a minimum of 2 years of experience in public affairs assignments. Experience must include preparation or directing preparation of news releases; daily working relationships with civilian communications personnel and/or news media representatives; production of multimedia content, contact with local government and community leaders; participation in staff planning, programs, or communication and dialogue with Force members and civilian employees, public speaking, or military briefings.

C. MILITARY STRATEGIC COMMUNICATIONS OFFICER AT UNIT LEVEL

Org. Setting and Reporting

This position reports to the respective Contingent Commander. The Military Strategic Communications Officer (MSCO) is recruited for a minimum period of six months.

Responsibilities

- i. proactively supporting MSCO at Force HQ/Mission level on implementation of communications goals.
- ii. identifying opportunities to highlight contingent's actions and impact, including through producing photos, videos and interviews with peacekeepers and community stakeholders.
- iii. liaising with civilian strategic communications officers in field locations to ensure high-quality coverage of Force activities.
- iv. drafting media lines on actions, activities, operations of contingent to be cleared by the MSCO at Force HQ/Mission level and the head of the strategic communications component and/or spokesperson.
- v. generating gender-sensitive content to feed into communications campaigns, to raise awareness and address mis-disinformation and hate speech threats, including ahead of high-risk moments and events.
- vi. engaging in outreach opportunities with local and national media under the guidance of the MSCO at Force FQ/Mission level and the head of the strategic communications component and/or spokesperson
- vii. under the leadership of the senior MSCO, undertaking appropriate outreach and engagement activities with key leaders and the local population, in coordination with other civilian mission components, to disseminate messaging and manage expectations on the unit's roles, responsibilities and capabilities, including related to protecting civilians.
- viii. ensuring all contingent personnel are aware of operational procedures for communications, follow proper guidance and adhere to relevant guidelines, such as on the personal use of social media.
- ix. keeping abreast of the latest digital tools and techniques and availing themselves of trainings.

Technical competencies/skills

Please note the following competencies and skills are recommended, with the understanding that not every contingent will be able to appoint an MSCO will all these skills and expertise.

- i. Proficiency in modern communications tools and techniques for digital, broadcast and print media.
- ii. Strong writing and/or multimedia skills; ability to make content accessible to target audiences.

- iii. A proactive and interactive posture to communications:
 - a) an outreach-driven mentality to build networks with partners and bridges with target audiences, including local government, key community leaders, networks and organizations.
 - b) knowledge of relevant public/media relations practices.
- iv. Gender-sensitive storytelling skills for various platforms.
- v. Fluency in English, and a working knowledge of French desirable;
- vi. Understanding of potential and ongoing reputational issues, and ability to coordinate a response with other communication entities.

Education

Academic specialization is recommended in mass or public communication, communicative arts, journalism, public relations, advertising, or one of the behavioral sciences (sociology or social psychology).

Work Experience

Peacekeeping experience, preferably in strategic communications, public information or public affairs assignments.

Annex II: Mandatory and Optional Equipment

Mandatory

- Smartphone with high resolution camera
- Laptop with multimedia editing software
- DxO One digital camera (for use with smartphone)
- DSLR Camera
- Audio recorder (e.g., Zoom H4n)
- Omnidirectional microphone
- Camera-mount shotgun microphone
- Lavalier microphone
- Memory cards
- Memory card readers
- External hard drive
- Tripod
- Headphones
- Camera bag

Optional

- Lights
- Extra camera batteries
- Extra camera lenses
- Smartphone tripod
- Body camera (e.g. GoPro)
- Drone (for aerial footage), if permitted by the Mission
- Music subscription

Annex III: Measuring Impact

Measuring the impact of strategic communications is vital to identifying areas for improvement and adjustment. Key performance indicators can help to measure reach and organizational impact.

These indicators should be established in the mission-wide communications strategy and regularly reported on. They should be appropriate for the type of communication used by each mission.

Indicators may be qualitative and/or quantitative. Examples include:

Traditional media: volume of media placement; percentage of placements in top-tier outlets; percentage of media coverage with positive sentiment towards the Mission's work; percentage or quality of message penetration.

Outreach/in person-events: number and profile of event attendees/participants; informal and formal feedback.

Digital media metrics: number of new and returning website users; number of new subscribers/followers; reach and engagement; number of times hashtag was used; average watch time; sentiment analysis.

Perception survey: percentage of survey respondents indicating increased awareness and understanding of mission mandates and activities; percentage of respondents indicating a change in attitude towards the UN or issue; comments collected from various social media channels.

Advocacy: number of partners or influencers supporting communications objectives; number of actions taken by these supporters to advance/help shape the narrative; analysis of the messaging within communications.

When necessary, MSCOs can access digital analytics tools through the Mission's strategic communications component.