



Safe and Sound Cities Programme

Part 1: Communications Strategy

Approach to S²Cities Communications and
Outreach Efforts

Message from GIB

The Safe and Sound Cities programme is a global, innovative and iterative initiative aiming to catalyse youth-driven action in order to improve safety of urban environments for young people. Our communication strategy for this ambitious, complex and multifaceted programme aims to ensure a consistent appearance across the different cities on a global and local level. Although we seek a consistency in appearance and desire meticulous care when applying the design guidelines, we hope that our partners take the latter and intertwine it with their corresponding contexts and local identities. The document works together with the Communications Handbook and serves as a hands-on manual to guide communications activities. Please reach out if you have questions.

We hope you have fun communicating about this wonderful programme using this strategy to inform your work.

01 About this Document

02 Background to S²Cities Programme

About S²Cities Programme

Programme partners

03 Communications Approach

Strategic role of communication in the programme

How is programme communications organised?

- Global Communications
- Local Communications

Programme partners involved in communication efforts and their role

Adopting innovative and creative strategies for communications

04 Framework Plan for Global Communications

Why are we communicating?

What are we communicating?

- High-level Messages
- Content Strategy
- S²Cities Brand Identity

Who are we communicating to?

Where are we reaching our audiences?

- S²Cities Website
- Social Media Channels
- Leveraging ICLEI's digital channels
- Events and speaking opportunities
- Knowledge Materials and Collaterals

When should we amplify communications?

05 Measuring Impact: Key Performance Indicators

Output indicators

Outcome indicators

Impact indicators

1. About this document

The S²Cities Programme (Safe and Sound Cities Programme) aims to improve young people's safety and well-being in urban environments (focusing on young people between the ages of 15 and 24). The programme engages local governments, institutions, the private sector, community actors, and young people to create platforms for meaningful youth engagement in ideating and implementing solutions to safety and inclusivity challenges. The global initiative is proudly led by the Global Infrastructure Basel Foundation, in partnership with ICLEI, hosted by the Swiss Philanthropy Foundation, and supported by Fondation Botnar.

This document lays out an approach to S²Cities communications and visibility efforts that align with the programme's overarching strategic goal— to build a safer future for young people globally. The document compendium on Programme Communications is organised in three parts:

Part 1: Communications strategy

The Communications Strategy describes the approach and implementation plan for all aspects of programme communications, with a strong emphasis on global communications. It details the programme's key communication messages, target audiences, and how it intends to reach them. It also looks closely at each communication outlet, delving into content strategies and engagement indicators to improve and scale the programme's outreach. The content and guidelines in this document are valid at the time of this publication and are subject to periodic changes and updates according to future requirements.

Part 2: Communications handbook for programme partners

This document is meant to guide partner organisations of the S²Cities programme in communicating with external audiences regarding the programme. It also describes the relationship between global and local communications and the communication responsibilities of local partner organisations.

Part 3: Annexures and reference materials

These include a list of document templates and reference material that S²Cities partner organisations can use to share updates and create communication collaterals.

2. Background to S²Cities Programme

2.1. About the S²Cities programme

Safe and Sound Cities, also known as S²Cities, is a global programme aiming to improve the safety and well-being of young people in urban environments in secondary cities. The programme seeks to understand urban systems and their influence on safety and well-being, build capacity within these systems, and enable youth innovation to solve critical challenges for safer urban environments. Focusing on young people between the ages of 15 and 24, S²Cities creates platforms for meaningful youth engagement in improving urban safety by engaging local governments, institutions, the private sector, community actors, and young people themselves.

In its first phase, the programme piloted its implementation in two secondary cities – Bandung in Indonesia and Envigado in Colombia – where they supported local action by partnering with local organisations. In the following phases, the programme will scale to 7 more secondary cities in the Global South.

2.2. Programme partners

The [S²Cities Programme Team](#) is a collaboration of organisations leveraging their knowledge and expertise to create safer cities for young people.

Global Partners These organisations operate at the global level and are responsible for setting the strategic direction and implementing and scaling the Programme to multiple cities.	
Global Infrastructure Basel Foundation	PROGRAMME MANAGER AND INTERMEDIARY ORGANIZATION Disbursing grants and supporting the design, implementation, and scaling of sustainable and resilient solutions addressing urban safety.

BUUR Part of SWECO	STRATEGIC ADVISOR Bringing placemaking perspectives to build safe and thriving communities.
Relational Well-Being Collaborative	STRATEGIC ADVISOR Developing a relational and integrative approach to understanding, assessing and advancing wellbeing.
EAFIT University	GLOBAL MONITORING, EVALUATION AND LEARNING PARTNER Creating, synthesising, and transmitting new knowledge to support research and learning.
City Collab	GLOBAL COMMUNICATIONS PARTNER Using storytelling to advance outreach and build an engaged community around issues of youth safety in cities.
Universidad del Azuay	GLOBAL RESEARCH PARTNER Advancing science and knowledge for social and environmental justice.
City Space Architecture	GLOBAL RESEARCH PARTNER Working to improve the quality of life in urban areas through the design of inclusive and sustainable public spaces.
PlacemakingX	GLOBAL RESEARCH PARTNER A global network of leaders accelerating placemaking as a way to create healthy, inclusive, and beloved communities.

Local Partners

These organisations oversee the programme’s implementation in cities, developing their own methodologies according to the local context and the city’s needs and priorities.

ICLEI - Local Governments for Sustainability	LOCAL IMPLEMENTATION SUPPORT PARTNER Building connections across local governments worldwide to shape policy and spark action towards sustainability in urban environments.
Fundaciòn Mi Sangre	YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Envigado, Colombia Activating ecosystems that enable new generations to lead the construction of a peaceful culture in Colombia.
WRI Indonesia	YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Bandung, Indonesia Championing the participation of youth in policymaking for safe and resilient urban spaces.
Huasipichanga	YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Ambato and Cuenca, Ecuador Co-creating urban solutions with communities, governments, and companies to build better cities to play, to include, to live.
Fundación Amaru	YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Cuenca, Ecuador Promoting Ecuador’s rich biodiversity through immersive experiences, education, and research programmes, while safeguarding its natural and cultural resources for a sustainable future.

<p>Integrar</p>	<p>YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Cuenca, Ecuador Facilitating the growth of individuals and organisations by enhancing their skills, fostering innovation, and effectively managing knowledge.</p>
<p>Fundación Tandem</p>	<p>YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Ambato, Ecuador Building bridges of dialogue among citizens, civil society, the private sector, and local governments and designing and implementing actions to make cities safe, inclusive, sustainable, and resilient.</p>
<p>CorpoAmbato</p>	<p>YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Ambato, Ecuador Promoting entrepreneurship, innovation and sustainable economic development in the Tungurahua province by ensuring the active participation of all local actors.</p>
<p>Cordilleran Youth Center</p>	<p>YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Baguio, The Philippines Harnessing the potential of youth as leaders to advance the rights, interests and welfare of indigenous and young people in the Cordillera.</p>
<p>WeSolve Foundation</p>	<p>YOUTH ENGAGEMENT AND CAPACITY STRENGTHENING PARTNER Naga, The Philippines</p>

	<p>Incubating and supporting young change-shapers to bring their social change ideas to scale through the power of collective impact.</p>
--	---

<p>Funding Partner This organisation extends financial support through grant funds to local implementation partners and selected youth-led initiatives tackling urban safety. The programme will seek additional co-funding to scale its implementation in new cities.</p>	
<p>Fondation Botnar</p>	<p>PRIMARY DONOR AND STRATEGIC ADVISOR Catalysing partnerships and investing in emerging digital technologies to improve the health and wellbeing of young people in growing urban environments.</p>
<p>Grant-managing partner</p>	
<p>Swiss Philanthropy Foundation</p>	<p>ADMINISTRATIVE PARTNER Administering and managing the philanthropic funds to implement programme commitments sustainably.</p>

3. Communications approach

3.1. Strategic role of communications in the programme

Communication is essential to meeting the strategic objectives of the S²Cities Programme- 1) to build local and global awareness of the importance of safe urban environments for young people and 2) to catalyse youth-driven action for ideating and implementing solutions to urban safety and inclusivity challenges. The S²Cities communications and outreach efforts will be instrumental in amplifying the programme's learnings, capacity-building efforts, methodologies for change, knowledge resources, innovative solutions and scaling of the programme and its impact on other cities, countries, and regions.

3.2. How is communications organised?

The S²Cities communication and outreach efforts are organised at two levels: Global and Local.

3.2.1. Global communications

The role of communications at the global level is to create recognition and awareness about the programme among different stakeholders and support the scaling of the programme to multiple cities by attracting funds and partnerships. The overarching goals for Global Communications are:

- To build global support and strategic alliances around the agenda of safer cities for young people.
- To bring youth voices to the forefront of the discourse on safety in urban environments and planning.
- To showcase the unique role and contribution of the S²Cities programme in strengthening the capacities of young people and public actors to drive and sustain change towards just, inclusive and safe cities.

Global Communications will primarily employ digital channels for knowledge management, outreach, building visibility and facilitating learning and collaboration.

3.2.2. Local communications

Local communication efforts will target stakeholders in the cities and regions where the programme is being implemented. The focus of local communications efforts (in partner cities) is two folds:

- To reach out to and engage young people in the city and region in creative ways and get them excited about the programme and its potential to improve urban safety.
- To mobilise support from decision-makers and communities to implement programmes on the ground to institute platforms for meaningful youth engagement at the city level.
- To mobilise local private sector institutions, think tanks, and NGOs to advance knowledge and drive action on issues of youth and safety.

Local communications will adopt a contextualised approach and tailored strategies for reaching out to the right audiences. Each programme city will have a unique mix of target audiences, which can be identified by a stakeholder mapping exercise involving the city and its youth leaders. The stakeholder mapping exercise can also reveal the prioritisation of stakeholder groups in the communication process.

The modes of communication will also be unique to each city and include a combination of digital and social media, traditional media (newspapers, TV, radio, billboards), and face-to-face interactions, meetings, and events. The majority of the local communication efforts will be in the local language.

3.3. Programme partners involved in communications efforts and their roles

3.3.1. GIB Foundation / GLOBAL COMMUNICATION

As the Programme Lead, responsible for the programme's design, implementation, and scaling, [GIB](#) is closely involved in guiding the Communication efforts strategy, visibility, and branding.

3.3.2. City Collab / GLOBAL COMMUNICATION

The Global Communication Partner [City Collab](#) is the central entity coordinating all communications within S²Cities, primarily focusing on global communications. They are responsible for amplifying the programme and its activities, achievements, and learnings to a global audience through communications content. City Collab will work closely with programme partners to regularly collect programme updates and distill them into compelling content for multiple communication platforms. City Collab will also track key metrics for global communication activities for each programme year to measure the reach, engagement, and impact of communication.

3.3.3. ICLEI / GLOBAL + LOCAL COMMUNICATION

[ICLEI](#) is an important actor in amplifying communications both at the global and local levels. Their role is to build awareness about the programme with government agencies, catalyse partnerships with cities, and bring government and young people together to co-create solutions.

3.3.4. Local implementing partners / LOCAL COMMUNICATION

Young people form the primary audience for local communication efforts. Local partners will ethically engage young people in programme activities and create content aligned with the programme's Ethical Youth Participation Guidelines.

Local implementing partners should also leverage communications to build local support from government and private sector actors for the ideas and initiatives championed by young people.

3.4. Adopting innovative and creative strategies for communication

Young people are the primary stakeholders of the S²Cities programme. The programme adopts creative strategies to enrich communications and convey messages in a creative and understandable way that resonates with young people.

3.4.1. Digital storytelling / GLOBAL + LOCAL

Young people worldwide are the most active users of digital technology. They use it to connect with other people and broaden their understanding of the world. In this context, digital storytelling is a powerful way to promote meaningful knowledge, inspire imagination and motivate action. Digital Storytelling uses multimedia tools like videos, graphics and audio-video content to bring narratives to life. Impactful storytelling combines emotional elements as well as factual content to help establish a connection with the audience. Digital Stories can be used to explain a concept, reflect on a personal experience, make an argument and build support for ideas.

Examples:

[Video by Veo Veo Lab, an initiative by a youth partner from Envigado](#)

[Youth Tales: An initiative by UNICEF](#)

3.4.2. Online platforms to amplify youth voices and connect a community of young people, governments, and organisations

/ GLOBAL + LOCAL

The Internet offers one of the most accessible, affordable and reliable mediums to reach and connect with people without the limitations of boundaries, distances and languages, attracting hundreds of thousands and millions of users around the world. Young people are increasingly adopting new media and social media technologies to post their thoughts and innovative ideas on issues that matter to them. Global organisations are harnessing the power of the internet to institute unique online platforms to feature youth voices to build support and trigger action on shared issues. Governments and decision makers are also actively seeking opportunities on social media, online conferences, and discussion forums to involve young people in governance and planning processes. Building online platforms and tapping into existing channels can be explored as means to incentivize exemplary youth ideas, share them with the community, and create a global learning network of young people, thought leaders, and urban practitioners.

Examples:

[European Year of Youth 2022: Voice Platform](#)

[UN Youth Envoy: Global Map for SDG Action](#)

[TikTok empowering youth civic engagement](#)

[An online platform to increase young people's engagement in policy-making](#)

3.4.3. Creating youth hubs to foster multi-stakeholder engagement /

LOCAL

Establishing youth hubs and shared spaces allow young people and other private and public stakeholders to come together and engage in discussion, skill-training, idea incubation, and resource access. Youth connected to these centres also have access to information related to capacity building, entrepreneurship, and other social and environmental factors such as climate change, among others. These physical spaces are vital in building a community, where young people feel safe to share their thoughts and creative expressions.

Examples:

[Urban Community Hub, Brampton, Toronto](#)

3.4.4. Gamification to foster understanding and solutioning of complex urban issues / LOCAL

Gamification (the use of game design elements in non-game contexts) has emerged as an important tool to communicate complex information and concepts in an easy-to-understand and engaging way. Gamification approaches allow for collective and cooperative problem solving and can help increase youth's knowledge, competence and interest in understanding and solving complex urban challenges involving multiple stakeholders and systems.

Examples:

[ITDP: Gamifying Urban Parking Challenges](#)

[Gametrification: Game of Urban Regeneration](#)

3.4.5. Reflection exercises and role-plays / LOCAL

Role-playing and role-modelling help young people view social issues from the eyes of diverse stakeholders, who all have a part to play in creating safe and sound cities. Additionally, it allows adult project facilitators to understand how young people view these stakeholders, especially the biases and stereotypes

they harbour, and to identify problems in the urban environment that they may have been unaware of.

[Theater of Presence: Fundación MiSangre](#)

3.4.6. Participatory mapping / LOCAL

Participatory mapping is the creation of maps by local communities to record and represent the spatial knowledge they perceive as necessary. The mapping exercises are carried out with the involvement of supporting organisations, including governments (at various levels), non-governmental organisations (NGOs), universities and other actors engaged in the development and land-related planning. Participatory maps effectively transcend these differences by presenting a commonly understandable, visual and engaging medium of communication.

[Participatory Mapping of Safety Issues in Bandung: POI](#)

3.4.7. Collaborative placemaking / LOCAL

Placemaking is a highly effective process for not just creating great places but also as a way to connect people and empower them with enhanced confidence, skills, and a greater sense of agency. Bringing people together in public spaces enhances natural surveillance, stimulates economic activity, and improves residents' perception of safety.

Examples:

[Creative placemaking in Superkilen Park, Denmark](#)

[Turning an overbearing element of concrete infrastructure into a public space , case of One Green Mile, Mumbai](#)

4. Framework Plan for Global Communications

Communication is essential to meeting the strategic objectives of the programme. The communications efforts are indispensable and cross-cutting across programme activities.

A communication framework plan is a tool for planning the programme communications. It helps articulate the vision, objectives, and values, and translate these into clear, consistent messaging, disseminated through various channels to internal and external stakeholders. The framework plan for global communications includes 5 key interrelated elements -



Communication goals determine the broad intentions and aims of the communications for the S²Cities programme.

Key messages, guided by the communication goals, are the main points of information that the programme plans to continuously reinforce through its communication efforts and ensure that the audiences clearly hear, understand and remember them. Key messages serve as a basis for the organisation's branding and marketing activities and should be reflected in all written and spoken communication.

Target audiences include a wide range of stakeholders and influencers, both internal and external, that the programme wants to reach through its communications.

Communication channels include traditional and digital, and social mediums, which will be used to reach the target audiences. The purpose is to leverage the right channels to distribute the key messages and build an engaged community who support the cause of safer cities for young people.

Windows of opportunities are occasions/events/time periods around which the communication activities will be planned and when outreach will need to be amplified to increase the reach and impact of the communication efforts.

4.1. Why are we communicating?

Communication objectives (arranged based on lower to higher order)

To Inform:

- Enhance internal understanding of the programme and keep all partners updated on the programme's development, key milestones, and allied new initiatives.
- Introduce and build awareness for the programme among global audiences.
- Draw visitors to the programme website and social media and learn more about programme partners.

- Build credibility for the programme and the S²Cities global team, especially in their capacity to envision and realise transformations.

To Inspire:

- Emphasise the need for safe and sound cities for young people to governments, city officials, public and private sectors, and other stakeholders.
- Highlight the importance of young people's opinions and active participation in improving urban safety.
- Encourage audiences, especially young people, to engage in efforts to improve safety and security in cities.
- Elucidate how stakeholders can improve urban safety for young people while involving them in the process
- Draw insights from programme implementation to Inform different actors about local and global efforts, that it is indeed possible to be the change, thereby catalysing action and engagement.

To Engage:

- Build an engaged audience that can potentially support or contribute ideas to the programme.
- Showcase the contributions of partner organisations.
- Establishing synergy between global and local communication efforts by local partners.

To Sustain and Scale Change:

- Inspire potential donor agencies to support the scaling of the programme.
- Inspire civic bodies or NPOs in other countries to collaborate with the S²Cities network to create safe and sound cities.

4.2. What are we communicating?

4.2.1. Key Messages

What do we do and why do we do it?

A1. We catalyse youth-driven action for improving young people's safety and wellbeing in urban environments.

A2. We create platforms for meaningful youth engagement and bring together local governments, the private sector, community actors, and young people to ideate and implement solutions to safety and inclusivity challenges.

A3. For young people to thrive, urban environments need to be just, inclusive, and safe.

A4. Adequate and accessible public spaces stimulate positive social interactions and improve the well-being of young people.

A5. Young people should have a say in shaping these urban environments and experiences.

Supporting messages

B1. For young people

Working with others in their age group to improve urban safety can be a memorable experience, improving their social skills, team spirit, and civic consciousness.

B2. For young people

Participating in improving urban safety can increase young people's confidence in their abilities to affect change in their surroundings.

B3. For young people

Young people are experts of their own realities and have the potential to contribute fantastic ideas to improve their cities.

B4. For professionals working on urban safety

Making cities safer for young people often requires multi-faceted solutions that draw from the expertise of diverse disciplines.

B5. For governments and policymakers

Engaging with young people to understand their needs and involving them in programmes improving urban safety increases the impact and efficacy of these programmes.

B6. For potential donors

There is great merit in investing in programmes that improve urban safety for young people, as it benefits their growth and development and the city's general population.

Foundation

Proof points, statistics, and supporting facts from within and outside the programme

What makes our Programme Unique?		
<p>We put young people at the centre of local implementation, catalysing them to drive change.</p> <p>Young people and their efforts are at the centre of our communications. We aim to inspire and spur other young audiences toward action by providing visibility and giving their actions a voice.</p>	<p>We partner with local governments to institute platforms for youth engagement and co-creation.</p> <p>We build capacities of the city staff to understand urban safety and youth engagement and involve young people in solving complex urban problems.</p>	<p>We are a collective of organisations that bring different fields of expertise to inform the creation of safer cities.</p> <p>This allows us to communicate insights from diverse disciplines with the common goal of improving safety and security for young people in urban environments.</p>
<p>Our multidisciplinary nature and open-ended goals allow our solutions to take different forms.</p> <p>Accordingly, the content of our communication takes different forms – policy briefs can be converted into blog posts or infographics; placemaking efforts can be presented through videos, photographs, conceptual graphics, etc.</p>	<p>We are not limited to one city or geographic region.</p> <p>The cultural and contextual variations in the programme’s partner cities create diversity in the content of our communication, introducing audiences to diverse contexts through the lens of young people’s safety in urban environments.</p>	
<p>Foundation</p> <p>Impact stories, insights, and activity reports from partner cities</p>		

4.2.2. Content strategy

(converting key messages to content)

Content Strategy and Content Buckets		
<p>Thought Leadership Content (10%)</p> <p>Contribution to the intellectual commons. Bringing stakeholders to a higher level of thinking about Youth engagement and Urban Safety, answering the biggest questions.</p>	<p>Educative Content (50%)</p> <p>Generating awareness around issues and ideas, sharing valuable insights that are informative and useful</p>	<p>Promotional Content (40%)</p> <p>Announcements and directly promoting work/services/ events</p>
Insights and contributions from programme partners	How the programme aligns with global agendas - SDGs, New Urban Agenda, etc.	Posters, announcements or events, websites etc.
sharing curated content that is future-oriented, focusing on innovation	Distilling insights from local implementation and iMEL into educative content	About the programme, partners, programme updates
	(Authentic) Youth voices and resources for youth	Update posts/ reshares on activities from partner cities
	Case studies, tools, policies on thematic areas of urban safety	

	and youth involvement.	
	Curating and sharing content from other organisations/ shoutouts	

4.2.3. S²Cities brand identity

Branding and identity guidelines help ensure consistent and clear understanding and perception of a brand/ programme. All communications content, including feature stories, blogs, reports, social media content, conference, seminar, training, press releases, interviews, etc. – related to S²Cities activities must adhere to the branding guidelines and use the right font, colour palette, and versions of the logo.

4.3. Who are we communicating to?

	Target group	Why are they targeted?
T1	Young people (15-24) <ul style="list-style-type: none"> • Youth organisations • Schools • Academia 	The end-users and change agents of the S ² Cities programme.
T2	Public sector <ul style="list-style-type: none"> • City Mayors, Commissioners and Council • Urban planning departments • Sectoral authorities (e.g. parks, roads, transport, etc.) • Maintenance and construction departments • Health and security departments 	Public agencies can create systemic change toward improving urban safety for young people by ensuring their active participation in the process and providing an enabling environment for youth actions.

	<ul style="list-style-type: none"> ● Environment and disaster risk reduction and management departments ● Education and youth departments ● Social welfare and development department ● IEC department ● Local police department 	
T3	<p>Professionals or organisations working on urban safety for young people*</p> <ul style="list-style-type: none"> ● Non-profit organisations ● Urban design / urban planning firms ● Placemaking initiatives ● Academic and Research Institutions ● Policy think-tanks ● Construction/Property development 	<p>They have the capacity to create safer urban environments for youth in their own projects and contexts.</p> <p>They are also equipped to apply learnings from the S²Cities programme in their own projects.</p>
T4	<p>Programme partners and donors</p> <ul style="list-style-type: none"> ● GIB ● Global Advisors ● Funding partners 	<p>To share regular project updates, goals and achievements within teams and partners</p>
T5	<p>Potential donors</p> <ul style="list-style-type: none"> ● Philanthropic agencies ● Foundations ● Trusts ● Grant institutions ● Companies ● Private individuals 	<p>They can support the scaling of the programme to other cities and regions.</p>

T5	Private sector: <ul style="list-style-type: none"> ● Businesses ● Financiers ● Land-owners 	The private sector can collaborate with the public sector to co-create urban safety solutions with young people and to create learning opportunities for them.
T6	General public	<p>They benefit from improvements to the urban realm carried out as part of the programme.</p> <p>Members of the general public, especially older people, can empathise with the need to create safer urban environments for youth through their own experiences or those of the young people they are personally connected with.</p>
T7	Media Partners	The media partners ensure the widest possible reach for programme activities and overall advocacy.

4.4. **Where** are we reaching our audiences?

We will deploy this communications strategy through a range of channels, activities, and products to communicate the approach and impact of the S²Cities programme. There will be significant efforts to produce content and materials tailored for each channel to fit the channel's audience and formats.

4.4.1. S²Cities website

The S²Cities website is the first place for people searching for the programme and is thus central in introducing the programme, building visibility and soliciting support. It is designed to resonate with three key target stakeholder groups: young people, city governments, partners and funders.

The S²Cities website underlines the vision and foundational principles of the S²Cities programme and provides general information and updates about programme implementation activities. Phase 2 of the website will also include a knowledge repository and pages dedicated to implementation activities and innovations from each city. To showcase the entire scope of work that S²Cities Programmes engages with, the website is organised into the following sections:

Home page: This is the landing page for a person visiting the S²Cities website. The Home Page gives an overview of the programme, along with the approach, programme cities and Call to Action outlining how target groups can engage with the Programme.

About page: Provides background and additional details, including underlying values and principles that shape the programme.

Blog page: Keeps website visitors acquainted with the ongoing activities of the Programme and gives readers brief and valuable insights into the S²Cities programme. Opportunities for joint blogs with partners will be explored.

City pages (Phase 2): Dedicated sections for each Programme city showcasing the partner's approach, results and impact. These will contain information about the plans and actions for the respective city, lending insight into their implementation by partner organisations and the City Governments.

Resources (Phase 2): The Resources Page includes presentations, papers, tools, reports, webinar recordings, and training material produced by the S²Cities Collaborative for the participating cities and general readers.

4.4.2. S²Cities social media channels

Social media is a conclusive means to create a community of similar-minded individuals, facilitating frequent sharing of information, ideas, interests, and other forms of expression through virtual communities and networks. For purpose-driven non-profit programmes like S²Cities, social media outreach is critical to promoting awareness of the Programme and its impact and building an engaged community of partners working towards the shared goal of improving urban safety. Different social media channels can be constructively leveraged to reach different target groups of the programme.

Strategies to harness the power of social media to build an engaged S²Cities community:

- Consistent posting
Social media is a fast-paced communication channel. One of the most important things when it comes to having success on social media is posting consistently. The algorithms of all social channels favour consistency.
- Social listening
Listening on social media is as important as posting. It helps find the right accounts to follow and tune into relevant conversations. Analysing the conversations and trends around the topic of interest as a whole gives insights to make better decisions about what content to post and when.
- Engaging with audiences
Interacting with other accounts regularly and building new connections attracts new followers and increases the reach of posts. Engaging includes regularly responding to comments and DM enquiries and liking and sharing content from other accounts.

The most relevant social media platforms for S²Cities are:

- Instagram
- LinkedIn
- Twitter

Instagram

It is a multimedia sharing platform that allows users to upload and organise content by hashtags and geographical tagging. It is highly popular with young people, and its storytelling format drives high levels of user engagement. The S²Cities Programme is focused on young people and can benefit from Instagram and its high-impact features. Instagram regularly introduces new content formats that must be explored to understand their effect on user engagement. Few of the current content formats are as follows:

- Instagram Posts: to narrate a story/ cover a topic in 10 slides or less with impactful captions
- Instagram Stories: to share short-lived content, quick engagement via polls, reshare content and shoutout to partners accounts. Important stories can be curated topic-wise in the Highlights section.
- Instagram Reels: to share short video-based content up to 60 seconds. Can be used for programme updates, snippets of member interviews etc.
- Instagram IGTV: to share in-depth educational information in a video-based format.
- Instagram Live: to hold online discussions, interviews or Q&A sessions with the audience, partners, and experts in a similar domain.
- Instagram Guides: to curate thematic posts in a single place

LinkedIn

LinkedIn is an online business and work-related network service and is an ideal platform to connect with skilled professionals and partners in a similar niche. For S²Cities, LinkedIn is an important platform to connect with partners, share insights, and learn from the programme. LinkedIn posts shared by personal profiles [get 561% higher reach](#) than posts on pages. It is important that programme partners share and amplify S²Cities page content to get a higher reach. LinkedIn works on two types of content: 1) User-generated content, 2) User activity and interactions - the likes, comments, and shares, both of these are equally important to communicate our key messages and to ensure that our content reaches the right audiences.

Twitter

Twitter is a microblogging and social networking service where users post and interact with 'tweets', via likes, comments and retweets. It is popular with thought leaders, politicians, think tanks and grant-making agencies. Twitter is useful for sharing quick information and views, generating traffic for websites/events and building stronger relationships within the community.

4.4.3. Leveraging ICLEI's digital channels

The ICLEI global website features news and updates from ICLEI programmes, projects, and activities, as well as the sustainability initiatives of its over 2,500-strong network of local and regional governments committed to sustainable urban development. It receives over 30,000 unique visitors each month. Some ICLEI Regional Secretariats also have their own websites for their own regional areas. iNews is ICLEI's global newsletter that connects local leaders and policymakers with global sustainability topics. Released twice monthly, it contains best practices, new science, and inspiring stories on sustainable development.

These websites and newsletters can be used strategically to disseminate key news, event updates and impact of S²Cities programme. The Call for Cities, for example, featured on ICLEI's website would have received visibility from the governments in different regions,

ICLEI also has an active social media presence across various platforms, including Facebook, Twitter, LinkedIn, and YouTube, that can be used to connect and engage, especially with a network of local governments from around the world.

4.4.4. Events and speaking opportunities

S²Cities hosted dialogues and events.

The programme partners will co-host high-level events during the programme duration to elevate the discourse on youth action for safer cities among donors, local governments, development partners, and other relevant stakeholders, and position S²Cities as a key driver of this agenda. S²Cities will also host frequent

online dialogues with young people and programme partners to share ideas, reflect on implementation activities and create awareness on relevant issues.

- **ICLEI organized dialogues and events**

The ICLEI Regional Secretariats—through their various advocacy- and project-related activities—are able to host and/or co-organize high-level meetings, capacity-building and training sessions, and information sessions attended by their network of local and regional governments. These events usually see the attendance of local chief executives, relevant department heads, and relevant department staff, as well as development partners from national government agencies, the private sector, NGOs, CSOs, and academe. The ICLEI Regional Secretariats will determine and recommend aligned events where S²Cities programme partners, cities, and engaged youth can serve as speakers and resource persons.

- **Programme city organized dialogues and events**

The ICLEI Regional Secretariats will work closely with the programme cities to identify relevant city-organized events where S²Cities programme partners and youth network members can serve as relevant speakers and resource persons.

External events and platforms

The programme team will raise awareness of S²Cities programme activities at external events by participating in relevant panels, disseminating knowledge material and publications and meeting with stakeholders on the sidelines. S²Cities partners will also participate in donor-organised events and feature CSF programs at high-level climate fora as opportunities arise. Participating in and talking about strategic events like World Urban Forum will help reach audiences that follow and support issues that matter to the programme.

4.4.5. Knowledge materials and collaterals

One of the programme outputs will be research-based knowledge materials like policy briefs, toolkits, case studies and feature stories to highlight the results and impacts of S²Cities supported activities. These resources will be published on the

website and cross-promoted on social media and other channels as appropriate. Communication collaterals will also include a range of promotional materials (Programme brochure, Call for Cities, Programme video, factsheets) to create awareness and support for the programme.

4.5. When should we amplify communications?

4.5.1. Around strategic events and milestones

Increased communication and outreach efforts around strategic events is essential to create a buzz, achieve the best results in terms of higher participation rates, better visibility, and improved engagement. Celebrating wins and communicating about programme achievements and crucial milestones will be a part of the impact narratives that will support mobilising resources and partnerships. Creating an engaging campaign leading up to the event is a way to draw more attention. Different print media and social media platforms also offer means to promote and reach a wider audience to share achievements and announce an event. For S²Cities, communications should align with the following events and milestones:

- Call for new cities
- Partner onboarding at the beginning of the year
- Online conferences and virtual events organised
- Annual event organised for partners and young people, Important events organised by local implementation partners (like Hackathon by WRI)
- Results announced at the end of year, from local implementation, concluding activities
- New partnerships developed
- Participation in other strategic global events (like WUF)

4.5.2. Topical/tuning into Relevant Conversations

Topical content is of-the-moment and usually, highly searchable. Creating content around topics in the spotlight in the media, news stories or something current (For example [40 days Safer Cities Challenge by UNHABITAT](#)), helps stay relevant and is essential to building a strong community and support for the programme.

5. Measuring Impact: Key Performance Indicators

Key Performance Indicators (or KPIs) are measurable metrics that reflect digital media performance and ensure that the communications strategy is effective in connecting with the target audience. These will be used to measure the impact of programme communication over time, see if the goals determined are being met and analyse whether changes ought to be made in the overall strategy to maximise impact.

5.1. Output indicators

Output indicators measure whether the minimum standard for content creation and posting is being met. These indicators help decide what kind of content to publish, what formats to experiment with, and how frequently to produce and publish new content.

5.1.1. Posting frequency on blogs and social channels

The posting frequency depends on the digital platform employed. The best approach is to post quality content consistently. For S²Cities, the following posting frequency can be followed:

Name of the channel	Frequency of posting
Instagram	Original Content: 3 times a week Resharing content from other relevant accounts and reposting content on stories: 4-5 times a week
LinkedIn	2-3 posts a week
Website (blogs)	Twice a month

5.1.2. Percentage of promotional and educative content

Promotional and outreach content raises brand awareness and draws attention to the programme. It includes sharing updates about programme activities, generating excitement around events and announcing accomplishments and milestones.

Knowledge content generates a more significant awareness of relevant issues and ideas that the programme focuses on. It delivers valuable insights and useful learnings from implementation. Thought leadership content is a valuable contribution to the 'intellectual commons' bringing the sector to a higher level of thinking.

The S²Cities programme aims to establish a global learning network of cities, thought leaders, and practitioners to foster a better understanding of urban safety for young people. Focusing on this objective, the ideal ratio for promotional to educative content for global social media channels should be **40:60**.

5.1.3. Mix of content formats

Mixing content formats can keep the followers and viewers interested and engaged and allows us to test which format works better for communication. For instance, Instagram stories put themselves at the very top of the screen, while Instagram reels easily circulate among the masses. Carousels on Instagram and PDF sliders on LinkedIn are well-suited for slightly longer knowledge content and receive more saves. Impactful photos, people videos and Instagram Lives capturing events are liked and shared more. Content with photographs also performs better on LinkedIn. Establishing varied content forms helps reach a wider audience and allows the same information to be repurposed creatively and effectively.

5.2. Outcome indicators

Outcome indicators help measure content performance on different digital platforms.

5.2.1. Audience size and reach

An organic increase in the number of followers is a good sign and indicative that our content is performing well and resonating with our target audience. Frequent content posting, collaborative posts with other handles, and engagement with the audience are proven to be the best methods to gain more followers.

A larger active audience base helps in reaching content to more people and allows conversations and meaningful exchanges on social media handles. Engaging with key organisations (governments, funders, think tanks etc.) and people associated with other similar projects and programmes addressing youth issues and urban safety will open doors for future collaborations.

5.2.2. Target audiences and geographies

Our primary target for social media is young people between the ages of 15 and 24. Keeping a check on the age group of our follower base will give us insights into this. The website is the primary channel for disseminating information to government institutes, think tanks, and funders.

Understanding the type of audience to target is crucial to delivering the right information. This will tailor the content type to inspire them and also tackle some of the challenges they've been facing.

A target audience is more likely to reciprocate and converse with the content than a generic audience. Many tools like the Facebook business suite, Instagram insights, and other targeting tools are used to study the audience.

The tool allows detailed targeting by demographics, geographical location, gender, age group, and interests. This information will define your communication strategies.

5.2.3. Usefulness of content

One of the best engagement strategies is to achieve new followers and audiences while retaining them. Content packed with useful information will automatically allow the follower to save and keep revisiting them, by default retention of followers. As the number of saves and shares increases on a particular post, it indicates that the content brings real value, and the user wants their surrounding circle to engage too.

5.3. Impact indicators

Impact indicators track the overall impact and leads the social media and outreach efforts have generated. These will help measure and track if the programme is progressing towards the goals and also communicate the impact to the stakeholders and donors. Three key impact indicators to track are:

- Enquiries from young people for programme activities
- Requests for collaborations and partnerships
- Interest from cities to participate in the programme