ETHIOPIA
Delivering as one

The *One UN Communication Strategy*

2012 – 2015

"Transforming Ethiopia Together"

EXTERNAL VERSION

Developed by the United Nations Communications Group (UNCG)
on behalf of the United Nations Country Team in Ethiopia (UNCT)

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Foreword

I am personally very pleased to share this Joint *UN Communication Strategy*, which provides a framework for a well-coordinated, sustained and harmonized communication engagement in support of the Delivering as One (DaO) agenda in Ethiopia.

The *Joint UN Communication Strategy* comes at an exciting period in the work of the UN in Ethiopia, when the country has embarked on a bold Growth and Transformation Plan to propel the nation into a climate resilient green economy.

Over the years, the UN DaO agenda has been supported by the UN Communication Group, which has focused its efforts on joint communication activities and outputs to promote messaging around common development goals, celebrations of UN events and international days. Highlights of the joint UN communication interventions include the successful launch of the UN Delivering as One in Ethiopia brand and the publication of the UN in Ethiopia book.

The *Joint UN Communication Strategy* seeks to raise the profile of the United Nations and enhance public awareness of the UN's role and work in Ethiopia. It also focuses on how the UN in Ethiopia can strengthen joint communication efforts in support of the United Nations Development Assistance Framework 2012 – 2015, which is aligned to the country's Growth and Transformation Plan.

Our strategy also builds upon joint communication initiatives that have successfully been undertaken in the past few years, seeks to complement the communication strategies of individual agency with their special focus on specific global mandates.

I believe that the *Joint UN Communication Strategy* will complement and strengthen on-going efforts of the UN System in Ethiopia to efficiently and effectively deliver on development and humanitarian outcomes for this country.

Eugene Owusu

UN Resident Coordinator,

UNDP Resident Representative & UN Humanitarian Coordinator

1 EXECUTIVE SUMMARY

The United Nations in Ethiopia, having voluntarily opted into the Delivering as One approach, has prepared and is now implementing a comprehensive UN Development Assistance Framework (UNDAF) for the period 2012-2015. The UNDAF 2012-2015 embodies the UN in Ethiopia's overall vision and collective goals in supporting the achievement of national humanitarian and development goals.

Recognizing the value of strategic communication as a tool that can support the Organization to achieve its goals, the UN Country Team tasked the UN Communication Group to develop a similarly comprehensive strategy which would be aligned with the UNDAF and help to shape and promote joint communication by the UN in Ethiopia in the spirit of *One Voice*.

The present *One UN Communication Strategy* has been developed through a strategic planning process within the UN Communication Group, led by the Strategic Planning working group, and is aligned with the UN in Ethiopia's thematic and programmatic priorities for the UNDAF period. It outlines the broad parameters and objectives of joint communication during implementation of the UNDAF 2012-2015, including the allocation of human and financial capital.

Throughout the strategy development process, the UNCG in Ethiopia has identified three tiers of communication activities that will be required to support the effective implementation of the UNDAF 2012-2015: corporate communication for visibility; communication on joint programmes and/or areas of joint programming; and programme communication to support the achievement of individual UNDAF outputs. Weighing its collective and individual agencies' capacities to support communication on all three levels against the human, material and financial resources required to provide comprehensive support for UNDAF communications and develop *One Voice* for the UN in Ethiopia, the UNCG has defined the level of commitment that it can make to support each tier of communication, with priority to be given to supporting corporate communication for visibility. While the UNCG will also support some joint programme communication, individual agencies will continue to provide leadership in developing and implementing specific programme communication strategies. These commitments are fleshed out out in Section 5 of the *One UN Communication Strategy*.

Other sections of the strategy provide background information on the development of the strategy and the prevailing communication environment in Ethiopia, explain the purpose of the strategy and the approaches adopted therein, outline the objectives of the strategy and key associated activities, and identify the target audiences, methods of implementation, key partners and division of labour for joint communication, as well as the budgetary implications of the strategy. Finally, given the importance of enhancing the evidence-base for effective communication, the strategy includes a monitoring and evaluation plan.

The *One UN Communication Strategy* is a 'living document' which may be continually edited and updated by designated UNCG members. It is foreseen that minor adjustments will be made in line with the development of the 2013 UNCG annual workplan.

The *One UN Communication Strategy* is not intended to replace any agency's communication, media or advocacy activities or individual brand identity, nor does it seek to duplicate existing communication work. Instead, its purpose is to identify strategic ways that excellence in joint communication can help the UN in Ethiopia to reach its collective vision. Moreover, it should be seen as a framework that guides agencies to harmonize their individual communication strategies and, where possible, to align them to the *One UN Communication Strategy*.

To that end, all interested parties are encouraged to contact the UNCG through the Resident Coordinator's Office to receive more information on the present *One UN Communication Strategy* and/or guidance on aligning individual agencies communication strategies to it.

2 BACKGROUND

The United Nations in Ethiopia

Ethiopia is a fast growing economy with the second largest population in Africa and 11.4% growth rate in 2011. The country aspires to attain a middle-income country status and to become a carbon neutral and climate resilient economy by 2025. Ethiopia has demonstrated commitment to the MDGs through its national development strategies, investments in the social sector and is expected to reach five out of the eight MDGs. The Government is committed to attaining all eight MDGs by 2015 through its ambitious five-year Growth and Transformation Plan (2011-2015). In addition Ethiopia plays a key role in ensuring peace and stability in the Horn of Africa, in particular by sending its troops to Sudan's disputed region Abyei as well as Somalia. The country also is taking a leading position in the African Union headquartered in Addis Ababa.

The United Nations in Ethiopia comprises 25 resident and 19 non-resident agencies, funds and programmes, each with its own mandate and specialised field of expertise. The United Nations Resident Coordinator convenes this multidisciplinary presence of the UN, harnessing the comparative advantage of each agency to contribute to deliver genuine development results for Ethiopia.

The role of the UN is to support Ethiopia to meet its national Growth and Transformation Plan (GTP), in which the Millennium Development Goal (MDG) targets and other internationally agreed development goals are enshrined. The United Nations does this through capacity development, technical assistance, policy advice and programming support and coordination with the Government and national authorities, civil society and local communities, as well as donors, non-governmental organisations and the media. Underlying the work of the UN in Ethiopia are the values enshrined within the UN Charter and Universal Declaration of Human Rights and other international rights instruments.

As a voluntary adherent to the Delivering as One approach, the UN in Ethiopia has set out a single, agreed framework and action plan for the United Nations from 2012 to 2015 in its UN Development Assistance Framework (UNDAF). The UNDAF, therefore, embodies the UN in Ethiopia's overall vision and collective goals in supporting the achievement of national humanitarian and development goals. The present *One UN Communication Strategy* is intended to guide One UN communication to support realization of the UNDAF 2012-2015 and, beyond that, to promote the development of a coherent *One Voice* for the UN in Ethiopia. However, while the strategic approach and activities outlined in the *One UN Communication Strategy* are aligned with the UNDAF 2012-2015 and respond to the UN in Ethiopia's vision statement (see section 5 *Agreed Approach to One UN Communication*), the *One UN Communication Strategy* does not purport to provide a comprehensive treatment of all programme communication commitments included in the UNDAF 2012-2015. Rather, individual agency and/or groups of agencies will continue to provide leadership in developing and implementing specific programme communication strategies.

Principles of Strategic Communication
Excellence in communication is about matching the right message, with the right audience, in the right way. Communicating is a two-way process and to be successful, communications activities must be engaging, audience-centred and responsive to feedback.

Strategic Communication is a management approach whereby communication becomes a tool for an organisation to reach its current or future goals. By adopting a strategic framework across the UN

system, communication and advocacy can directly support UN Country Teams to implement United Nations Development Assistance Framework (2012 – 2015) and support the UN reform agenda.

Communications should be not be perceived as a supplementary add-on but as an essential and value adding component of all UN development work. Why? Because, greater visibility of our programmes can help us meet our development objectives and mobilise future resources. To be more effective, efficient and sustainable, communication and resource mobilization strategies need to be interdependent, interrelated and mutually supportive. This will require early planning, key investment and strong coordination. Favourable public opinion and a trusted public image (who we are, what we do, why we do it and how), can strengthen our relationships with stakeholders and help mitigate risk. Understanding our target audiences, documenting our experiences, and establishing inter-agency networks builds UN cohesion and improves the overall effectiveness of UN operations at the country-level.

In the past, joint UN communications activities have tended to be ad hoc and fragmented. But in a competitive and noisy development landscape, with many voices competing for media time and donor funding, and with 25-plus agencies, funds and programmes all working under the One UN banner in Ethiopia, it is critical that we share information on time and manage our communications jointly and well.

Strategic Communication and the UN in Ethiopia
As a credible, impartial and global inter-governmental organisation, the UN System is in a privileged position to communicate its priorities. In Ethiopia, the UN Country Team has a long-standing history and proven record of accomplishment in supporting the realisation of national development goals. Our unique partnership with Government and our leading role in coordinating the donor community puts us at the forefront of most development issues. Our diverse range of agencies gives us expert knowledge in virtually every field of social and economic endeavour. Above all, when we speak as UN, we speak on behalf of the Organization, and audiences are willing to listen.

The important role of communication in realising the vision of One UN in Ethiopia cannot be over emphasised. In addition to building public awareness and understanding of the contribution of the UN to national development and transformation processes, effective communication plays a facilitative role in the change management process. Well-coordinated and targeted communication will enhance positive visibility and the One UN identity. Harmonising messages to ensure that the UN speaks with one voice is a first step toward actually Delivering as One UN. Effective communication also strengthens and sustains lasting partnerships among key stakeholders for the realisation of the One UN vision in Ethiopia.

The Ethiopia UNCG is committed to strengthening communication internally within the UN family in country and externally with key stakeholders including the Government of Ethiopia, Civil Society Organizations (CSOs), Development Partners (DPs) and the general public, via the media, social mobilization and other channels of communication.

The Ethiopia UNCG was tasked with the development and implementation of the *One UN Communication Strategy* to promote and support the realisation of One UN in Ethiopia.

3 COMMUNICATION CONTEXT

UN Communication in Ethiopia

Challenges: what did not work well in the past?
- Agency specific media, communication and advocacy activities occurred mainly in isolation, without information sharing and coordination.
- Agencies did not regard other UN agencies as 'partners' and were reluctant to share information
- The definition of 'joint communication' was misunderstood
- External communication work was more reactive than proactive
- Poor communication planning undermined opportunities to strengthen the work of the UN in Ethiopia
- UNCG and subgroup attendance was not representative of the whole UN in Ethiopia, nor was it consistent,

Emerging Opportunities: what is working now?
- The UN Communication Group is functioning and collaboration and information sharing among its members is improving
- The UNCG has organized and carried out some creative and successful communication campaigns (e.g. Great Ethiopian Run, UN week)
- Representation at the UNCG is becoming more consistent and leadership more diverse (UNCG Chairperson: UNICEF 2007-2010, UNOCHA 2011, UNESCO the first 6 months in 2012 and UNDP as from September 2012).
- Greater cohesion is strengthening communication across the UN Family
- There is increased willingness from communication focal points and support from management to work together.

Communication SWOT Analysis
The Ethiopia UNCG conducted the following strengths, weaknesses, opportunities and threats (SWOT) analysis of the UN in Ethiopia's communication capacity during its March 2012 retreat.

Strengths:
- Expert capacity in communication, with a diverse skill set (including advocacy, communication for development and public relations, among others)
- Diversity of mandates results in a broad spectrum of priorities, approaches to development and content for communication
- Long-standing presence in Ethiopia means that the UN is known and has credibility as a reliable partner
- The UN's global presence and reach both enhances credibility and strengthens communication capacity geographically and at multiple levels (i.e. local, regional, global)
- The existence of regional and Headquarters offices provides additional, backstopping capacity and clear guidance on communication on specific issues and in particular environments

- The strong commitment of the Resident Coordinator to support joint strategic communication lends the UN an authoritative representative and spokesperson and provides a point of convergence for collective visibility.

Conclusion: When we combine our resources, we already have considerable communication strengths within our UN Family.

Weaknesses:
- Lack of consensus on communication priorities and sometimes fragmented messaging where priorities have been agreed
- Limited high-level commitment to joint communication / prioritisation of agency-specific communication, including budgetary support
- Limited support for discussing 'sensitive' issues publicly (i.e. failure of 2010 MDG roundtable initiative because of Government disagreement over assessment of progress on MDGs 3,4 and 7)
- Inter-agency competition for visibility
- Lack of timely information sharing on individual agency initiatives
- Poor follow-up and execution of joint communication priorities and activities
- Weak sharing of responsibilities / Same agencies constantly providing leadership and support, with little diversity / division of labour in implementation of joint communication activities
- No clear accountability framework
- Insufficient awareness among UNCG members as to different agencies mandates, meaning that the UNCG does not always make the most of different agencies' comparative advantages
- Some agencies do not have dedicated communication capacity for their country programmes and/or share the communication capacity with a regional programme

Conclusion: Enhanced leadership, from the Resident Coordinator through the UNCG Chair, a strategic approach to joint communication, and improved participation in developing and implementing annual communication work plans are required.

Opportunities:
- Participation in joint communication can be enhanced through increased leadership from the RC and UNCG Chair, and by implementing the agreement secured from the UNCT that a minimum of 5% of UNCG representatives' efforts should be allocated to joint communication priorities (this should be reflected in all UNCG representatives' annual performance appraisals. Similarly, the agreement with the UNCT to identify a UNCG focal point for those agencies that cannot dedicate limited resources towards a UNCG representative needs to be followed up.
- Joint communication has been included as a standing item on the UNCT agenda since late 2010, with the Chair representing the UNCG at all UNCT meetings (facilitating improved interaction with and decision-making support from the UNCT).
- In 2011, the UNCG focused on demonstrating its capacity to implement joint communication priorities by following a 'quick wins' strategy that supported the organization of several successful advocacy campaigns like the Great Ethiopian Run and UN Week campaigns, among others.
- Additional budgetary resources have been made available to the UNCG to support joint communication.
- The joint programmes provide ready opportunities to focus joint communication on already-agreed strategic priorities.
- The recognition of the UN in Ethiopia as a Delivering as One country provides a renewed institutional commitment to the development of One Voice, and opens the door, learning from the experience of other DAO countries
- The various agency partnerships / joint programming focus of the UNDAF offer new opportunities to support strategic communication by smaller coalitions of agencies l
- Electronic and social media offer new platforms and ways of telling the UN story and reaching out to new audiences.

Threats:
- Continued limitations on human resources for communication in various agencies, and within the Resident Coordinator's Office, constrain potential growth in joint communication.
- Communication activities continue to be seen as costs rather than sound investments for quick deliverables.
- Limited number of UN agencies' UNCG representatives providing leadership and taking on most of the work could lead to disengagement of those agencies.
- Cumbersome modalities for contracting and administration of project agreements contribute to slow the pace of implementation of some UNCG activities.
- Lack of recognized decision-making authority compromises joint communication partnership development and implementation of activities.
- Insufficient alignment in the work of various strategic communication initiatives risks diffusing the overall impact of UN advocacy and communication.
- Weak or inconsistent branding and messaging undermines the overall brand and messaging.
- The sensitive media environment in the country makes it difficult to achieve a good balance between the UN's normative role and national controls on messaging.
- There is a need to better engage government agencies for increased national interest and support towards UN communication
- No or weak comment on specific issues provides a space for audiences to assume the worst, leading to negative perceptions of the UN in the public sphere
- Perceptions of the UN globally influence what the organization can accomplish in Ethiopia, for both the good and the bad.
- The UN labyrinth is hard for external audiences to navigate: if they cannot contact us efficiently, how can we communicate effectively? This is a particularly relevant concern given perceptions that the UN is not transparent, is faceless and/or irrelevant – media are less interested in getting our stories, and we continue to make it harder for them to get them.

There are a number of implications that these opportunities and threats pose for joint strategic communication in Ethiopia, including:

- The UN needs to manage an effective joint communication programme that is sensitive to the needs and interests of internal and external audiences;
- The joint communication function requires an adequate funding and resource base and competent change communicators;
- The success of the joint communication function would largely depend on strategic use of multiple communication approaches targeted at specific audiences;
- Maintaining the strategic positioning of the One UN communication function within the UN Resident Coordinator's Office (RCO) is crucial;
- Ensuring the RCO's role in development and strategic management of messaging is essential and engagement of individual agencies need to contribute and support the One UN communication function;
- Existing UN agency communication structures and tools should be used to complement information sharing on One UN with audiences.

4 PURPOSE OF THE *One UN Communication Strategy* 2012-2015

Why does the UN need to communicate?
- Visibility - people need to understand who we are, what we do and why we do it
- Credibility - to demonstrate the UN's global expertise and outreach
- Consistency – to demonstrate that the UN is one credible authority on Ethiopia's humanitarian and development context
- Transparency – to demonstrate public accountability to our donors and stakeholders
- Advocacy – to promote international peace, security and development
- Fund Raising – to mobilise resources to support national development and beneficiaries on the ground
- Ensuring accurate information on relevant issues
- Promoting values, protocols and standards

With these factors in mind, the UN Country Team tasked the UNCG to develop a *One UN Communication Strategy* 2012-2015, to follow the same period as the United Nations Development Assistance Framework — UNDAF). The *One UN Communication Strategy* 2012-2015 is a comprehensive plan designed to help shape and give *One Voice* to the UN's overall vision and combined goals in Ethiopia.

The strategy has been developed through a strategic planning process within the UN Communication Group, led by the Strategic Planning working group, and is directly linked to the UN in Ethiopia's thematic and programmatic priorities for the same period. It will define the direction for joint communication during implementation of the present UNDAP, including the allocation of human and financial capital.

> **The *One UN Communication Strategy* is not intended to replace any agency's communication, media or advocacy activities or individual brand identity, nor does it seek to duplicate existing communication work. Instead, its purpose is to identify strategic ways that excellence in joint communication can help the UN in Ethiopia to reach its collective vision. Moreover, it should be seen as a framework that guides agencies to harmonize their individual communication strategies and, where possible, to align them to the *One UN Communication Strategy*.**

This strategic communication approach marks a shift towards smarter, more coordinated, and more sophisticated joint communication, which capitalises on existing internal resources, maximises opportunities for shared advocacy and promotes a coherent and consistent image of the UN in Ethiopia.

The strategy aims to:

- Coordinate advocacy around joint campaigns
- Support joint commemoration of national activities and International Days
- Ensure consistent brand identity for the United Nations in Ethiopia
- Build a stronger corporate reputation for the United Nations in Ethiopia (mitigating risk)

- Strengthen inter-agency cooperation in the field of media and communication
- Formalise channels for inter-agency information sharing
- Promote greater awareness on how UN programmes are delivering results
- Support resource mobilisation for joint UN frameworks/programmes
- Establish mechanisms for results based monitoring and evaluation of joint communication activities
- Develop effective top-down, bottom-up and peer-to-peer transfer of ideas, messages and information

5 AGREED APPROACHES TO ONE UN COMMUNICATION

One UN Communication Vision Statement

To promote enhanced awareness on the role of the One UN in Ethiopia in contributing to the achievement of national humanitarian and development goals among internal and external stakeholders.

Levels of Joint Communication Commitment

Through its strategy development process, the Ethiopia UNCG has identified three tiers of communication activities that will be required to support the effective implementation of the UNDAF 2012-2015. Weighing its collective and individual agencies' capacities to support communication on all three levels against the human, material and financial resources required to provide comprehensive support for UNDAF communications and develop *One Voice* for the UN in Ethiopia, the UNCG has agreed on the following levels of commitment in its support for each tier of UNDAF communication.

Leadership role

- Joint communication on the purpose and priorities of the UN in Ethiopia
  This is the traditional area of corporate communication for visibility and awareness raising, but can also focus on conveying and supporting normative development
  The UNCG will take a leadership role in communication at this level.

Limited

- Jointly communicating about progress towards achievement of joint programme and joint programming priorities
  Focused on the strategic programmatic priorities of the UN's work under the UNDAF, this requires a combination of corporate communication on the specific programmes and programmatic priorities, as well as some limited programme communication support.
  The UNCG will offer support to this level of communication when and where the strategic priorities of the UN in Ethiopia align and the UNCG can add value. In identifying opportunities to engage on joint communication at this level, the UNCG will consult the UNCT and the Inter-Agency Programme Team (IAPT), keeping in mind the following questions: Can the UNCG can add value to communication work in specific thematic (joint programmes) or geographic (Developing Regional States) areas? Can the UNCG support existing campaigns (i.e. the MDG Advocacy Campaign)?

No engagement

- Programme communication to support achievement of the specific pillars of the UNDAF
  Requiring substantial resources and expertise – much of which has already been programmed into the UNDAF by the specific implementing agencies or groups of agencies, this is primarily focused on programme communication rather than corporate communication.
  This is not a priority for support by the UNCG, but rather by the specific agencies and/or groups of agencies that have programmed communication activities in relevant pillars of the UNDAF.

External Communication

The United Nations in Ethiopia is committed to being proactive, transparent and open in all our communication activities. It is in our interest to work with the media quickly and honestly and to operate coherently according to our joint communication strategy. We should not only react to events but also, where appropriate, project the UN Country Team's point of view on important development issues in Ethiopia. We must balance this approach within our need to maintain diplomatic processes. As a general principle, each agency spokesperson is authorised to speak in their area of competency and responsibility, providing facts rather than opinions or comments. On sensitive issues (consistent with existing UN guidelines), the UN Country Team, coordinated by the Office of the UN Resident Coordinator, should be consulted before making comment to the media. This acknowledges that the United Nations in Ethiopia is intrinsically linked to both positive and negative perceptions of the UN globally and in country.

Value: The United Nations in Ethiopia will adopt a proactive approach to media relations. Our communications work will be transparent, innovative and participatory. We will endeavour to show our key audiences that the UN is a relevant, results-based and effective multi-lateral organisation.

Internal Communication

For United Nations programmes to operate most effectively we must share information with one another freely. The United Nations in Ethiopia benefits from keeping staff well informed and from enabling exchange and discussion within and between agencies. It is the responsibility of all staff members, and not only communication focal points, to keep their colleagues in other agencies informed of relevant missions, reports, technical expertise, news, events and developments. The UNCG will assist in the identification of effective internal communication platforms and tools such as the UNDP *Teamworks* social network platform and Town hall meetings, coordinated by UNRC, to bring the UN family together.

Value: The United Nations in Ethiopia will share information freely, seek out opportunities to network with our colleagues and contribute to UN information sharing in order to foster a culture of trust and collaboration.

One UN Communication Tools

The UNCG will, in coordination with the UNCT and the RC as its representative, develop tools to support joint communication on an annual basis, including selection of priority themes and development of UN key messages.

Priority themes

The UNCG will, in consultation with the UNCT, select two to three annual themes to guide its communication engagement, particularly on external communication. The choice of the priority themes will be based on the current work of the UN in Ethiopia will prioritise visibility and promotion of corporate / global UN priorities, joint programmes in Ethiopia and other thematic priorities selected by the UN Country Team.

Key Messages

The UNCG will annually develop – and periodically review – a common set of Key Messages that explain the priority themes for the UN. The Key Messages will be used to guide and inform all external communication and media engagement opportunities at the UN level. In the first instance, the Key Messages will be drafted by the Chair, with the support of the Editorial Board (to be formed). The Key Messages will be submitted to the RC for review and validation on behalf of the UNCT.

Minimum Standards and Principles

The UN Communications Group Ethiopia (UNCG Ethiopia) will serve the UN Country Team and implement the *One UN Communication Strategy* in accordance with the following minimum standards and principles:

External communication

- In engaging with the media, the UNCG will be guided by the guidance note issued by the Secretary-General on this subject
- Media enquiries will be managed by the Communication Focal Point within the Resident Coordinator's Office and/or the relevant Head of Agency or his/her designated spokesperson
- Comments and messages will be cleared by the Head of Agency and UN Resident Coordinator (as applicable) before release
- Comprehensive up-to-date contact lists and overview of media environment shall be maintained to inform media engagement.

Internal communication

- The time for responding to internal emails and phone calls should be no longer than 48 hours
- If emails are not working, UN communication staff will pick up the phone
- Agency website focal points will be encouraged to continuously update their agencies' information on the website – and create links to their individual agency websites and social media presence where applicable
- UNCG secretariat will be responsible for maintaining the UNCG database
- UN Communication Group focal points will circulate joint materials to all agency staff

6 ONE UN COMMUNICATION

OBJECTIVES AND COMPONENTS

In April 2012, the UNCG came together at a two-day workshop on strategic planning to discuss and agree on the overarching goal and strategic objectives for its joint engagement on communication to support the realisation of the UN in Ethiopia's goals as outlined in the UNDAF 2012-15 and its workplan.

Recognising the importance of communicating both internally and externally, the UNCG developed the five strategic objectives. Additionally, in view of the importance of building an evidence base to support more effective joint communication planning and implementation, the Strategic Planning Working Group recommends the inclusion of a sixth Strategic Objective (internal objective) related to Monitoring and Evaluation:

For the purposes of outlining the activities associated with the achievement of the agreed objectives, they are laid out here. The activities per objective are also laid out in the matrix (Annex A), which further clarifies accountability lines, indicative budgetary requirements and timeframes for implementation of the specific joint communication activities that will contribute to the achievement of these objectives. At present, the UNCG is organized with three working groups (Campaign Planning, Publication and Knowledge Management, and Strategic Planning. (For more information on the membership of these groups in 2012, please see Annex B).

Internal Objectives

Objective 1 – To coordinate joint communication opportunities and individual agencies' communication activities to maximize their overall impact
A coordinated approach to communication is essential to support effective joint communication as well as cooperative communication across the UN agencies. Activities planned under the *One UN Communication Strategy* to support Communication Coordination include:
- Develop and maintain 'communication calendar' (tracking VIP and other visits, international days and events and One UN campaigns);
- Develop and maintain a communication product catalogue (by agency and joint communication products);
- Establish and maintain a UN communication database (including UNCG, Government, key partners and media contact lists, list of recommended service providers, catalogue of joint communication and programme products and proposals, etc.);
- Establish a regular calendar for UNCG coordination (regular plenary and working group meetings, annual and other periodic reporting, monitoring and evaluation (M&E) activities, etc.)
- Establish and maintain a Weekly Communication Highlights for UN senior management (UNCT, IAPT, etc.)
- Mapping of regional offices / bureaus' engagement in joint communication and potential support at country level;
- Establishment of an UNCG Editorial Board to support Key Message development;
- Identify and coordinate joint training opportunities (social media, interview techniques, knowledge management etc.)
- Development of an internal policy on communicating as One UN, including guidelines on use of the One UN Brand by all agencies

Objective 2 – To showcase the achievements of the One UN in Ethiopia for internal stakeholders

The UN in Ethiopia will support internal communication with staff on the progress and challenges entailed in working as One UN in Ethiopia, its impact on programmes and on the staff. The UNCG will also advocate and monitor consistent use of the One UN in Ethiopia brand developed with the support of the Resident Coordinator's Office, including through:

- Development and dissemination of internal communication products on the One UN;
- Internal staff survey of One UN comprehension;
- Documenting and sharing One UN success stories and best practices internally;
- Planning and organizing, in conjunction with the Staff Representatives and other organizing entities as appropriate, annual UN celebrations / recognition event e.g. UN staff party and UN Week activities

Objective 3 – To support evidence-based planning of joint communication activities through monitoring and evaluation and documentation of lessons learned and best practices

The UNCG will support basic research to be conducted to provide accurate data to benchmark progress, inform the revision of the communication strategy, and document lessons and best practices in joint communication, including through:

- Development, with the support of the M&E Working Group, of an M&E Plan for the *One UN Communication Strategy*
- Commissioning a UN communication audit to map the communication resources, competence and capability of UN agencies and provide accurate information on strengths and weaknesses of individual and joint UN communication;
- Commissioning a UN perception study and image analysis, based on a knowledge, attitudes and practices survey, to provide data on what UN stakeholders, partners and allies understand of the One UN in Ethiopia;
- Pre-testing and post-testing of Key Messages to measure message effectiveness before and after dissemination;
- Media monitoring to quantify the manifest content of media with a view to establishing specific aspects of coverage of Delivering as One.
- Conducting communication effectiveness studies to establish whether the programmes are having the desired impact or not.

External Objectives

Objective 4 – To showcase the value of the UN's support for the achievement of national and international development goals in Ethiopia for external stakeholders

The UNCG will work to showcase the achievements and value of the UN Delivering as One for external stakeholders through regular outreach activities using multiple media approaches to build awareness, increase UN visibility and foster a favourable image of the UN in the minds of the general public. Among the planned joint activities are:

- Launch and maintain the new One UN in Ethiopia website;
- Establish a One UN Ethiopia presence on social media platforms;
- Plan and organize UN Week activities focusing on all MDGs; outputs including articles, radio programmes, lecture series etc.;
- Plan and organize activities in Addis Ababa and in the regions within the framework of the Great Ethiopian Run partnership;
- Develop and implement joint advocacy campaigns in conjunction with selected events observed jointly by UN and Government (please see annual calendar of joint International Days and Events)
- Engage with the Ethiopia Model UN, as well as academic institutions;
- Organize and participate jointly in public exhibitions and events around UN observances and international events, targeting One UN programme themes and priority areas;
- Support production of reader-friendly publications on the work of the One UN;

- Plan and organize outreach activities by piggy-backing on publication of various agencies' flagship publications (such as the State of World Refugees Report, State of World's Children Report, Global AIDS Report, Human Development Report, World Health Report, Population Report, State of Agriculture Report, World Investment Report, etc), professional and academics seminars and other externally-organized events, as relevant to the thematic priorities of the One UN in Ethiopia.

Objective 5 – To manage media relations on behalf of the UN in Ethiopia

The designated communication focal points of the individual UN agencies and the UNCG will serve as the principal link between the UN in Ethiopia and the local, regional and international media, providing them with accurate information on the work of the UN in Ethiopia and encouraging active dialogue to enhance their understanding and support for the work of the UN in Ethiopia. This will be done by establishing regular interaction between the designated communication focal points of the individual UN agencies through the UNCG and the media, including through the various media associations established within Ethiopia. Planned activities in support of joint communication activities, coordinated by the UNCG include:

- Organizing media appearances by the UN Resident Coordinator and designated representative of the One UN in Ethiopia on media platforms (print, radio, TV) on select One UN in Ethiopia priorities;
- Issuing joint press statements and releases in conjunction with agreed international days, events and other key opportunities;

- Producing and disseminating special reports and advocacy materials targeting media on joint initiatives
- Organizing regular, periodic press conferences and briefings for the media;
- Organizing joint media events around priority One UN in Ethiopia themes;
- Organizing joint field trips for UN agencies and media;
- Establishment of a One UN in Ethiopia media network (funded by Norway);
- Establishing formal and informal connections, and meeting regularly, with national and international media associations;
- Organizing a regular media round table with select editors of local media houses;
- Conducting periodic meetings with editors and journalists at their places of work to strengthen relationships;
- Organizing / facilitating media training opportunities for journalists;
- Exploring the possibility of establishing a media resource centre;

Objective 6 – To facilitate the development and/or strengthening of partnerships with key external stakeholders, including Government, Development Partners, Civil Society and the general public

The UNCG will work to develop and/or strengthen partnerships with key external stakeholders, including with the Government of Ethiopia (GoE), development partners, civil society and the general public to support the achievement of the One UN Communication objectives and to mobilize resources to support the UN in Ethiopia's work, including through:

- Holding regular consultative meetings with selected Government communication officers;
- Facilitating field visits for development partners, key Government partners and VIP visitors, in coordination with the RCO on joint UN activities;
- Engaging development partners on communication through existing platforms, such as DAG;
- Providing media visibility for donor support to the One UN in Ethiopia;
- Working in collaboration with the MDG Campaign, Joint Programmes and other internal stakeholders to mobilise support from civil society and the general public.

7 TARGET AUDIENCES

Strategic communication should build relationships with the most important stakeholders (audiences). To be effective, our joint communications must reflect our understanding of and empathy for our target audiences. Knowing our primary audiences well will enable us to use our available resources in the most efficient way and help us to be proactive, focused and effective.

Primary audiences are those audiences who are essential to achievement of the objective motivating the communication activity. **Secondary audiences** are those audiences who influence or are influenced by primary audiences. Throughout, it is important to note that the **media is not** an audience, primary or secondary, of most joint communication, but rather a channel by which public communication occurs.

Who are our key audiences, what can they do to help us achieve our objectives? What motivates them to take action? What are their concerns? Who influences them? Whom do they influence? How do we get feedback from them?

For each communication objective and activity included in the *One UN Communication Strategy* an in-depth understanding of target audiences will be necessary in order to prioritize among the activities. The allocation of time and human resources to achieve the specific activities will then be made accordingly. Before expanding our joint communication work, there is a need to do some further research on target audiences, including surveying their perception of the UN and their communication knowledge, attitudes and practices. Moreover, within each target audience we recognise that there are different segments of that audience that will need to be prioritized particularly. Please see the matrix of target audiences in Annex C to the *One UN Communication Strategy* for more information on the primary and secondary audiences for specific objectives and activities, and for the detailed analysis of effectives channels by which to communicate with them.

8 IMPLEMENTATION

The *One UN Communication Strategy* 2012-2015 is implemented through an annual work plan, development of which is informed by the *One UN Communication Strategy* and GANTT chart, which is presented and endorsed annually by the UNCT. The Ethiopia UNCG will review the preceding year's work plan at the end of each year to evaluate its progress against the strategic objectives and to inform development of the next year's work plan. The individual agencies represented in the Ethiopia UNCG equally share responsibility for implementation of the work plan and achievement of the annual targets, and will volunteer for and accept the assignment of tasks based on the agency's and/or the individual UNCG focal point's comparative advantage / skill set on behalf of the wider UNCG group. The UNCG work plan is to be developed under the leadership of the UNCG Chair and managed and coordinated by the Communication Focal Point within the RCO.

9 KEY PARTNERS AND DIVISION OF LABOUR

Key Partners
The success of the *One UN Communication Strategy* depends on effective leadership for communication. This means that a number of individuals, at different levels, have roles to play and responsibilities to fulfil to ensure successful implementation of the *One UN Communication Strategy*.

UNCG Representatives and Focal Points
The staff nominated to serve as UNCG representatives for the individual agencies must be empowered to play their roles competently and consistently. As agreed by the UNCT, there should be a clear reference in each representative's terms of reference and annual performance appraisal, reflecting the allotment of a minimum of 5% of the staff member's time to support UNCG activities.

Furthermore, all agencies have agreed to identify a UNCG focal point to keep the Head of Agency and staff informed of UN communication objectives and activities, and to provide information to support those objectives and activities, where required. Even if a specific agency does not have the capacity to nominate an active representative on the UNCG, the Head of Agency is responsible for communicating the name and contact details of at least one staff member as UNCG focal point for that agency.

UN Resident Coordinator

The UN Resident Coordinator is the champion of the One UN approach and the main Spokesperson for the One UN in Ethiopia. As such, the RC and his office is the primary focal point for the UNCG in its relationship with the UNCT. The RC is also responsible to ensure periodic reporting, including on joint communication, to UN Headquarters. The Coordinator must submit progress reports on One UN activities, achievements, lessons learned, challenges, recommendations and implications. The UNCG, and particularly the Communication Focal Point within the RCO supported by the UNCG Chair, will support the RC in completion of these responsibilities with regard to joint communication.

UN Agencies

Individual UN agencies and Heads of Agency support joint communication by supporting the UNCG representatives and focal points and the Resident Coordinator to achieve the agreed One UN communication objectives. This includes ensuring that individual agency communication does not contradict or compete with joint communication initiatives and supporting the staff representing the agency to fulfil their UNCG responsibilities.

Composition of the UNCG

The UNCG comprises the nominated representatives of the UN agencies resident and non-resident in Ethiopia as well as the designated focal points for agencies that do not have the capacity to participate actively in the work of the UN. The UNCG reports to the UNCT through the Resident Coordinator.

Under the overall coordination of the UNCG Chair, and the specific coordination of the chairs of the UNCG working groups, the various members of the UNCG have committed to support the realisation of the Communication Strategy and the annual work plans, including through the designation of individual agency responsibility of specific communication activities initiated by the UNCG and endorsed by the UNCT.

The chair of the UNCG is selected on an annual basis by the UNCG from among its membership, and endorsed by the UNCT.[1] The UNCG chairperson serves in his/her individual capacity. Similarly, the chairs of the working groups are selected and individually serve annual terms. No more than one of these chairs shall be held by a single individual and/or agency. Any term is renewable, upon approval of the UNCG and UNCT.

The RCO – and specifically the RCO Communication specialist – serves as the permanent secretariat of the UNCG.

Division of Labour

UNCG Chairperson

The Chairperson will coordinate implementation of joint activities under the *One UN Communication Strategy*, working closely with the Communications Specialist in the RCO. The Chairperson will support all the UNCG working groups in their activities. The UNCG Chairperson is responsible for calling regular monthly and ad hoc meeting as required; ensuring the preparation of agendas; and the dissemination of minutes and other supporting documents. The UNCG Chair is authorised to spend the approved the budget allocated to the UNCG in line with its annual workplan.

The Chairperson represents the UNCG at the UNCT meetings and is responsible for keeping the UNCT up to date on communication priorities. However, the Chairperson may delegate representation of the UNCG on the IAPT, OMT and other inter-agency forums.

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[1] Pending the outcome of the forthcoming capacity assessment of the inter-agency groups in Ethiopia, this arrangement for chairpersonship of the UNCG has been agreed. If however, the capacity of the RCO is strengthened through the recruitment of an international communication professional, it is recommended that this individual take on permanent chairpersonship of the UNCG. If required, a co-chair from among the UNCG membership can also be assigned.

Working group chairpersons
The chairs of the UNCG working groups are responsible for the coordination of specific activities that fall under the remit of the working group. This includes: calling the meetings and setting the agenda, reporting to the UNCG and the development of working group TORs and annual workplans,

RCO Communication Specialist
The Communication Specialist is the dedicated support to joint communication by the UN in Ethiopia. As such, the Communication Specialist serves as the permanent secretariat for the UNCG and supports the implementation of all UNCG communication activities. Reporting, including annual reports and the monthly reports to the UNCT; ensuring up to date contact directories of designated UN communication professionals and focal points, key media (national and international) and HQ and RO UN communication focal points; production and clearance of joint UN publications, including press releases and key messages; maintenance of the UN Ethiopia website, knowledge management platform and any social media presence; and coordinate RC media opportunities.

In addition to being a member of a number of different working groups, the Communication Specialist, together with the UNCG Chairperson, will coordinate the implementation of joint activities under the *One UN Communication Strategy* and support the UNCG working groups as needed.

10 BUDGET

Resources
Joint communication in Ethiopia is funded through the UN RCO's annual budget, which comprises both an annual allocation from HQ (through UNDGO) and cost-sharing contributions from the various UN agencies operating in Ethiopia. Additional resources for joint communication activities have been and may in the future be secured from individual donors (and routed through the RCO/UNDP), so long as the activity funded is consistent with and contributes to the achievement of the agreed *One UN Communication Strategy*.

The estimated budget for achievement of the proposed *One UN Communication Strategy 2012 – 2015* is an estimated US$ 700,000 excluding human resource requirements.

11 MONITORING & EVALUATION AND REPORTING

Monitoring & Evaluation

Monitoring will be done through several mechanisms including: monthly UNCG meetings and an evaluation will be done once a year against the agreed upon indicators as spelled out in the yearly UNCG workplan and GANTT chart,

Reporting Structure

Regular updates on joint communication activities are submitted monthly by the UNCG Chair to the UNCT in the lead-up to (in print) and during (verbally) its regular meetings. The UNCG also submits an annual report to the relevant division of the Department of Public Information at United Nations Headquarters in New York.

The reporting requirements associated with the UNDAF annual planning process, will be clarified in coordination with the M&E working group.

12 ACKNOWLEDGEMENTS

This *One UN Communication Strategy* is an honest appraisal of the UN communication work and we are delighted to highlight that this is the product of in-house capacity of our communication colleagues representing the UNCG. While thanking the entire UNCG for a wonderful job done, we would like to express our sincere appreciation to the Strategic Planning working group, especially Sacha Westerbeek (UNICEF) and Kristen Knutson (OCHA) who worked relentless hours on drafting this strategy paper and its annexes. We also express gratitude to all UN colleagues who contributed to the rich discussions at the meetings and those who provided feedback on the draft strategy.

13 APPENDICES

Please see attachments.

Annex A
GANTT chart, with accountability and indicative budget
File Name: One UN Communication Strategy_Annex A (GANTTChart)

Annex B
UNCT and Inter-Agency Team Structure, with UNCG Working Groups & Membership
File Name: One UN Communication Strategy_Annex B (UNCG Organigramme)

Last update – 30 October 2012, Sacha Westerbeek, UNICEF