



Cabo Verde



# JOINT OFFICE

## COMMUNICATIONS AND ADVOCACY STRATEGY

2014/2016

# I Executive Summary

## The UN Reform & Delivering as One in Cabo Verde

The Joint Office concept was established in February 2004 by the Executive Committee of the United Nations Funds and Programmes in response to the Triennial Comprehensive Policy Review and Economic And Social Council (ECOSOC) resolution calling upon the funds, programmes and specialized agencies of the United Nations to further simplify their rules and procedures through, inter alia, the implementation of a Joint Office model.

The Joint Office of Cabo Verde was established in January 2006. The Joint Office is a “One Office” initiative under which four funds and programmes (UNDP, UNFPA, UNICEF and WFP) agreed to operate as one, with the objective of significantly reducing the administrative and procedural burden of the participating organizations and their national partners.

Building on this initial breakthrough, Cape Verde was also included, in 2008, in the eight pilot countries (Albania, Mozambique, Pakistan, Rwanda, Tanzania, Uruguay, and Viet Nam ) for the Delivering as One (DaO) initiative, adopting an all-encompassing One UN programme. The preceding common country programme document (CCPD) was integrated and delivered as part of the One UN programme. The pilot countries agreed to work with the UN system to capitalize on the strengths and comparative advantages of the different members of the UN family in order to increase the UN system’s impact through more coherent programmes, reduced transaction costs for governments, and lower overhead costs for the UN system.

The five pillars of Delivering as One are:

- One Programme
- One Leader
- One Budget
- One Office
- One Voice

The UN Agencies have combined their strengths to work under the country’s expanded UNDAF/One UN Programme, to which the Joint Office is fully contributing to its implementation. The One Program guides activities in a coordinated and coherent response to address national priorities most effectively towards fully attaining the MDGs by 2015.

The United Nations in Cabo Verde 2012-2016 programme, was elaborated following the United Nations Development Assistance Framework (UNDAF) for the same period, and conceived as a contribution to the national priorities defined by the Government programme for 2012-2016 as defined in the Poverty Reduction Strategy Paper (DECRP III). The UNDAF defines four areas of intervention, namely—**inclusive growth and poverty reduction; consolidation of institutions, democracy and citizenship; reduction of disparities and promotion of equity; environmental sustainability and climate change adaptation.**

Recognizing the value of strategic communication as a tool that can support the Organization to achieve its goals, the Management of Joint Office tasked the communication team to set up the development of

a comprehensive strategy for the Joint Office, which is aligned with the UNDAF priorities and to the Common Country Program Document (CCPD).

The present strategy is aligned with the UN in Cabo Verde's thematic and programmatic priorities for the 2012-2016 UNDAF period. It outlines the broad parameters and objectives of communication during 2014-2015, including the allocation of human and financial resources.

Throughout the strategy development process, the Management of the Joint Office has identified a series of priorities that will be required to support its effective implementation:

- Communicate for and about Results achieved and to be achieved
- Strengthen the communication of the Joint Office in Cabo Verde
- Support the communication efforts of individual agencies to highlight their achievements
- Effective Communication on joint programmes
- Improve the visibility and general public understanding of the contribution of the Joint Office role for the country's development without losing individual agency visibility and mandate
- Build Public Awareness in Cabo Verde on key development issues
- Harmonize messages to ensure that the Joint Office speaks uniformly
- Strengthen the capacity of local media to enhance objective and accurate reporting
- Promote networking, information sharing and technical communication support among UN Agencies, Government, development partners and civil society

This strategy is a "living document" which may be continually edited and updated by the communication team and Senior Management.

## II Background

Cabo Verde is an archipelago of 10 islands located off the west coast of Africa. The country has around 500,000 inhabitants, with only 10% of its territory classified as arable land. However, despite climatic and geographic limitations, the country's tourism industry has developed rapidly and the government is making efforts to turn the islands into a trade and transport hub.

According to the 2007 household survey, national poverty rates dropped significantly from 49% in 1990 to 26.6% in 2007, though progress has been uneven. Whereas poverty in urban areas dropped from 25% to 13.2 % between 2002 and 2007, poverty in rural areas improved only from 51.1% to 44.3%.

The literacy rate among the 15-24 year-olds is close to 96%, and there are no clear disparities between boys and girls or between income levels. However, secondary school remains a challenge because of high dropout rates, especially among boys.

Another issue of concern is unemployment among the youth, who account for 50% of the working-age population. An estimated 20.1% of 15-to-24 year olds were unemployed in 2010, rising to 27.1% or more than twice the overall average in 2011.

Gender equality is a concern, despite significant progress in recent years. Gender disparities in unemployment rates, especially between young men and women, also indicate an uneven access to resources. More than a third of women aged 15-24 were unemployed in 2011, well above the overall

unemployment rate of 12.2% and the 22.1% recorded for men in the same age category. Access to jobs for women in Cape Verde is especially important to further reduce poverty, considering that households headed by women tend to be one and a half times more likely to be poor than those headed by men.

In December 2007, Cabo Verde graduated from the United Nations list of Least Developed Countries and in 2008 it acceded to the World Trade Organization (WTO). Good governance, sound macroeconomic management, trade openness and increased integration into the global economy, as well as the adoption of effective social development policies have produced impressive results throughout the archipelago, with growth in real gross domestic product (GDP) per capita reached 7.1% during 2005-08. However, since the end of 2011, the country is confronted with an economic slowdown and this performance continues to be undermined by the economic and financial crisis around the globe, and in the euro area in particular. The service sector, focused on tourism, remains the main driver of growth and accounts for about three-quarters of Cabo Verde's GDP and accounts 90 % of total exports.

As a small island state transitioning to a middle income status in an uncertain global environment, Cabo Verde faces a set of complex development challenges, namely with the country's transition from prior eligibility for International Development Association (IDA) funds, to the more market-based terms of the International Bank for Reconstruction and Development (IBRD). The Third Growth and Poverty Reduction Strategy Paper (GPRSP III) for the period 2012-2016, reflects the government's attempt to address the country's structural challenges and adapt the country's development model to its new non-Least Developed Country (LDC) circumstances.

## III Strategy Purpose

In Cabo Verde, the UN Country Team has a long-standing history and proven record of accomplishment in supporting the realization of national development goals. The strong partnership with Government, and excellent relationship with the development partners and medias are other important factors. Moreover, the diverse range of activities of the three agencies UNDP, UNFPA, UNICEF, allows to intervene in every field of social and economic endeavour.

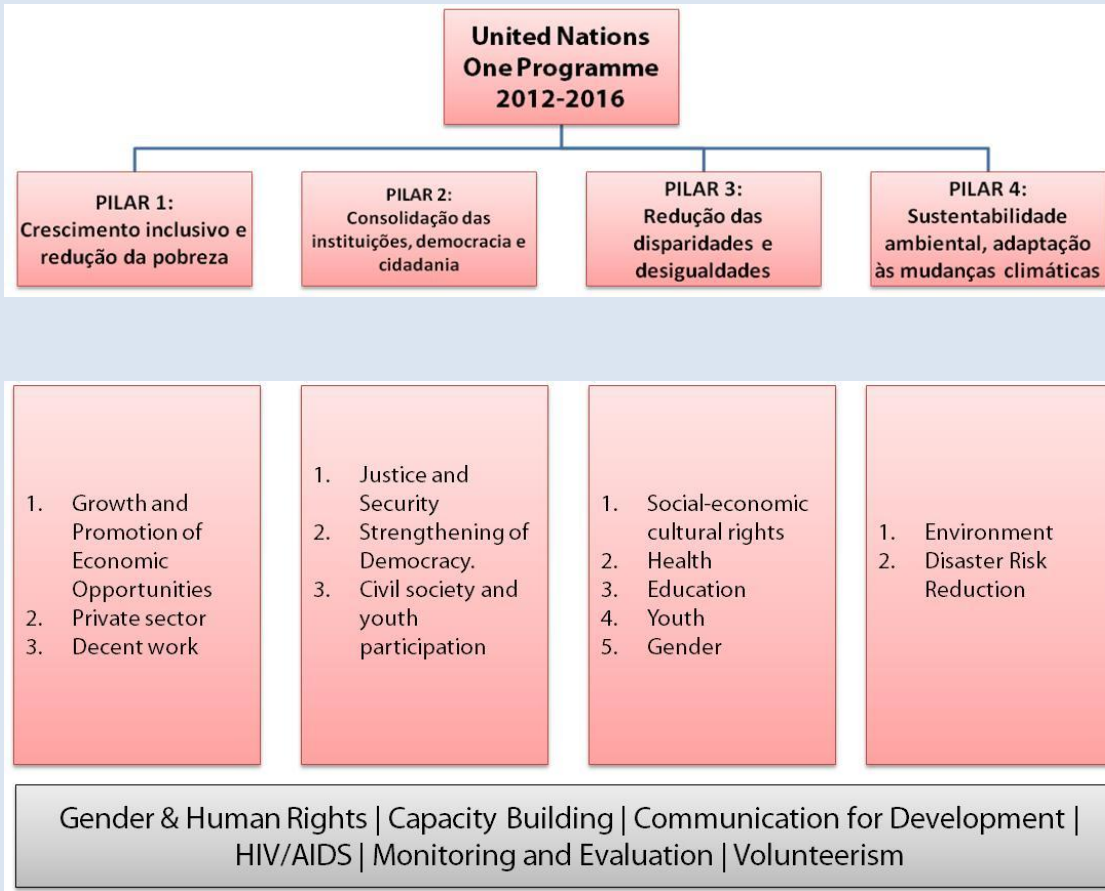
The overall purpose of this strategy is to enable efficient and effective approaches for advocacy and information sharing both internally and externally within the Joint Office as well as with its respective partners and beneficiaries, in a collaborative and adaptive manner, which takes into account environmental, social, political, economic, and technological influences.

In this regard, this strategy will capitalize on the individual agencies' comparative advantages and expertise, within the framework of joint and integrated approaches, as well as increase visibility of the Joint Office as a single identity and as a leader in the areas of inclusive growth and poverty reduction, environmental sustainability, good governance, reduction of disparities, gender, and MDG, while improving individual agency visibility.

Well-coordinated and targeted communication will enhance positive visibility and the Joint Office identity as well as harmonizing messages to ensure that the Joint Office speaks with in a coherent manner.

The present strategy is linked to the Joint Office role in the One UN Program and its thematic and programmatic priorities. It will define the direction for communications for 2014-2015, including the allocation of human and financial capital.

This communications strategy aims to identify and address communications needs of the Joint Office through reinforcing key development messages and streamlining activities for greater synergy, for both internal and external audiences.



### Strategy Methodology



### Communications Context

Both 2014 and 2015 will see several national and international events that will provide input for communicating on results, and at the same time will drive the demand for more stories and reports on the impact of Joint Office intervention. These events will represent a great opportunity for the Joint Office and agencies individually to increase their visibility and to showcase the impact of their work in the socio-economic development of the country. This will determine a large part of the communications agenda for the Joint Office in Cabo Verde, including:

- The Third International Conference on Small Island Developing States will be held from 1 to 4 September 2014 in Apia, Samoa<sup>1</sup>
- The United Nations review of the International Conference on Population and Development Programme of Action<sup>2</sup>
- The fifty-ninth session of the Commission on the Status of Women, CSW59/Beijing+20, will take place at United Nations Headquarters in New York, tentatively scheduled for 9-20 March 2015
- The post-2015 UN development agenda<sup>3</sup>
- 2015 will mark as well an historical date for Cabo Verde as it will celebrate its 40 years independency anniversary as well as 40 years of UN presence in the country (a specific communication plan will be developed)

### Communication SWOT Analysis

The program team of Joint Office in Cabo Verde identified the following strengths, weaknesses, opportunities, and threats (SWOT) analysis of the UN in Cabo Verde's communication capacity

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Credibility &amp; Expertise of the UN in Cabo Verde</li> <li>• Individual agencies have long standing presence in the country</li> <li>• Good partnership with the Government and development partners</li> <li>• Good relations with local medias</li> <li>• Expertise/knowledge (in respective fields)</li> <li>• Diversity of mandates</li> </ul>	<ul style="list-style-type: none"> <li>• Fragmented Message</li> <li>• Weak internal communication flow</li> <li>• Timeliness of communication</li> <li>• Inadequate communication across units</li> <li>• Lack of budget and limited personnel for communication activities</li> <li>• Agency communications and advocacy activities occurred in isolation</li> <li>• Inadequate resources within the communication team to produce quality communications products</li> <li>• No monitoring and evaluation mechanism on the effectiveness of communications products</li> <li>• Lack of a clear perception by the general public of the distinction between Delivering as One and Joint Office</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• UNDP, UNFPA and UNICEF Cabo Verde as trusted partners</li> <li>• Wide and strong network with stakeholders</li> <li>• Use of international days for Joint Office communication activities</li> </ul>	<ul style="list-style-type: none"> <li>• Inadequate communication flows (internal &amp; external)</li> <li>• Loss of information</li> <li>• Reduced funding</li> </ul>

<sup>1</sup><http://www.sids2014.org/>

<sup>2</sup><http://icpdbeyond2014.org/>

<sup>3</sup><http://www.un.org/millenniumgoals/beyond2015.shtml>



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

- Ensuring that communication is effective and gender sensitive
- Ensuring communication for and about results
- Communication requires a strong engagement of individual Joint Office Program Units to contribute and support the communication function
- Joint Office Program Units should align and complement information sharing to support effective communication
- The success of the communication function would largely depend on strategic use of multiple communication approaches targeted at specific audiences
- The communication function requires an adequate funding and resource base

## IV Objectives of the Communication Strategy

### Overall Objective

This communication strategy aims at spreading information and increasing awareness around the work and impact of the Joint Office in Cabo Verde. It aims at speaking and advocating on key national issues, such as poverty reduction, youth unemployment, environmental sustainability and gender equality and human rights, as well as to increase the visibility and the diversity of the agencies composing the Joint Office through the promotion of their technical expertise and comparative advantages.

### Specific Objectives

Based on the above outlined directions, the 2014-2015 plan has three main components:

1. Joint Office Advocacy and Communication for Results
2. Joint Office External Communication
3. Joint Office Internal Communication

**Joint Office Advocacy and Communication for Results** – To serve the Joint Office in Cabo Verde with strategic and effective communications that will influence the design of social policies that will promote the inclusion of the most vulnerable groups in the sustainable socio-economic country development, raise awareness in the country on key development priorities based on the 2012-2016 UNDAF and CCPD, towards the achievement of the MDGs and post 2015 Agenda, while highlighting the results achieved by the Joint Office for Cabo Verde’s socio-economic development.

**One UN External Communication** – To support the Joint Office in Cabo Verde by: i) ensuring a regular communication flow with development partners and stakeholders in and outside the country; ii) communicate the Joint Office’s achievements to relevant audiences; iii) increase public understanding of the work of the Joint Office focusing on the UNDAF and CCPD priority areas; iv) improve the Joint Office’s visibility; v) promote the image of a united Joint Office; vi) strengthen the capacity of the media to enhance objective reporting on the role and contribution of the Joint Office to national development and vii) supporting information sharing and regular dialogue with key stakeholders.

**One UN Internal Communication** – To support : i) a strong and effective information flow for the Joint Office in Cabo Verde; ii) promote wide engagement and involvement of the Joint Office staff in the communication activities; iii) promote a better integration of agency specific communication needs in the joint communication plan and to maximize their overall impact; iv) create an institutional culture for communication and information sharing; v) promote of Joint Office coordination mechanisms operating at the country level; vi) include communications into the daily development of programs, interventions and actions enhancing results reporting.

### Expected Key Results

<b>Key Result 1</b>	An increased awareness in Cabo Verde on key development issues, on the MDGs progress, on the Post 2015 Agenda and the impact achieved by the Joint office in the country
<b>Key Result 2</b>	2.1 Strengthened partnership between the United Nations, the Government of Cabo Verde, development partners, civil society and media 2.2 Increased knowledge of the general public on the work of the Joint Office and individual agencies in Cabo Verde, through increased positive and accurate media coverage including on the relevance of the program cooperation to Cabo Verde’s sustainable development goals, and enhanced media capacity development
<b>Key Result 3</b>	A more collaborative and unified Joint Office that is working towards common goals through a more cohesive internal communications structure and delivering a common message

## 1. Joint Office Advocacy and Communication for Results

*To serve the Joint Office in Cabo Verde with strategic and effective communications that will influence the design of social policies that will promote the inclusion of the most vulnerable groups in the sustainable socio-economic country development, raise awareness in the country on key development priorities based on the 2012-2016 UNDAF and CCPD, towards the achievement of the MDGs and post 2015 Agenda, while highlighting the results achieved by the Joint Office for Cabo Verde’s socio-economic development.*

The strategic approach of communication for advocacy implies gathering , organizing and using arguments to be communicated through different channels for the political and social leaders at all levels, in order to influence them and have their engagement and active support for development programs that promote human rights , social justice, socio-economic development to foster positive behavioral and social changes.

### Targeted Audience

**Political leaders.** This audience is varied and may include the President of republic of Cabo Verde , the Prime Minister, ministers , parliamentarians , heads of national institutions and leaders of civil society organizations.

**Media.** Journalists, opinion leaders.



**Influential personalities.** Artists, sports figures, religious and social leaders

**Development Partners.** Bilateral and multilateral development partners are key for resource mobilization and technical assistance.

### Some Key Channels

**Relation with Development Partners including field visit and donor reports:** Strengthening the relationship with partners is a key factor in attracting financial and mobilizing resources. Field visits to specific project implemented by the Joint Office (or individual agencies) and donor report will represent a way to gain a stronger support and to show the impact of their contribution.

**Reporting on Results - Stories from the field:** This communication tool constitute a strategic instrument in order to build awareness on key development issues promoted by the Joint Office as well to provoke social changes among the Cabo Verdean population

**Project field visit for journalist:** Regular joint field missions for members of the local media will be organized to showcase activities in specific areas to underline the work of the different agencies.

**Award prize for Journalist:** In the context of the Annual Journalism Prize, organized by Associação dos Jornalistas de Cabo Verde (AJOC), develop a partnership with this association for the institutionalization of a special category to be awarded to a journalist that with his/her work contribute to spread values such as promotion of peace, social justice, sustainable development, human rights, climate change adaptation, social protection, inclusion of vulnerable groups, VBG etc.

## 2. External Communications

*To support the Joint Office in Cabo Verde by: i) ensuring a regular communication flow with our development partners and stakeholders in and outside the country; ii) communicate the Joint Office's achievements of the initiative to relevant audiences; iii) increase public understanding of the work of the Joint Office focusing on the UNDAF and CCPD priority areas; iv) improve the Joint Office's visibility; v) promote the image of a united Joint Office; vi) strengthen the capacity of the media to enhance objective reporting on the role and contribution of the Joint Office to national development and vii) supporting information sharing and regular dialogue with key stakeholders.*

On July 2015 Cabo Verde will celebrate its 40 independence anniversary, and this date also marks 40 years of UN presence in the country. In this context, Communication work will focus on progress, achievements and challenges of the work of the UN as a whole along all these years, through the development and dissemination of success stories, reporting on how the cooperation of UN in Cabo Verde is benefitting and making a difference for the country and its population. Reporting on results is vital so that national and international community can fully understand the work of the Joint Office in Cabo Verde.

### Targeted Audience

Effective communication relies on tailoring the right message to the right audience and in the right way. Strategic communication should focus on build relationships with the most important stakeholders (audiences).The key target audiences are specified below. For each communication activity, the key audiences will also be indicated in the work plan. This will ensure that communication activities are

always planned and carried out with the audience in mind, and ensure the audience is engaged effectively.

**General Public.** The involvement of the general public in development programmes and the clear understanding of the work and role of the Joint Office in Cabo Verde is critical to support the achievement of the communication objectives.

**Government.** Government is a key audience for communications and advocacy and Government awareness about the impact of Joint Office program implementation is crucial to ensure a fruitful partnership is and to ensure the success of UN work in contributing to national development priorities.

**Development Partners.** Bilateral and multilateral development partners are key for resource mobilization and technical assistance for the implementation of the 2012-2016 UNDAF.

**Media.** The media is a key strategic partner in communicating the objectives and achievements of Joint Office in the country. It is imperative to establish a mutually beneficial relationship to disseminate accurate information about the work of Joint Office in Cabo Verde and enhance the media potential as a strong advocacy tool and its ability to play an active role in the development agenda

**Civil Society.** They are close to the public and grassroots stakeholders and can complement UN's efforts by transmitting information and advocating messages through their networks.

### Some Key Channels

**Reporting on Results: Stories from the field:** In order to fully understand the work developed by the Joint Office in Cabo Verde and in general of the Joint Office initiative, the 2014-2015 period will focus on communicating development results and how the Joint Office is making a difference for the country's development.

**Field Missions for Media:** Regular joint field missions for members of the local media will be organized to showcase activities in specific areas to underline the work of several agencies.

**Electronic newsletter:** Since 2008 the United Nations Communication Group is producing and circulating a newsletter called MORABEZA, aimed at internal and external stakeholders. The MORABEZA newsletter is providing highlights of past and current activities and informing readers about UN including Joint Office upcoming activities/events.

**Joint Office Information kit:** A press kit, which will include fact sheets dedicated to the work of the Joint Office in Cabo Verde covering the most important elements related to their activities will be created. It will also include contact details of all communications focal points and will be offered to all national and international stakeholders including media representatives.

**Common observances of important dates and special occasions** – Observance of UN Day and other special occasions will provide excellent opportunities to showcase the work of the United Nations and rally greater support for the Organization at the national level. It is recommended that the celebration of some of these UN days are led by the Government and to which one or more UN agencies can lend support. Efforts will therefore be done in order to encourage relevant Government bodies to take leadership in recognizing key additional days, e.g. Children Day, African Child Day, International Day for Elimination of Violence against Women along with the 16 Days of Activism against Gender-Based Violence Campaign, Human Rights Day, World Population Day, Environment Day, AIDS Day, World Health Day, etc. Essay competitions can as well be organized in order to increase interest and awareness about the work of the UN in Cabo Verde among the general public.

### 3. Internal Communications

*To support : i) a strong and effective information flow for the Joint Office in Cabo Verde; ii) promote wide engagement and involvement of the Joint Office staff in the communication activities with specific attention to key national issues poverty reduction; youth unemployment, environmental sustainability, gender equality and human rights; iii) promote a better integration of agency specific communication needs in the joint communication plan and to maximize their overall impact; iv) create an institutional culture for communication and information sharing; v) promote of Joint Office coordination mechanisms operating at the country level; vi) include communications into the daily development of programs, interventions and actions enhancing results reporting;*

Internal communications is crucial to foster a sense of unity and team spirit amongst staff. A coordinated approach to communication is essential to support effective communication across the different program units of the Joint Office in Cabo Verde.

#### Targeted Audience

**Joint Office Staff** . Staff members must be clearly aware of and understand the work, the different roles and activities implemented within the Joint Office as well as their success.

#### Some Key Channels

**Calendar of media and public events:** To avoid scheduling conflicts and with a view to better planning of the Joint Office's events, the Communications Group will prepare and circulate every month a calendar of activities with the collaboration of different units of Joint Office . This will include public events, such as seminars, international days and UN campaigns, and other public gatherings and, to the extent possible, media-related activities, such as press conferences, visits by senior UN officials and launches of reports.

**Establish and maintain a Joint Office communication database:** This database will include Government, key partners and media contact lists, catalogue of joint communication and programme products etc.

**Monitoring & Evaluation:** Development, with the support of the Monitoring & Evaluation Group of a M & E Plan for the Joint Office Communication Strategy.

**Development and dissemination of internal communication products** on the Joint Office as well as sharing success stories and best practices internally.

Below a tentative work plan for the 2014/2015 period. Communications plans are living documents and will need regular reviewing and updating.

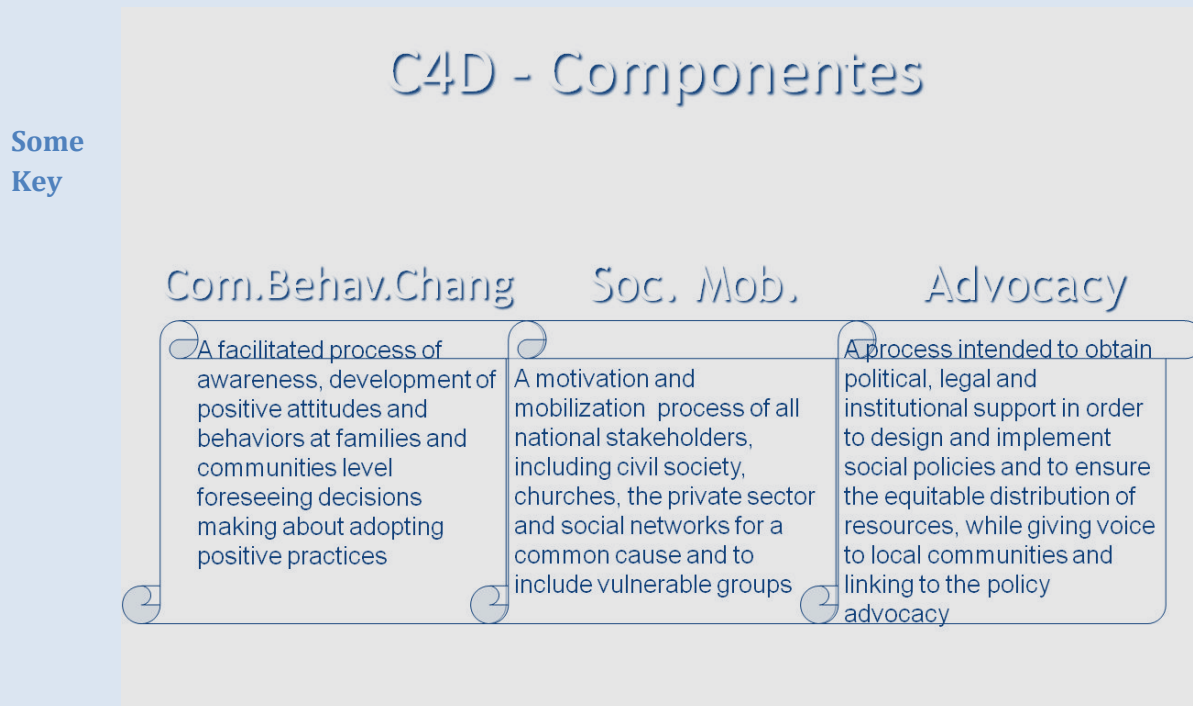
## V Communication in support of program

*Communication for Development (C4D) is a systematic, planned and evidence-based process to promote positive and measurable individual behaviour and social change that is an integral part of development*

*programmes, policy advocacy and humanitarian work. It uses research and consultative processes to promote human rights, mobilize leadership and societies, influence attitudes and support the behaviours of those who have an impact on the well-being of children, women, their families and communities.* <sup>4</sup>

As a cross-cutting issue the concept of C4D is integrated in the formulation of the present Communication Strategy. C4D which main objective is to promote positive behavior and social change, needs to be reflected in the development and implementation of the Joint Office activities. Distinct C4D plan will be elaborated with the different units composing the Joint Office.

### C4D Components



### Channels

Community Radio's stations, Theater for development, Laboratory of artistic expression, Film and interactive videos, use of traditional media, interpersonal communication.

## VI Implementation

The Joint Office Communications & Advocacy Strategy 2014-2015 is implemented through an annual work plan, which is endorsed by Management of the Joint Office . The work plan which will be reviewed at the end of 2014 to evaluate its progress against the strategic objectives will be managed and coordinated by the Office of the UN Resident Coordinator and Representative of UNDP, UNFPA and UNICEF.

<sup>4</sup> C4D Section UNICEF (NYHQ)

## Monitoring & Evaluation

The evaluation will focus not only the measurable outcomes of joint communications activities, but on the outcomes of those activities on target audiences. An annual report will be prepared to evaluate performance and to ensure that corrective action to meet outstanding communication needs.

**Monitoring** tools will include:

- Budget;
- Communication matrix;
- Communication implementation plans
- Media monitoring
- Activity and event surveys/reports

**Evaluation** will measure the effectiveness and efficiency of communication activities. Each planned activity will undergo an evaluation using a standard reporting template (Results Monitoring System). The evaluation will focus on the measurable outcomes of joint communications activities and on the outcomes of those activities on target audiences, as will be indicated on the implementation plan matrix. An annual report will be prepared to evaluate performance and to ensure that corrective action to meet communication needs is included in the following work planning. The evaluation would result in both qualitative and quantitative findings, revealing changes in knowledge, attitude and information and communication habits and preferences

**Budget - TBD**

## JOINT OFFICE COMMUNICATIONS ACTION PLAN 2014 - 2015

## JOINT OFFICE COMMUNICATIONS ACTION PLAN 2014 - 2015

Objectives	Planned Activities	Audience	Timeframe			
			Q1	Q2	Q3	Q4
<p><b>Specific Objective n.1</b></p> <p><i>To serve the Joint Office in Cabo Verde with strategic and effective communications that will raise awareness in the country on key development priorities based on the 2012-2016 UNDAF and towards the achievement of the MDGs, while highlighting the results achieved by the UN for Cabo Verde's socio-economic development.</i></p>	<ul style="list-style-type: none"> <li>1.1 Public advocacy strategy development and implementation of 2 themes selected by the Joint Office</li> <li>1.2 Promote a common advocacy agenda</li> <li>1.3 Production and dissemination of policy briefs, Q &amp; As, fact sheets</li> <li>1.4 Producing and disseminating special reports and advocacy materials on joint initiatives</li> <li>1.5 Media meetings with RC(2 per year) to highlight key development issues\messages from the JO</li> <li>1.6 Organize public outreach activities with stakeholders to have a better understanding of the JO activities and key issues like the MDGs and Post 2015</li> </ul>	Government, civil society, development partners, private sector, regional bodies, media				
<p><b>Specific Objective n.2</b></p> <p><i>To support the Joint Office in Cabo Verde by ensuring a regular communication flow with our development partners and stakeholders in and outside the country; communicating the Joint Office's achievements of the initiative to relevant audiences; increase public understanding of the work of the Joint Office focusing on the UNDAF priority areas; improve the Joint Office's visibility; promoting the image of a united Joint Office; strengthen the capacity of the media to enhance objective reporting on the role and contribution of the Joint Office; and supporting information sharing, regular dialogue with key stakeholders.</i></p>	<ul style="list-style-type: none"> <li>2.1 Production and dissemination of success stories on results for Joint Office Initiative</li> <li>2.2 Direct communication on One progress to key stakeholders</li> <li>2.3 MORABEZA newsletter produced every two months to highlight main activities, success stories, development issues, joint programmes</li> <li>2.4 Update existing information on Joint Office Initiative and create additional materials on key areas of achievement</li> <li>2.5 Update and manage of the un.cv website</li> <li>2.6 Programme &amp; Project Factsheets (max 2-page) focused on the key themes and project activities</li> <li>2.7 Increasing the use of Facebook, Twitter, Flickr and You Tube for dissemination of information</li> <li>2.8 Manage Media Relations for quality information including Media monitoring, training for Journalists on One UN in Cabo Verde and field visits</li> <li>2.9 Translation of the Annual reports and main documents in Portuguese</li> </ul>	Government, civil society, development partners, private sector, regional bodies, media				
<p><b>Specific Objective n.3</b></p> <p>To support a strong and effective information flow to all Joint Office in Cabo Verde and to promote wide engagement and involvement of staff in the communication activities; promoting a better</p>	<ul style="list-style-type: none"> <li>3.1 Monthly calendar of media and public events</li> <li>3.2 Internal E-newsletter UNCV na imprensa</li> <li>3.3 Joint Office Annual retreat</li> </ul>	Joint Office Staff				



<p>integration of agency specific communication needs in the joint communication plan; creating an institutional culture for “Communicating as One” by enhancing the UNs ability to communicate with one voice effectively; promoting of UN coordination mechanisms operating at the country level</p>	<p>3.4 Creation of a Joint Database of shared contacts of target group organizations and their focal points</p> <p>3.5 Creation of universal templates for all internal documentation forms</p> <p>3.6 Reorganization of the Share Folder</p> <p>3.7 Organization of trainings to build communications capacity within the JO Staff (social media, interview techniques, knowledge management etc.)</p> <p>3.8 Development of an internal policy on the difference of communicating within the Joint Office and within the One UN including branding guidelines for 3 Agencies</p>					
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