

UNDP Guinea-Bissau CO

Communication Strategy 2022-2023

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## Foreword

A consistent and foresighted communication strategy for the Guinea-Bissau office is essential to achieving the goals defined in the Strategic Plan 2021/2022 and the newest Country Programme Document (CPD) 2022-2026, not only by visualizing the work carried out, but by being recognized as a thought leader in development, a convener for national and international partners and conveyor of pertinent external and internal messaging in accordance with the strategic needs of the UNDP Country Office and the host country.

The UNDP Country Office’s [Strategic Plan 2021](https://undp.sharepoint.com/%3Ab%3A/r/sites/UNDPGuineaBissau/Knowledge%20Management/Country%20Office/Strategic%20documents/Guinea-Bissau/UNDP%20GB-Strategic%20Plan_final.pdf?csf=1&web=1&e=0IiCWV) details five main priorities –

1. Thought leadership for development
2. Systems transformation and portfolio approach
3. Organizational development
4. Office culture entailing high performance, cross-unit collaboration, co-creation, and creativity
5. Diverse and focused partnership networks.

In the programmatic area, the following priorities are defined in the new 2022-2026 Country Programme Document (CPD):

1. Sustaining peace and social cohesion through transformational, democratic, and inclusive governance, and rule of law
2. Leveraging Small Island Developing States (SIDS) characteristics for inclusive green/blue growth and sustainable development
3. Strengthening health and social protection systems

The successful implementation of these priorities requires a tailored communication strategy to anchor our content to the strategic vision.

## Background

 **General**Guinea-Bissau has a population of 1.8 million, characterized by an ethnic, cultural, and religious diversity. More than 60 percent of the population lives in poverty, according to the 2020 Human Development Report, where the country ranks 175 out of 189 countries.

The literacy rate still only reaches 45 percent of the adult population. Although Portuguese is the official language, 60 percent of the population speak Creole, the lingua franca.

**The media landscape**The current Bissau-Guinean media landscape can be categorized according to four levels: public media, private media, community media, and blogs*.* **Radio remains the most widely accessed medium**, facilitated by an existing national network of community radios. Four out of ten Bissau-Guineans listen to the radio every day, according to the study Media consumption habits in Guinea-Bissau & Socio-economic conditions of the media in Guinea-Bissau- carried out by CESP - The Survey Centre of the Portuguese Catholic University upon the request of UNIOGBIS and UNDP in 2019/2020. Regarding radio, the most listened is Sol Mansi Radio (32%), followed by community radios (18%). According to the study, the most viewed channels are the national television -TGB (viewed by 32% of Bissau-Guineans) and the Portuguese television channel -RTP (14%). Among those who watch television, the most watched channel is TGB 48%, and the second one is RTP (9%). **The reach of the national TV is limited to some regions in the country and the signal is still analog.** Regarding the printed press, the Democrat (5.8%) and Nô Pintcha (3.4%) are the two main papers in the country. Their circulation is restricted mainly to the capital with a very low edition.

There is one public television and one community television channel. Although the internet penetration rate is still very low, with 3.9 percent of population having access to the internet (HDR 2020), there is a trend for the Bissau-Guinean media to embrace the digital, with some media having an online version and others existing exclusively online. **The use of social media is increasingly a reality for the Bissau-Guinean population**, with Facebook being the most used social media in the country (92.52%, Statcounter, January 2021) followed by Whatsapp.

Politics dominate the media agenda, due not only to the country's background of cyclical political instability, but also to the fragile economic and financial autonomy of media outlets that often expect payment for their services**. Local media do not escape partisanship**, which is increasingly present in the Bissau-Guinean society, where there are outlets connected to and/or belonging to political parties/leaders. As a result, development issues are sometimes less attractive, although there is a certain willingness on the media side to cover issues related mainly to education and health, but also youth and digital. New topics are easily embraced, especially if the right language is used: **youth topics, entrepreneurship, environmental issues and opportunities related to digital transformation** have raised the levels of interest of both the media and the wider public.

With the **COVID-19 pandemic** and related prevention measures and social distancing, the adoption of virtual forms of interaction in detriment of in-person interactions, so characteristic of the Bissau-Guinean society, requires the adoption of communication strategies adapted to the context.

It is against this background that UNDP is striving to make visible its interventions in the country and position itself as **the prime development actor in supporting Guinea-Bissau to end the poverty cycle and to achieve the Sustainable Development Goals**. Apart from the external communication, the strategy includes the internal communication dimension in light of a transparent and relevant communication insight UNDP, catering to motivation, recognition, constant information flow and ultimately shaping the overall institutional culture of the office.

## Internal Challenges to Communication

Currently, there are challenges in the way the information flows internally, which compromises the efficiency of the overall communication efforts, both externally and internally. In recent years, the CO had only one dedicated communication employee, working full-time, with responsibilities ranging from substantive to administrative. However, the new Comms & Partnership Unit now combines the efforts of both a Comms and a Partnership analyst supported by consultants. Clusters have also started hiring outreach personnel to further strengthen communication activities which are bundled within the new Comms and Partnership unit.

Alongside issues related to staff capacity and resources, UNDP is set out to change the way it operates. On the one hand, UNDP has to navigate the post-transition with the closure of the UNIOGBIS mission in December 2020, and the delinking from the Resident’s Coordination Office. At the same time UNDP is engaged in the overall office structure redesign and the definition of a UNDP NextGen country office attuned to the local environment.

Considering that there are several changes to be operated in a short period of time, the role of communication is crucial to manage the process carefully and avoid internally and externally perceptions that are detrimental to our mission and the strategic plan.

Given this background, UNDP needs to develop an enhanced, steady, and sharp internal and external **communication to position itself as the prime development actor** in the country and **push for an internal institutional culture that propels UNDP values, the strife for excellence, the celebration of diversity, embracing service and client orientation, efficiency and grounded on purpose**.

## Why a communication strategy?

Whereas the UNDP CO has been focused in communicating its activities in the past, it needs to scale up communication in line with its vision to shape the future of development in the country and position itself as the prime development actor to offer platforms for partnerships in a post-COVID, post-transition, post-delinking and NextGen context. **Consistency and organizational backing in applying the strategy is key to achieving these goals**.

UNDP Guinea-Bissau is striving to expand in terms of new programmes and development approaches. Harnessing digital capabilities, adopting a human centered lens and portfolio approach and promoting innovative new solutions in the country are some of the key elements of UNDP’s programming. During this journey, it is important to highlight the new initiatives through an effective and efficient communication strategy to cultivate new partnerships and promote UNDP as the lead agency supporting the people of Guinea-Bissau for sustainable development, peace, and prosperity.

# Strategy goals

1. To improve internal communication through increasing the accessibility and quality of the internal information flow, understanding the strategic direction of the CO and enhancing overall efficiency as well as identification with core UN values and the **shift towards an institutional culture of creativity, problem-solving commitment, excellence and service/client orientation**.
2. To forge long-term partnerships with both **traditional and non-traditional partners** **across sectors to deliver on via a portfolio approach** to development under complex circumstances.

# Strategy objectives

1. To manage and disseminate information using the most effective channels and tools including the UNDP’s Digital Communicators Network, both internally and externally with the end users.
2. To open and maintain/feed information sharing and communication channels with a wider audience, comprising the beneficiaries, stakeholders, the Bissau-Guinean public in Guinea-Bissau, the diaspora, other UNDP COs, UNDP HQ and UN agencies on a timely basis to ensure quality engagement and enhance their engagement in the implementation of UNDP programmes.
3. To strengthen relations and information sharing with development partners and the government on the results and objectives of the UNDP CO
4. To raise the awareness of the general public and key players on the role and function as well as the successes of programmes within the overall national development and planning processes.

A first step in building and maintaining a communication culture within UNDP is to develop a functioning internal communication to ensure a continuous and coordinated flow of information, strengthening of UNDP’s organizational culture and values, and most importantly, a motivated and skilled staff in communications.

The strategy will follow the structure and focus on the activities outlined below. It covers the period 2021 to December 2022 and will be reviewed thereafter to adjust to the ever-changing environment and newly set priorities.

## Mapping the UNDP CO’s stakeholders

The UNDP CO’s stakeholders are the varying groups of people that will access its communication. These include the staff, media, partners including the government, NGOs, private sector, international organizations (including universities and research institutions), foundations and philanthropists, general public etc. that are an important part of the communication focus for the UNDP CO.

How they are important to the UNDP CO varies:

|  |  |
| --- | --- |
| **UNDP Staff*** 1. Senior Management
	2. Programme Staff
	3. Operations Staff
 | **Public Sector Officials**1. Secretary General,
2. Ministers
3. Permanent Secretaries,
4. Managing Directors,
5. Senior Government officials
6. Members of Parliament and of political parties
 |
| **Development Partners**1. Ambassadors
2. Consular
3. Heads of missions
4. Charge d’Affaires
5. Attaches
 | **Private Sector**1. Farmers - SMEs
2. CEOs
3. Sales Managers - Advertisers
4. Banks – Hotels - Insurance companies-GSM companies
5. Importers and exporters
6. Entrepreneurs
7. Producer Associations
8. Local authorities
 |
| **NGOs**1. Executive Directors
2. Program Managers
3. Program Officers
4. Accountants
5. Field Workers
 | **General public**1. Opinion leaders
2. Community leaders
3. Individuals
4. Clients
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| Other UN AgenciesUNDP HQsOther UN mechanisms, like the PBF, GEF, etc. | MediaCivil SocietyYouth |
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| Communication Products and Services used to reposition the UNDP CO |
| Internal Communications*(An internal buy-in is needed for shared understanding and ownership of UNDP CO’s priorities and direction).* | External Communications*(Once staff are aware of the CO’s direction, external audiences can be reached out using these products and services).* |
| “**Our Office in 60 Seconds**” – the weekly message from the Senior Management This 60 second video message projects leadership by driving discussion of the UNDP CO’s strategy and weekly agenda while unifying messaging for the office | **Public speeches** serve as effective advocacy tools allowing for the promotion of UNDP’s position and agenda |
| **Guinea-Bissau Daily Press Review** is a daily email service in collaboration with Consórcio Média, Inovação da Comunicação Social (CMICS), enabling the UNDP CO staff to keep track of information available in Bissau-Guinean and international media on relevant topics. | **Media interviews** allow us to advocate for and explain UNDP intervention and results, which strengthens the perception of UNDP as thought-leader in development |
| **List of strategic documents**, communication materials and information about Cluster’s work found in [The New UNDP Guinea Bissau intranet portal](https://undp.sharepoint.com/sites/UNDPGuineaBissau/_layouts/15/viewlsts.aspx?view=14) | **Digital Engagement systems** (including the UNDP website and social media) ensure timely distribution of accurate information to key stakeholders, which positions the UNDP CO as a leading and authoritative voice on the country’s developmental issuesincluding Youtube videos, Facebook live, etc. |
| **Monthly Internal Newsletter** to provide bi-weekly update of developments at the UNDP CO so staff can be kept informed | **Note to correspondents** includes press releases, media advisories and media statements which are shared via email to media contact list, diplomatic corps list, INGO leaders list etc. |
| **Weekly Djumbais** allows the different Clusters to articulate their work to other staff while also allowing for an open space to all staff to promote topics of interest in an interactive manner. | **External newsletter** showcases the work of the different Clusters and keeps the public informed about the work of the UNDP CO and how to engage with the different units and clusters. |
| **Use of digital engagement** through Webinars, Yammer, Teams, Sparkblue, Intranet to facilitate collaboration with other staff and UNDP global staff | **Other communication materials** such as Annual Review Reports, Thematic External Newsletters (like on Sustaining Peace), Flyers, Banners, Brochures etc. can be used to showcase the work of the CO to partners,   |

## SWOT analysis

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| **Strengths**1. A number of communication tools are already in place ([UNDP Strategic Plan, 2018-2021](https://undocs.org/DP/2017/38), [UNDP Partnerships &Comms Strategy](https://undp.sharepoint.com/%3Ab%3A/r/sites/UNDPGuineaBissau/Knowledge%20Management/Comms%20%26%20Partnerships/Partnerships%20and%20Comms%20Strategy%20and%20Action%20Plan-POPP%20Guidance2018.pdf?csf=1&web=1&e=M39SQV), [UNDP Brand Manual,](https://undp.sharepoint.com/%3Ab%3A/r/sites/UNDPGuineaBissau/Shared%20Documents/Our%20Communication%20Space/Communication%20and%20visibility%20guidelines/UNDP%20Brand%20Manual.pdf?csf=1&web=1&e=kfkmLZ) [UNDP Editorial Style](https://undp.sharepoint.com/%3Ab%3A/r/sites/UNDPGuineaBissau/Shared%20Documents/Our%20Communication%20Space/Communication%20and%20visibility%20guidelines/UNDP%20Editorial%20Style%20Manual_11Feb2014.pdf?csf=1&web=1&e=C7xq9O) [website](https://www.gw.undp.org/content/guinea_bissau/en/home.html), [social media](https://www.unv.org/sites/default/files/print_pdf/Social%20Media%20Guidelines%202.0.pdf), Media)2. Skilled and enthusiastic team3. High acceptance of communication on development issues in country4. Trust in UNDP 5. Good relations with main partners in development 6. Benefit from international best practices within UNDP7. Capacity to initiate discussions on relevant development topics | **Threats**The internet and social media mean we don’t always have control of what is written about us. So far, the UNDP CO has had good coverage, but it will be important to be on the lookout for anything that becomes a crisisPolitization of the national agenda (development issues might be less attractive)Spread of fake newsViolent extremism on the riseMedia landscape dependent on the pay and go systemCOVID-19 spread and related measures to contain it can slow down UNDP interventionPolitical instability in the country can hamper communication about our actions undertaken in partnership with the GovernmentUNDP to be seen as only working with government and not strongly enough on LNOB agenda.  |
| **Weaknesses**Growth in the number of staff might create miscommunicationRequire consistency in messaging (English/French used, presentation of documents, etc.)Limited budget allocated to communicationInformation sharing between clusters and communication team (access to adequate and substantive information is difficult) | **Opportunities**1. Social media and the internet provide an opportunity for raising the profile of the UNDP CO2. Building relationship with the media to improve UNDP CO coverageEngagement of a diverse network of development supporters |

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| Plan Summary: Strategic Objectives and Key Actions |
| 1. Thought leadership for development |
| **Organizational objective** | **Communication tactics** | **Platforms/tools** |
| 1. Raising profile of UNDP as a driver for innovative solutions in development
2. Be at the forefront of development insights and analysis, evidence-based insights, and positioning Guinea-Bissau in the international development debate
3. Foresight capacity enhanced to raise profile of UNDP as a driver for innovative solutions in development
4. Active program clusters and operational units in forging debates and necessary conversations, new ideas and partnerships around developmental challenges in country and internationally
 | 1. Integrate analytics and evidence in cluster priorities - Underline the ambition of thought leadership by integrating new insights gained by UNDPs work locally and globally.
2. Going local- UNDP communication is adapted to the country context, working in close partnership with local authorities, communities and local radios. Connecting local communities to national networks to expand communication efforts
3. Provide continuous capacity building and training on communication for communication staff and clusters' focal points
4. Develop a repository of knowledge and knowledge sharing/data/analysis internally and externally
5. Amplify the RR’s voice and senior leaderships as thought leader at the forefront of development insights and analysis, evidence-based insights, and positioning Guinea-Bissau in the international development debate \* op-eds, etc. but also encourage all managers to feel empowered. (maybe less on leadership?)
6. Expand digital reach to promote our thought leadership and visibility
7. Strategic partnerships with think tanks and universities and other platforms for development topics (see: University of Cambridge example)
8. Articles in international news outlets on innovative development work in GNB
 | 1. Mainstream global media
2. Social media plaforms
3. Direct communication with Government/Ministries
4. Slipzed outlets
5. Blogs
6. Newsletters (external and internal)
7. Outreach and events
8. Local radio and TV channels
 |
| 2. Systems transformation and portfolio approach |
| **Organizational objective** | **Communication tactics** | **Platforms** |
| 1. Designing solutions taking on a portfolio approach to defined in daily cluster work thus eradicating the perspective of silos and individual projects while considering the project-specific contractual obligations in terms of communication and visibility
2. Create the right incentives and behaviors to readily include systems thinking from the design stage to evaluation (behavioral change and science approach) For example TRAC to be conditioned to cross-cluster cooperation on joint programming.
3. Include human-centered design (DT) when designing programme to get insights into systems
4. Ensure gender mainstreaming and LNOB to win the highest possible gender seal within UNDP and to better serve the gender and diversity and inclusion agenda in the country.
 | 1. Build stories that are relevant, impactful, and interesting to be featured in various communication outlets2. Promote cross-cluster collaboration and curate a pipeline of stories thereby3. Mine and harvest UNDP’s funding mechanisms, dashboards and internal reports (e.g. RRF) to find projects and work that can be turned into compelling and impactful content, to be featured on the website, shared on social media and potentially pitched to mainstream media4. Ensure that all strategic communications are gender-sensitive -Use strategic communications to advance the parts of their mandates specifically related to gender  | Media activitiesShort videosSocial MediaExchange platform for clusters and learning room |

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| 3. Organizational development and High-performance office culture  |
| **Organisational objective** | **Communication tactics** | **Platforms** |
| 1. Establish consultative mechanisms for all staff and staff association to have their voice heard in most important office-wide processes
2. Step-by-step collective development of a new office culture: high performance, merit-based and goal driven, creative, collaborative, innovative, open, diverse, and inclusive.
3. Support the country office to attract the brightest minds within and outside of the organization in the pursuit for excellence
4. Establish an institutional memory and sharing of information and learning.
5. Stimulate behavioral change through communicating results
 | 1. Establish trust and buy-in of the Active Listening Programme as well as develop online and individual engagement strategies with and between staff
2. Highlight achievements of CO and give credit where it’s due.
3. Initiate a regular flow of information between programme-operations through dialogue forums, webinars, blogs, Djumbais etc. to create understanding and stop gaps.
4. Strengthen communication of Strategic Plan vision and ensure staff are kept informed of opportunities the UNDP provides for developing their careers
5. Encourage staff to amplify and feature stories from the ground
6. Make initiatives consistent and concise to unsure sustainability and staff ownership.
7. Through trial and error, continue initiatives that show staff engagement and discontinue those who show redundant.
8. Encourage staff ownership through frequent evaluation of work being produced.
 | Dialogue forums, webinars, blogs, DjumbaisKnowledge Management Platform |
| 5. Diverse and focused partnership networks |
| **Organizational objective** | **Communication tactics** | **Platforms** |
| Establishing a network of partners that share the passion of creating a thriving office culture and sharing of best practices by end of Q2 | Highlight achievements of CO and give credit where due Approach and be approached by partners and by local media Raise awareness of a new initiative or programmeCross pollinate and activate website, social media and knowledge management platform with relevant, tailored content for consistency | **Public events** |

## Budget

Proposed Budget: $250,000

All projects should include resources to support the communication and partnership activities. Comms & Partnership Unit should provide necessary support to the clusters to ensure that resources are estimated appropriately as per the project’s needs.