



2014-2017

UN Communications Strategy

'Delivering As One'

INTRODUCTION

The 2014-2017 UN Communication Strategy aims to support the UN Country Team in Lesotho in reaching its strategic objectives as set out in the Lesotho UN Development Assistance Plan (LUNDAP) 2013-2017. The LUNDAP defines mutual cooperation and agreement between the Government of Lesotho and the United Nations System. The 2014-2017 UN Communication Strategy, in line with the LUNDAP, is at the strategic (outcome) level. As with the Joint Implementation Plan for the 2013-2017 LUNDAP, which is developed at the output level, this will be done through the UNCG annual work plan in composed every February.

This 'Delivering as One' Communications Strategy makes the following **major** assumptions:

- A politically-charged media environment
- Increased priority of communications by all UN agencies
- Increased commitment to meeting LUNDAP outcomes
- Unpredictable media environment and a lack of public knowledge of UN activities
- Strengthened UNCT commitment to working closely with national & international partners

This Strategy will give the vision and mission for joint UN Communication in Lesotho, set the strategic objectives of One UN Communication, consolidate key messages and target groups, spell out the role of the UN Communication Group and present a monitoring and evaluation framework for joint communications. The United Nations in Lesotho will take into account the following strengths, weaknesses, opportunities, and threats (SWOT) in relation to the operating environment for the UNCG in Lesotho:

Strengths	Weaknesses
<ul style="list-style-type: none"> • LUNDAP document as Strong Commitment from the Resident Coordinator System • Strong ownership of the Strategy by the UNCT • Unity within the diplomatic community • UNCG is operational and was established by UNCT. UNCG is made up of two communications experts, an international temporary consultant and five focal points from the different UN agencies with one national UNIC Public Information Officer • Joint UN website constructed and established online communities (Facebook/Twitter) • The UN already has a working relationship with the Government of Lesotho as well as other stakeholders • There is commitment from both Heads of Agencies and staff to work towards <i>DaO</i>. The UNCT has One Programme, has One Budgetary Framework, is led by One Leader, sits in One Office and works towards communicating with One Voice 	<ul style="list-style-type: none"> • Turbulent political environment • Weak capacity of communications staff • Poor UNCG attendance and accountability • High turnover of media staff • Limited financial & human resources • Lack of media interest in UN activities • Poor quality of written material • Lack of communication related M&E-tools • HQ and country offices lack quality <i>DaO</i> messaging • Government procedures and bureaucracy often make it difficult to publicise projects supported by the UN. • Lack of communication channels (for example intranet) to all staff on issues of common concern, such as joint programmes, management decisions, etc • Joint communications activities have been ad-hoc and not driven by <i>DaO</i> goals; • Communication is not always regarded as a strategic area which can advance development results • Human resources for communications are limited. UNCG focal points are mainly covering programmes and do not have a communication

	background; <ul style="list-style-type: none"> There is little coordination and sharing of data between agencies leading to conflicting messages about the UN, the MDGs and other development priorities.
Opportunities <ul style="list-style-type: none"> All new UNCT staff, diverse outside perspective Media landscape is international (South Africa) Organized chief counsels can be utilized to disseminate information at village level No previous advocacy or engagement with civil society and media of record Private sector relationships have been largely unexplored. 	Threats <ul style="list-style-type: none"> Political and security instability Weak governance and fragmentation within line ministries Poor internal communications at UN with Government Media sensationalism and inaccurate reporting Lack of media infrastructure, especially in rural areas

Integral to the 2014-2017 UNCT Communication Strategy is a set of five assumptions recommendations vital to its successful implementation:

- The 2014-2017 UNCT Communication Strategy should provide the framework, process and plan for UNCG communications work to support the LUNDAP and other activities.
- Assessment and support mechanisms for UN agencies with diminished communications capacity must be addressed with human & financial resources.
- As part of the implementation the 2014-2017 UNCT Communication Strategy, the UNCT and UNCG encourage substantive interaction with national media.
- The 2014-2017 UNCT Communication Strategy should enhance inter-agency understanding and knowledge, increase the ability to work together effectively, harmonise messages, and produce meaningful results.
- The UNCG should establish a clear framework within, between agencies and external stakeholders to address some of the existing obstacles to sharing information.

VISION OF THE UN IN LESOTHO

All UN Communications should work to support the vision of the UN Country Team, as set out in the LUNDAP. The overarching goal of the UN in Lesotho is to support the Government of Lesotho, civil society organizations and non-state actors in the pursuit of meeting national development goals, as defined in the LUNDAP.

OBJECTIVES

The UN Communication Strategy 2014-2017 will provide a basis for UN Lesotho Country Team Strategic Communications and the advancement of development results as defined in the LUNDAP 2013-2017. The

Strategy will operate as the fifth pillar of the DaO initiative and will increase the capacity of the UN Country Team to be able to speak with clarity to target audiences.

STRATEGIC OBJECTIVES

- Improve public perception of the United Nations in Lesotho among key media groups.
- Prioritize key national development challenges, highlight the results & impact of the 2013-2017 LUNDAP
- Provide advocacy for critical persistent development challenges, including HIV and AIDS, poverty, food insecurity, climate change, and gender equality.
- Create new public & private sector partnerships to effectively help accelerate development in Lesotho.
- Improve internal communications to UN staff, with specific mechanisms to inform staff Delivering As One progress and LUNDAP outcomes.
- Develop and encourage a culture of information sharing among regional and global UN staff, with an aim to developing Delivering As One Communications best practices.

KEY MESSAGES

Internal/ UN Staff

- Under Delivering as One, the UN system is driven by a common goal, where each UN agency complement each other and operates within their areas of expertise.
- Inter-agency cooperation and information sharing is paramount for achieving success in the key development priority areas of Lesotho.
- Working together is fundamental to achieving our collective goals and development priorities of Lesotho.

External/Government

- The United Nations is an active partner in the promotion of peace, human rights, and democratic processes.
- Improved collaboration through Delivering As One results in improved development assistance.
- The United Nations in Lesotho is working hand-in-hand with the Government to achieve its national development goals.
- The UN system in Lesotho promotes development and supports the Government in its development agenda and achievement of the development goals (MDGs/SDGs).
- The United Nations is a committed partner in working to achieve transparency and accountability in development assistance.

External/Donors

- Delivering as One provides an opportunity for more effective and efficient use of donor funds
- The UN in Lesotho is in a strong position to support Lesotho's national development strategy due to its convening power, global experience and superior knowledge management and technical capacities.
- Working in partnership with the UN in Lesotho ensures greater coverage and strengthened results in key development areas.
- Inter-agency partnerships enhance the impact of the UNCT on key development priorities of Lesotho.

External/Public

- The United Nations in Lesotho strives to ensure a sustainable transformation in the lives of the Basotho people, with the highest positive impact on progress toward meeting the MDGs/SDGs.
- The United Nations in Lesotho values human and social rights of all people and deep respect for host

communities.

- UN agencies work together to ensure accountability as well as achievement of results in key priority areas.

External/Media

- The United Nations in Lesotho promotes democracy, human development and human rights as outlined in UN Charter.
- The United Nations in Lesotho is a key partner with national and international media on a breadth of national development issues.
- The United Nations in Lesotho is a positive agent of peace and an honest, impartial broker.
- Inter-agency partnerships improve efficiency in delivering results and best practices.

External/NGOs

- The United Nations in Lesotho is an impartial and credible partner in achieving national development goals.
- The UN brings worldwide development experience and technical support.
- Cooperation is key: UN agencies in partnership with the NGOs lead to a collaborative, more efficient delivery of development assistance.
- Achieving the best results means UN agencies and the NGO community working together to Deliver as One.

External/ Public and Private Sector

- The United Nations in Lesotho is committed to building national capacity and sustainability and assists the government and people of Lesotho to ultimately take on and drive all aspects of life in the country.
- The global development experience and technical capacity of the United Nations and the technical and sector experience of the private sector make for a powerful partnership for development.
- Cohesive planning between all UN agencies means increased accountability and stronger outcomes of development assistance.

PRIORITY AUDIENCES

External

- Government
- Existing and Potential Donors
- NGOs, Civil Society organizations and private sector
- Media – local and international
- General public, youth, communities and beneficiaries

Internal

- United Nations in Lesotho Staff and UNDAF clusters
- United Nations HQ and Agency HQs
- United Nations Staff in Sub-Saharan Africa and Worldwide

Key messages are the foundation for all UN messaging. The content of messages depends on the level of knowledge of audiences, their expectations and the purpose of the communication. Communication will be tailored as follows:

External	Government: Advocate the normative functions of the United Nations and the comparative advantages of the United Nations in Lesotho as a development partner with additional emphasis on convening power, knowledge management, technical competencies, and capacity-building.
	Donors: Improve the quality & quantity of donor engagement in national development priorities; improved donor awareness of LUNDAP outcome targets and results of UN joint operations.
	Media: Improve the quantity and quality of reporting of UN programme results in Lesotho, regionally, and internationally; and foster improved working relationships with national and regional news organizations.
	NGOs and civil society organizations: Seek opportunities to empower civil society organizations to advocate for national development priorities; increase local NGO knowledge of UN capacities and comparative/strategic advantage.
	General Public and Beneficiaries: Improve understanding of the role of the UN and programme activities; seek additional engagement and advocacy opportunities through local structures.
Internal	UN Staff: Improve the quality of agency DaO reporting; engage UN staff to increase use of social media tools to boost social media reach and online communication.
	UN HQ and Agency HQ: Inform UN regional bureaus, UNDG, and key UN decision-makers about DaO achievements; Improve quality/quantity of social media with emphasis on these actors as a targeted audience.
	United Nations in other countries: Seek and share DaO best practices; engage with UN staff in other DaO countries regularly as a part of professional relationship building.

MONITORING AND EVALUATION

Monitoring and Evaluation (M&E) refers activities carried out jointly under the auspices of this strategy document. M&E will be conducted on an ongoing basis, based on the targets, timelines and outputs defined in the annual UNCG work plans, which will be produced annually by February. In addition, mid-year and annual reviews will be conducted. Ongoing reporting will comprise a part of the process of the monthly UNCG meetings and regular reporting to the UNCT as well as input into the Thematic Group meetings. In line with the LUNDAP review timeframe, a mid-term review of the 2014-2017 UNCT Communication Strategy will be held in 2015. A final evaluation will be conducted in the first quarter of 2017.

The United Nations in Lesotho will ensure that monitoring is done to ensure planned activities are done on time and according to set criteria. This will improve efficiency of communication programming to directly contribute to the realization of overall One UN goals. Monitoring tools include the Communication Matrix and the Work Plan. Evaluation will measure the effectiveness and efficiency of communication activities as described in the Matrix.

STRATEGIC OBJECTIVE 1: Improve public perception of the United Nations in Lesotho among external stakeholders								
OUTCOMES	OUTPUTS	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT	BUDGET/ COST
			2015	2016	2017			
1.1: UN Lesotho DaO results-oriented materials	1.1.1: 2015 UN Joint Desk Calendar (Results-Oriented focus)	Government, diplomatic corps, development partners, civil society, private sector	500 copies produced & distributed	500 copies produced & distributed	500 copies produced & distributed	4th Quarter	UNRCO	UN coordination budget Budget Source: Common services for UNCG
	1.1.2: Annual UN holiday greeting card	Government, diplomatic corps, development partners, civil society, private sector	1,000 copies produced & distributed	1,000 copies produced & distributed	1,000 copies produced & distributed	4th Quarter	UNRCO	UN Coordination Budget Budget Source: Common services for UNCG
	1.1.3: Updated DaO packet for UN Lesotho folders	Government, diplomatic corps, development partners, civil society, private sector	Updated as needed	Updated as needed	Updated as needed	Ongoing	UNRCO	UN Coordination Budget Budget Source: Common services for UNCG
1.2: Media briefings and trainings for national journalists	1.2.1: Media briefings on emerging issues/ national development priorities/ key thematic areas	Media (national, international)	A minimum of 10 journalists attend each quarterly briefing	A minimum of 15 journalists attend each quarterly briefing	A minimum of 15 journalists attend each quarterly briefing	Quarterly	UNCG	UN Coordination Budget Budget Source:

								Common services for UNCG
1.3 Press releases and speeches distributed	1.2.3: Press releases, speeches distributed to the national media	Media, civil society, general public	6 Joint UN Press Releases per year (6/year)	1 Joint UN Press Release per month (12/yr)	1 Joint UN Press Release per month (12/yr)	Ongoing	UNCG/UNRCO	Cost: N/A
1.4 Professional networking with the national and regional press	1.4.1 Compilation of common list of media contacts in every UN agency	Media	50% compliance	75% compliance	100% compliance	Quarterly	UNRCO UNCG	N/A
	1.4.2 Joint field missions with UN agencies and national journalists	Media, general public	1 field mission for 2015 3 UN stories run in national press	2 field missions per year 4 UN stories run in national press	One field mission per quarter More than one story per quarter run in national press	Quarterly	UNCT UNCG	N/A
1.5 Content for UN Lesotho Social Media accounts	1.5.1: Content created for all UN Lesotho social media accounts	Media, General public, civil society organizations	3x weekly content posted on Facebook 2 Tweets per day on Twitter	4x weekly content posted on Facebook 4 Tweets per day on Twitter	7x weekly content posted on Facebook 5 Tweets per day on Twitter	Ongoing	UNIC	N/A

STRATEGIC OBJECTIVE 2: Prioritize key national development challenges, highlight the result and impact of the 2013-2016 LUNDAP

OUTCOMES	OUTPUTS	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT	BUDGET/ COST
			2015	2016	2017			
2.1 Consistent UN position on key national development challenges	2.1.1 Placement of op-eds, joint statements in national and regional press	Government, Journalists, Donors, UN system	1 op-ed per quarter (4)	More than 1 op-ed per quarter (at least 6)	More than 1 op-ed per quarter (8 maximum)	Ongoing	UNRCO UNIC	N/A
	2.1.2 UN expertise showcased on UN Lesotho website with articles attributed to UN Resident Coordinator, Heads of	All stakeholders	2 blog posts per year	1 blog post per quarter	2 blog posts per quarter	Quarterly	UNIC	N/A

	Agencies							
	2.1.3 UN Lesotho Information session with Government on LUNDAP results progress	Government, UN system	1 session yearly	Twice annually	Twice annually	Semi-Annually	UNCT UNRCO	UN Coordination Budget
2.2: Hold a national UN Day celebration highlighting LUNDAP progress, partnership	2.2.1 Organize United Nations Day with partner organizations	All stakeholders	UN Day organized and held, 75 partner organizations, 300+ members of the public attended	UN Day organized and held, 75 partner organizations, 400+ members of the public attended	UN Day organized and held, 75 partner organizations, 450+ members of the public attended	Annually	UNCG UNRCO	UN Coordination Budget
2.3: LUNDAP Results videos	2.3.1 Short-videos created on LUNDAP priorities	All stakeholders	Two (2) 5-minute films on select national development priorities created and disseminated by 2017	Three (3) 5-minute films on select national development priorities created and disseminated by 2017	Four (4) 5-minute films on select national development priorities created and disseminated by 2017	Ongoing	UNCG UNIC	UN Coordination Budget

STRATEGIC OBJECTIVE 3: Provide advocacy for critical persistent development challenges, including HIV/AIDS, poverty, food insecurity, climate change and gender equality.

OUTCOMES	OUTPUTS	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT	BUDGET/ COST
			2015	2016	2017			
3.1: LUNDAP Results Groups Advocacy Messaging Developed	3.1.1 Selection of key advocacy issues, e.g.: <ul style="list-style-type: none"> HIV/AIDS GBV Food security and resilience Youth unemployment Climate change 	Government, donors, civil society, media, general public	Key advocacy talking points developed by results groups, approved by UNCT.	Updated key advocacy talking points, approved by UNCT, disseminated and used in communication s products.	Updated key advocacy talking points, approved by UNCT, disseminated and used in communication s products.	Annually	Results Groups UNCG UNCT	N/A

3.2: External messaging for UN International Observations	3.2.1 Joint press releases on key International Days	All	Press Releases for 4 key UN international days	Press Releases for 6 key UN international days	Press Releases for 8 key UN international days	Ongoing	UNCT UNRCO UNIC	In-kind
2.3: Social Media Content for UN Observances	3.2.2 Social media content developed for International Days	Media, General Public, UN Staff	All HQ content added to UN Lesotho social media accounts, 50% participation from UN agencies on local content	All HQ content added to UN Lesotho social media accounts, 75% participation from UN agencies on local content	All HQ content added to UN Lesotho social media accounts, 100% participation from UN agencies on local content	Ongoing	UNCG UNIC UNRCO	N/A

STRATEGIC OBJECTIVE 4: Create new public & private sector partnerships to effectively accelerate development progress in Lesotho

OUTCOMES	ACTIVITIES	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT	BUDGET
			2015	2016	2017			
4.1: Advocacy and development initiatives highlighting key development challenges	4.1.1 Host joint advocacy events on key development priorities: <ul style="list-style-type: none"> Youth empowerment HIV/AIDS GBV 	Private sector, Government, general public, UN staff	Organize two (2) advocacy events with private sector companies	Organize four (4) advocacy events with private sector companies	Organize six (6) advocacy events with private sector companies	Ongoing	UNRCO UNCG	?
	4.1.2 Develop one (1) joint advocacy initiative in partnership with a UN agency and a private sector and Government counterpart by 2017	Private sector, Government, UN Staff	Brainstorm session with private sector on resource mobilization for joint advocacy initiatives	Develop funding and small-scale project proposal aimed at key affected population, development priority	Approval and Implementation of joint initiative	Ongoing	UNCT UNRCO	Common, Private Sector
4.2: System-wide messaging for private sector partnership development	4.2.1 Develop and disseminate key messages for private sector partnership opportunities with the UN in Lesotho	Private Sector, Government, UN Staff	Key messages developed and disseminated to all relevant stakeholders	Key messages updated and disseminated to all relevant stakeholders	Key messages updated and disseminated to all relevant stakeholders	Annually	UNCT UNRCO	N/A

4.3: Joint social media & online communication initiatives with private sector	4.3.1 Development social media communication partnerships with larger private sector companies in Lesotho	Private sector, Government, UN Staff	One post monthly on benefits of private sector partnership with UN in Lesotho	Two posts monthly on benefits of private sector partnership with UN in Lesotho	Two posts monthly (with reciprocation) on benefits of private sector partnership with UN in Lesotho	Ongoing	UNRCO	N/A
	4.3.2 Develop short film on benefits of private sector partnership with UN in Lesotho	Private sector, Government, UN Staff	Creation of one (1) 5-minute short film on benefits of PS partnership with UN in Lesotho		Update or renew short film to reflect changing development landscape	Annually	UNRCO UNCG	UN Coordination Budget

STRATEGIC OBJECTIVE 5: Improve internal UN communications with specific mechanisms to inform staff on Delivering as One and LUNDAP outcomes

OUTCOMES	OUTPUTS	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT	BUDGET/COST
			2015	2016	2017			
5.1: Common internal communications messaging developed by Results Groups	5.1.1. Common internal UN messaging developed by LUNDAP Results Groups and disseminated for use in internal communications products	UN Staff	Key messaging developed, disseminated and commonly used in internal/ Communicating as One products	Key messaging updated, disseminated and commonly used in internal/ Communicating as One products	Key messaging updated, disseminated and commonly used in internal/ Communicating as One products	Ongoing	UNIC	N/A
5.2 One UN Communication products to enhance internal communication	5.2.1 Electronic Delivering As One Communications Newsletter developed and distributed to key stakeholders	Government, Diplomatic community, donors, UN Staff	Quarterly DaO newsletter developed by Q3, and widely distributed	Quarterly DaO newsletter widely distributed	Quarterly DaO newsletter widely distributed	Quarterly	UNIC	N/A
	5.2.2 Delivering As One brochures (as needed) developed and distributed to relevant stakeholders	Government, Diplomatic community, donors, UN Staff	DaO brochures developed, distributed to stakeholders annually	DaO brochures developed, distributed to stakeholders annually	DaO brochures developed, distributed to stakeholders annually	Annually	UNRC	UN Coordination Budget Budget Source:

								Common services for UNCG
5.3: Delivering as One Online communications tools utilized	5.3.1 Delivering as One data uploaded (by Results Groups) to UN intranet	UN Staff	LUNDAP results information updated, reflected on intranet	LUNDAP results information updated, reflected on intranet	LUNDAP results information updated, reflected on intranet	Annually, as needed	UNIC	N/A
	5.3.2 Online communications capacity developed for all UN staff	UN Staff	Annual training on the use of Intranet, UNCT Website held, 50% compliance	Annual training on the use of Intranet, UNCT Website held, 75% compliance	Annual training on the use of Intranet, UNCT Website held, 80% compliance	Annually, as needed	UNIC, UNCT	UN Coordination Budget Budget Source: Common services for UNCG
5.4: UN Lesotho leadership strategy communicated	5.4.1 Quarterly all-staff meetings held by UNRCO, UNCT	UN Staff	Quarterly UN all-staff meeting held quarterly, 60% attendance Inputs documented and addressed by management	Quarterly UN all-staff meeting held quarterly, 70% attendance Inputs documented and addressed by management	Quarterly UN all-staff meeting held quarterly, 80% attendance Inputs documented and addressed by management	Quarterly	UNCT	UN Coordination Budget Budget Source: Common services for UNCG

STRATEGIC OBJECTIVE 6: Develop and encourage a culture of communication and information sharing among regional and global UN Staff, with an aim to developing Delivering As One best practices

OUTCOME	OUTPUTS	AUDIENCE	ANNUAL TARGETS			SCHEDULE	FOCAL POINT	BUDGET/ COST
			2015	2016	2017			
6.1: External communications capacities enhanced	6.1.1 'Writing for the web' training held to standardize language and style	UN Staff	Training held for UNCG focal points, technical staff (75% compliance)	Training held for UNCG focal points, technical staff (80% compliance)	Training held for UNCG focal points, technical staff (100% compliance)	Annually	UNCG	?
	6.2.1 Photography course held to improve the quality and quantity of digital library	UN Staff (UNCG, programme staff)	Training held for UNCG focal points,	Training held for UNCG focal points,	Training held for UNCG focal points,	Annually	UNCG	UN Coordination Budget

			programme staff (50% compliance)	programme staff (75% compliance)	programme staff (100% compliance)			Budget Source: Common services for UNCG
	6.3.1 Online digital library training held annually	UN Staff	Training held for UNCG focal points, programme staff (50% compliance)	Training held for UNCG focal points, programme staff (50% compliance)	Training held for UNCG focal points, programme staff (50% compliance)	Annually	UNCG	UN Coordination Budget Budget Source: Common services for UNCG
6.2: Results and best practices shared with regional audiences	6.2.1 External communications materials shared through social media	UN Staff	2 monthly posts related to DaO communication materials, directed to key regional stakeholders	2 monthly posts related to DaO communication materials, directed to key regional stakeholders	2 monthly posts related to DaO communication materials, directed to key regional stakeholders	Ongoing	UNIC	N/A
	6.2.2 UNDG Lesotho website updated, maintained	UN Staff, UN Regional Offices, general public	Required annual DaO documents submitted on UNDG website and approved by HQ	Required annual DaO documents submitted on UNDG website and approved by HQ	Required annual DaO documents submitted on UNDG website and approved by HQ	Ongoing	UNIC	N/A
	6.2.3 Publications and relevant public documents shared on UNCT website, Intranet	All	Materials and descriptions published on UNCT website and Intranet	Materials and descriptions published on UNCT website and Intranet	Materials and descriptions published on UNCT website and Intranet	Ongoing	UNIC	N/A

ANNEX 1: United Nations Office of the Resident Coordinator in Lesotho Communications Strategy - 2015-2017

1.0 Resident Coordinator (RC) Background

The UN Resident Coordinator system (RCS) encompasses all agencies of the United Nations system (UNS) dealing with operational activities for development at the country level regardless of formal presence. Recognizing that development, peace and security and human rights are interlinked and mutually reinforcing, and that development is a central goal in itself and constitutes a key element of the overarching framework of the United Nations operational activities for development, the RCS contributes to respond effectively to the needs, priorities, and challenges of programme countries in accordance with the UN's comparative advantage, and in recognition that programme countries should have access to and benefit from the full range of mandates and resources of the UN development system.

The Resident Coordinator, funded and managed by UNDP, leads UN Country Teams (UNCT) in more than 130 countries, is the designated representative of the Secretary-General through the UNDP Administrator in her/his capacity as the Chair of the United Nations Development Group (UNDG). The RC acts on behalf of the UN System in an impartial way, strategically positioning the UN in each country. The RC upholds and promotes the UN's responsibilities with regard to preventing and responding to serious violations of human rights and humanitarian law, including the responsibilities of UN entities and staff.

1.1 Country Context

Lesotho is a Least Developed Country has a population of 1.9 million. On the UNDP Human Development Index It ranks 162 out of 187 countries in 2013. Poverty and inequality levels are high in the country at 57.1 percent. HIV/AIDS continues to be one of the foremost challenges given its adverse impact on the human resource base essential to socio-economic development. The country's progress on MDGs is uneven, with only two of the eight MDGs (universal primary education and gender equality) being on track to be achieved by 2015.

Lesotho has performed well in ensuring access to education for females. The high level of education attainment among females has resulted in high women's participation in formal employment. Lesotho has surpassed the MDG 2015 target of 50%, with women's share in wage employment in the non-agricultural sector reaching 56.1% in 2012. Although women's educational attainment is higher than men, a patriarchal society creates an obstacle to full women's empowerment. Men dominate the sectors of industry—sectors where economic and political power is concentrated.

As of 2013, one out of 32 women in Lesotho dies of pregnancy and birth complications. HIV statistics show a significant gender bias. 23% of adults age 15-49 are infected with HIV, with a prevalence rate of 26.7 % for women and 18% for men. In the age groups 15 to 24 years and 25 to 29 years, over 70% of HIV-positive individuals are female. Gender equality and limited women's empowerment in decision-making are major contributing factors of these statistics.

Lesotho held National Elections in May 2012, resulting in the first-ever coalition government, which subsequently went through a tough coalition building process supported by the UN and the Commonwealth. However, the events of 30 August 2014 ended reconciliation efforts and destabilized the current government, and led to February 2015 elections. Military Special Forces seized police stations and surrounded the State House, other government buildings and radio stations in Maseru, the capital.

Over the past decade, Lesotho has also experienced successive climate shocks such as recurrent droughts, dry spells and floods which are aggravated by degraded ecosystems, HIV and AIDS with serious consequences for the food security of the population. With a population of 1.9 million people, the number of food insecure people in the last five years is an indication of a status of chronic food insecurity in the country for a large number of the population. Multiple areas of vulnerability in Lesotho have created a complex risk profile, in which poor households are chronically exposed to a wide range of economic, health, environmental and climate threats, resulting in perpetual crisis.

1.2 Analysis of RCO Communications Context

<p>Strengths</p> <ul style="list-style-type: none"> Investment from Resident Coordinator System, UNDG Continuity and decent institutional memory of communications best practices The UN has a strong relationship with the Government of Lesotho Joint UN website constructed and established online social media communities (Facebook/Twitter) 	<p>Weaknesses</p> <ul style="list-style-type: none"> Turbulent political environment Poor internal/external knowledge about role of UNRC Unknown communications capacities of UNRCO staff Limited financial & human resources Poor / limited information sharing between UN agencies.
<p>Opportunities</p> <ul style="list-style-type: none"> Fresh UNRCO staff, with former staff inside UN system Limited record of UNRC engagement with civil society groups as Spokesperson for UN System Private sector relationships have been largely unexplored. 	<p>Threats</p> <ul style="list-style-type: none"> Continued political and security instability Media sensationalism and inaccurate reporting Continuation of austere funding environment

2.0 Strategic Objectives

In light of the current political and development context in Lesotho, for the remainder of the 2013-2017 LUNDAP cycle, the Communications Strategy of the United Nations Office of the Resident Coordinator in Lesotho should aim to satisfy the following five strategic communications objectives:

- Improve external perceptions of the United Nations in Lesotho as a transparent, efficient “Delivering As One” entity by providing support to national development priorities.
- Improve the visibility of the United Nations Resident Coordinator as a senior public official designated by the UNSG.
- Raise awareness of key development challenges in Lesotho using the RCO as a tool for advocating as a One UN system.
- Increase awareness of function/role of the UN Resident Coordinator (System).
- Increase awareness about the upcoming SDGs and the post-2015 agenda.

2.0 Core Concepts

Communicating as One: The position of United Nations Resident Coordinator is unique as it is the only country level post that is authorized to speak on behalf of the United Nations as a whole. Advocacy of key national development issues, as well as *Delivering As One*, to targeted audiences is an essential function. However, this is not a routine or standard procedure. While UN agencies must remain committed to advocating within their mandates, the Resident Coordinator must speak for the United Nations system in Lesotho with respect to national development progress (LUNDAP).

LUNDAP-centred approach: Advocacy for the Office of the Resident Coordinator should be centred around LUNDAP priorities, and MDG/SDG progress. The 2014-2017 *Delivering as One* Communications Strategy suggests HIV/AIDS, gender-based violence/gender equality, youth unemployment, poverty, climate change, food security and nutrition as key national development challenges—and the RCO should lead and reiterate the priority of these national challenges.

Thought Leadership: The United Nations in Lesotho needs thought leaders, UN staff that are specialized in their fields and whose knowledge and opinions are sought after. The Resident Coordinator, the authorized spokesperson for the Secretary-General is the natural choice to provide strategic thought leadership for the UN in Lesotho. This leadership should be measured by the increased frequency of media requests, the number of editorials submitted to national media organizations for attribution, and an increased number of media releases, social media posts featuring commentary and/or expertise from the Resident Coordinator.

3.0 Target Audiences

The Government of Lesotho: As the designated representative of the Secretary General to the Mountain Kingdom of Lesotho, the United Nations Resident Coordinator has a clear mandate to advocate for the work of the United Nations both in Lesotho and internationally, as well as champion the normative functions of the United Nations. (e.g. human development, human rights, good governance, and gender equality)

The Diplomatic Community: The Office of the Resident Coordinator should seek improve already strong relations with the diplomatic corps in Lesotho, an eye to distinguishing the role of the Resident Coordinator in Lesotho as the voice of the United Nations.

Media: The Office of the Resident Coordinator should seek to improve dialogue with national, regional, and international media organizations, with a focus on articulating the role of the Resident Coordinator in the United Nations system and delivering key messages on thematic issues/national development challenges in Lesotho.

Public, Civil Society: The Resident Coordinator should speak directly to the public on critical development challenges through civil society organizations, religious organizations, churches, and ad-hoc groups.

Private Sector: The Resident Coordinator should speak to/for an underrepresented and developing private sector in Lesotho, leveraging existing relationships and encouraging small-to-medium sized enterprises to engage with the United Nations system on key development issues.

UN Staff: The Office of the Resident Coordinator should seek to improve understanding about the role of the Resident Coordinator in Lesotho, as well as be the primary internal spokesperson on the status of development progress.

4.0 Key Messages

Staff

- The Resident Coordinator is the designated representative of the Secretary General of the United Nations in Lesotho.
- The Resident Coordinator is ideally positioned to speak on behalf of the work of the United Nations in

Lesotho.

Diplomatic Community

- The Resident Coordinator is the designated representative of the Secretary General of the United Nations in Lesotho.
- The Resident Coordinator is ideally positioned to speak on behalf of the work of the United Nations in Lesotho.
- A united diplomatic community is critical to advocating for development priorities and promoting good governance.

Government

- The Resident Coordinator is the designated representative of the Secretary General of the United Nations in Lesotho.
- The UN in Lesotho is working hand-in-hand with the Government to achieve its national development goals.
- The UN system in Lesotho promotes development and supports the Government in its development agenda and achievement of the development goals (MDGs/SDGs).
- The UN is in a strong position to support Lesotho's national development strategy due to its convening power, global experience and superior knowledge management and technical capacities.

Public

- The Resident Coordinator is the designated representative of the Secretary General of the United Nations in Lesotho.
- The UN strives to ensure a sustainable transformation in the lives of the Basotho people, with the highest positive impact on progress toward meeting the MDGs/SDGs.
- The United Nations in Lesotho values human and social rights of all people and deep respect for host communities.
- UN agencies work together to ensure accountability as well as achievement of results in key priority areas.

Media

- The Resident Coordinator is the designated representative of the Secretary General of the United Nations in Lesotho.
- The Resident Coordinator is the official Spokesperson of the United Nations in Lesotho.
- The UN promotes democracy, human development and human rights as outlined in UN Charter.
- The UN is a key partner with national and international media on a breadth of national development issues.
- The UN is a positive agent of peace and an honest, impartial broker.
- Inter-agency partnerships improve efficiency in delivering results and best practices.

NGOs

- The Resident Coordinator is the designated representative of the Secretary General of the United Nations in Lesotho.
- The UN is an impartial and credible partner in achieving national development goals.
- The UN brings worldwide development experience and technical support.
- UN agencies in partnership with the NGOs lead to a collaborative, more efficient delivery of development assistance.
- Achieving the best results means UN agencies and the NGO community work together to Deliver as One.

Private Sector

- The Resident Coordinator is the designated representative of the Secretary General of the United Nations in Lesotho.
- The United Nations in Lesotho is committed to building national capacity and sustainability and assists the government and people of Lesotho to ultimately take on and drive all aspects of life in the country.
- The global development experience and technical capacity of the United Nations and the technical and sector experience of the private sector make for a powerful partnership for development.
- Cohesive planning between all UN agencies means increased accountability and stronger outcomes of development assistance.

5.0 Communication Tools

UNCT Website: The newly launched United Nations in Lesotho website (www.unlesotho.org) is an important tool for information, external relations and content/event promotion. The new website has a number of comparable advantages for information sharing.

- Information posted has the highest possibility of reaching an international audience
- Can be used as a document archive, knowledge management hub
- Can be targeted to multiple audiences, including internal UN actors
- Offers social media integration and an optional user comment feature
- Offers a space for thought leadership / web blog

Social Media: While ICT coverage in the country is weak (7-10%), there are significant opportunities in the social media space:

- With nearly 8,000 people now following the work of the UN on Facebook, social media provides a powerful channel for sharing development results with multiple audiences.
- More than 80% of the Facebook audience is Basotho, with a strong (20%) regional Sub-Saharan and international following.
- The United Nations has a limited presence on Twitter, although the micro blog offers the most potential for reaching a targeted UN and international audience.

Newsletters and publications: The Office of the Resident Coordinator should invest in brief, concise publications that reach a variety of national and international audiences. In keeping with its standing as the UNSG designate in country, the Resident Coordinator should use publications (e.g. newsletters, infographics, report summaries) as a tool for increasing understanding about the role of the RC and the progress of development results in Lesotho.

Photo/video materials: Photos show development results as they happen and give a human face to the work of the United Nations in Lesotho. While photography might seem elementary as a communications product, the quality and quantity of photos used are not often given a strong communications priority. In that regard, the Office of the Resident Coordinator should seek to build an archive of quality photographs for use in any communications product, with a special focus on beneficiaries. The UNRC should also seek to build an archive of quality photographs of the Resident Coordinator at specific UN functions. The Office of the Resident Coordinator should also seek photographs from all 7 UN agencies as a means of Communicating as One.

ANNEX II: United Nations Office of the Resident Coordinator in Lesotho - Communications Work Plan 2015

Objective	Output	Activity	Success Indicators	Responsible Party	Target/ Frequency
(1) Improve external perceptions of the United Nations in Lesotho as a transparent, efficient “Delivering As One” entity by providing support to national development priorities.	1.1. Communicate as One UN System	1.1.1. Compose briefs and talking points for the Resident Coordinator, Heads of UN Agencies, and Senior UN Officials based on the key messages from the Delivering As One Communications Strategy. 1.1.2. Develop key messaging for new SDGs and related country context.	1.1.1. Briefs and talking points disseminated and widely used for internal and external communications. 1.1.2. Increased stakeholder knowledge about post-2015 and forthcoming SDGs.	UNCG Focal Points, UN Agency Technical Specialists, follow-up from the UN Coordination Specialist UNCG Focal Points	On-going Q4
(2) Improve the visibility of the United Nations Resident Coordinator as a senior public official designated by the UNSG.	2.1. An increase in the number of media interviews, quotes, public appearances by the RC. 2.2 Increase in the social media following of the UN in Lesotho and the UN RC. 2.3. Increase in positive UN staff perceptions of UN leadership in Lesotho.	2.1.1 Compose talking points for the Resident Coordinator on key development priorities (via LUNDAP). 2.2.1. Targeted social media messages to key external partners via Twitter and Facebook 2.3.1. Organize participatory dialogues with UN staff about the strategic direction of the UN in Lesotho.	2.1.1. Talking points disseminated and widely used for internal and external communications. 2.2.1. Social media messages have increased reach and high rates of user engagement (measured in number of comments, shares). (Engagement / Reach = 1.5-3.0%) 2.3.1. UN staff attend, engage, and provide inputs to strategic direction of the UN in Lesotho.	UN Coordination Specialist, with assistance from agency technical specialists UNRC / RCO UNCT	Q2 Weekly Quarterly

(3) Raise awareness of key development challenges in Lesotho using the RCO as a tool for advocating as a One UN system.	3.1. Increase in the number of news and media articles about key thematic areas in national media	3.1.1. Thematic half-day briefings and media trainings for national journalists.	3.1.1. A minimum of ten (10) journalists (print, radio, television) attend thematic trainings.	UNCG, through UN Coordination Specialist	Quarterly
		3.1.2. Pitch agency success stories to the media (verbatim) or repackaged with a DaO narrative.	3.1.2. A minimum of five (5) success stories are published in national newspapers.	UNCG, UNRCO	UNCG Focal Point
		3.1.3. Organize (4) quarterly media field visits to critical joint programme work areas.	3.1.3. A minimum of six journalists attend UN-organized field visits, with at least 3 stories developed as a result.	UNIC / UN Coordination Specialist	On-going
		3.1.4. Thematic external relations activities (e.g. UN Day, International Women's Day, World AIDS Day)	3.1.4. A minimum of five (5) public activities assisted/or participated in by UNRC/UNRCO.	UNIC/UN Coordination Specialist with input from UNCG Focal points	
		3.1.5. Compose a minimum of ten (10) thematic op-ed articles for dissemination in national newspapers on critical thematic issues, attributed to the UNRC	3.1.5. Ten (10) thematic editorials published in national newspapers.	UNIC	
(4) Increase awareness of function/role of the UN Resident Coordinator (System).	4.1. Improved understanding about the role of the UN Resident Coordinator in Lesotho by outside agencies, government and UN staff	4.1.1. Construct a brief PowerPoint® presentation on the role of the UN Resident Coordinator and the UN system for regular use.	4.1.1. Improved knowledge of the role of the UNRC by the Government, Civil Society, NGO community.	UNCT, UNRC, UN Coordination Specialist	On-going
		4.1.2. Develop social media materials with the role, day-to-day activities of the Resident Coordinator as a regular (weekly) component.	4.1.2. A minimum of 2 social media posts/tweets per week on the day-to-day activities of the RC.	UNIC, UN Coordination Specialist	Weekly
			4.1.3. A quarterly DaO		Quarterly

		4.1.3. Contribute to a <i>Delivering As One</i> stakeholder newsletter with a results-oriented foreword by the Resident Coordinator.	newsletter is published and distributed electronically.	UNIC	
(5) Increase awareness about the upcoming SDGs and the post-2015 agenda.		<p>5.1.1. Organize a series of lectures, discussions led by the Resident Coordinator at key national institutions. (e.g. National University of Lesotho)</p> <p>5.1.2. Integrate key messaging on SDGs/post-2015 agenda into external communications products.</p> <p>5.1.3. Continuous engagement with Civil Society on implementation of Post2015 Development Agenda</p>	<p>5.1.1 A minimum of two lectures or formal discussions led by the RC.</p> <p>5.1.2. Key messaging added relevant communications products and disseminated to relevant stakeholders.</p> <p>5.1.3. Improved understanding and articulation of post-2015 agenda among civil society groups.</p>	<p>UN Coordination Specialist / Task Team Post2015</p> <p>UNCT, UNCG</p> <p>Task Team Post2015 / UN Coordination Specialist</p>	<p>Yearly</p> <p>Bimonthly</p> <p>As needed</p>

