

2013 / 2018

one UN in Rwanda joint communication strategy



www.rw.one.un.org

ONE UN Communication Group
supporting the implementation
of the UNDAF in **Rwanda**

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overview of the strategy



Rwanda is one of the 8 pilot countries of the Delivering as One (DaO) process. This was a response to the UN Secretary General's High Level Panel on System-Wide Coherence that recommended UN reform to improve coherence and effectiveness of the UN system at country level. The reform is strengthening the coherence at the country level through the application of the following principles: One Programme, One Budget, One Leader, One Voice, and One House.

In March 2013, the UN Develop Group issued Standard Operating Procedures (SOPs) for DaO countries. The SOPs reinforce the role and importance of communications in the overall architecture of DaO. The principle of One Voice is redefined as Communicating as One. The SOPs recommend to strengthen the

accountability framework for the UN Communication Group which should be lead by a UN head of Agency. The accountability framework is comprised of a strategy, coordination structure reporting to the UNCT, an Annual Work Plan, budget, and a M&E framework.

The UN system in Rwanda is aligned to the Vision 2020 and the Economic Development and Poverty Reduction Strategy 2013-2018 of the Government of Rwanda. The United Nations Development Assistance Plan (UNDAP) 2013-2018 is the business plan of the UN in Rwanda supporting the implementation of the national development agenda.

Although the UN is a trusted partner to the government of Rwanda¹, the UNCT realises that to provide the best

assistance to the government and to serve the people of Rwanda, more needs to be done to enhance efficiency and effectiveness. The Country Led Evaluation (CLE) and the Comparative Advantage and Stakeholder Analysis (Focus Study) highlighted many areas where the DaO still can improve.

Communications will play a key role in highlighting the UN is being reformed to deliver in a more coordinated way to ensure that it optimizes its role, responsibilities and collective human and financial resources to improve people's lives. The UN acknowledges that to achieve its goals it needs the government, civil society, other development partners, and entire UN in Rwanda.

The main objective of Delivering as One is increase the impact of UN operational

activities in support of national priorities and help countries to attain the Millennium Development Goals and other development objectives. The One UN in Rwanda believes that by working and planning together in a coordinated way to reduce duplication, increase efficiency, and encourage donors to pool their funds it can be more strategic and deliver better results.

The success and impact of the UN's programmes is dependent on its ability to engage actively, involve all stakeholders more strategically and build stronger synergies to deliver, increase impact and sustain the development efforts.



**Rwanda UNITED NATIONS
DEVELOPMENT ASSISTANCE PLAN
2013-2018**
Of the One UN in Rwanda with the Government of the
Republic of Rwanda
Signed: 24 July 2013



¹ Focus Study – Comparative Advantage Analysis 2012 – W. Paton and C. Soriano

The One UN realises that communication is a core feature of its work in Rwanda:

- It has a fundamental role to play in communicating the UN's strategic direction to both our staff and our stakeholders.
- It is critical to give meaning to the principal of Communicating as One.
- It will allow to demonstrate the results and impact the of the UN's work in Rwanda
- It is an important tool in raising awareness and advocating for global development objectives and campaigns
- It is a critical component of the One UN Resource Mobilization strategy

The 2013-2018 Communication Strategy will focus on enhancing internal and external communication to create a better understanding of and support for 'Delivering as One' and the work of the One UN among staff and our stake holders. It will also ensure that there is adequate information being shared within the UN system in Rwanda as well as among all partners so that they better understand and support the Delivering as One process.

The communications strategy will be managed by the UN Communications Group and is based on the principles of a shared vision, common objective, coordinated effort and an empowered team. The areas of focus are internal communication, external communication (with government, development partners, implementing partners, development stakeholders and the media) and advocacy for development.



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A Situation Analysis of the Communication Environment/ A Summary of findings of the Perception Survey



Communication does not "just happen." Effective communication requires effective strategy - a coherent plan of action. To be effective, strategy must take three factors into account simultaneously:

1. Your goals and objectives;
2. Operational constraints and imperatives
3. Pertinent conditions in the environment.

When your objectives involve communicating with others (when do they not?), the most pertinent environmental conditions consist of the ideas that our audiences have about the UN and the UN's objectives. It is sometimes said that "perception is reality." More to the point: Our audience's perception is our reality.

perceptions

At present, we don't have a robust baseline with regard to the perception of the UN in Rwanda. A Staff and Stakeholders' perception Survey was commissioned in 2009 to obtain an independent view of how the UN is perceived in Rwanda. The main objective of the survey was to measure people's perceptions, knowledge and awareness about the UN in general and the UN reform in particular. This helped the One UN to understand general awareness of staff and stakeholders about the UN reforms and how they view impact of UN programmes in Rwanda generally. The survey identified communication challenges, specific gaps, advocacy opportunities and communication preferences of audiences.

The Country Led Evaluation and the Focus Study added more qualitative information on the perception of the One UN in Rwanda.

In particular, the Focus Study revealed serious perception gaps between the UN, Government, and

Development Partners. For example, a significant number of UN respondents in the survey cited the UN as having far more comparative advantages than did development partners. Most development partners who completed the survey did not identify the following as a UN comparative advantage in any sector: Capacity development, monitoring and evaluation, policy advice, delivery and implementation, and programming approaches and methodologies. In contrast, the many UN respondents named these same kinds of work as UN comparative advantage.

Similarly, convening power, better access/influence with key decision makers, and integrated approaches were cited by development partners as a comparative advantage in only one sector each, whereas UN respondents found these to be strengths of the UN in 11 sectors/areas. Impartiality was chosen by partners in only one case (gender), but by UN respondents in five. A network of partners and expertise were chosen by development partners in two sectors/areas each but by

UN respondents in six and nine sectors/areas. Promotion of international norms and standards scored highest.

None of the development partners surveyed were even moderately satisfied with the way the UN reduced its transaction costs and were specifically dissatisfied with coordination, transparency. Development partners had mixed or neutral views on the United Nation's ability to be accountable, harmonize and simplify processes, to engender openness, trust, mutual respect and learning, make a lasting impact on eradicating poverty and reducing inequality, and enhancing Rwandan capacity (areas where the UN is mostly satisfied with its own performance). Both development partner and UN respondents agreed they were satisfied with the way the UN was aligning its programmes with the EDPRS and tailoring programmes to Rwanda's specific situation and needs. And both development partners and the UN were dissatisfied with parallel funding mechanisms that increase transaction costs.



- The Government also feels the UN still has the highest overhead among development partners.
- Delivering as One had 'just added an extra layer of bureaucracy and not delivered'.
- There has been less change in the UN in Rwanda than in the country as a whole.
- "They pull us in many directions and sorting out the differences is time consuming" The government does not need new resources in some sectors, it needs better coordination."
- They seem more interested in funding conferences, reports and workshops. I have learned to ignore invitations to meetings without a specific output but I still receive many invitations. People want to pay us to do nothing, or travel around UN agencies should comply more with the Division of Labour and focus", or "act as one; [they] look fragmented."

summary of perceptions
from the focus study



operational challenges

The One UN in Rwanda is facing the following challenges related to operationalizing a communication strategy:

- General lack of understanding of the Communication as One component of the Delivering as One Concept, both internally and externally. For instance individual agencies (under the same thematic areas and having the same activities) still disseminate messages that exclusively drive their individual mandate.
- The long absence of a One UN Communication Strategy and communication tools such as an updated One UN website, active and social media (i.e. Twitter, Facebook, and YouTube).
- Disempowered UN Communications Group which dampens enthusiasm and commitment from the Communications Officers of individual UN agencies.
- Inadequate communication between the UNCG and the Country Team.
- UNCG consists of members with varying degrees in communication skills, some members are not communications personnel, for instance, they serve in different capacities in their agencies.
- Inadequate information sharing- There is need to better disseminate information through the use of effective communication channels such as; UN Rwanda website, social media, Radio, TV, Internal Communication facilities, (such as newsletters).
- Lack of broader understanding of UN Strategy (the UNDAP results areas); Sustainable Economic transformation, Accountable Governance and Human Development Capital.



media environment in Rwanda

The introduction of the internet and the subsequent rise of social media have fundamentally altered the media landscape at the global level. Facebook has over 1 billion customers world wide and Twitter has 550 million active accounts generating 58 million tweets a day (9,100 tweets per second).

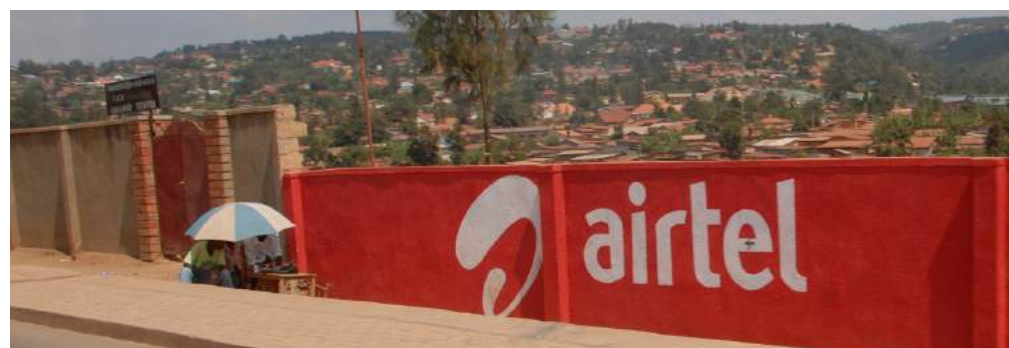
In Rwanda, the Government is urging citizens to embrace social media tools as a revolutionary way to share information, access government services and hold government to account. Starting with President Kagame — who has more than 95,000 followers on Twitter and is regarded as the foremost exponent of social media of any African leader — officials from across the government are embracing social media as a way to communicate with citizens.

At present, there are approximately 250,000 Facebook users in Rwanda.

Depending on the target audience, the choice of media outlets and language is extremely important in Rwanda. An analysis of available shows a more nuanced reality²

	AVERAGE	KIGALI CITY
computer literacy	4%	17%
internet usage	8%	30%
mobile phone penetration	45%	80%
TV Set	6%	36%
Radio	60%	57%
Newspapers	TBD	TBD

² EICV 2010/2011



3

UN Rwanda's vision and mission

Rwanda's long term vision is set out in the high-level policy document called "Vision 2020". It defines the country's ambition of becoming a middle income country by 2020. The Government of Rwanda is currently finalizing the second Economic Development and Poverty Reduction Strategy (EDPRS – 2013-2018) which provides the strategy to attain their long term vision.

The UN in Rwanda aligns its programming to the priorities of the EDPRS-2 through the United Nations Development Assistance Plan (UNDAP 2013-2018).





The United Nations in Rwanda continues to be a key and trusted development partner to the GoR by ensuring that all UN agencies work together coherently, effectively, and efficiently to support the government and the people of Rwanda to achieve their development goals as laid out in Vision 2020.

As a whole, the UN system has supported the country's development priorities as outlined in the EDPRS through the activities outlined in the United Nations Development Assistance Framework (UNDAF). The new UNDAP is also five-year programming tool, which aims to strengthen the impact and efficiency in delivery of development activities by the United Nations.

The UNDAP formulation process assisted all the UN agencies in Rwanda to work together in line with the GoR's priorities. The newly created Development Results Groups will help the UN in furthering its reform, by improving its results-orientation, effectiveness and efficiency.

the mission

The UN's mission is to support Rwanda achieve the objectives of the EDPRS-2 and contribute to equitable economic growth and poverty reduction by strengthening systems of accountability and the delivery of quality social services to every woman, man and child.

The UN comprises of a committed team driven by one vision for the benefit of Rwanda. It brings to the country global expertise and professional skills for the country to utilise with greater efficiency and make a difference in the lives of Rwandans.

The UN in Rwanda supports the GoR's priorities through the three UNDAP outcome areas Economic Transformation, Accountable Governance, and Human Development Capital, with due appreciation for the principles of Gender Equity and Human Rights Based Approach to development.



3

the communication strategy

This communications strategy shows how effective communications can:

- help us achieve our overall organisational objectives
- engage effectively with our stakeholders
- demonstrate the success of our work
- ensure people understand what we do
- change behaviour and perceptions where necessary

Communicating as One requires a move from UN-agency based communication towards a UN Strategic Communication Management.





overall objective

The communication strategy aims at promoting the United Nations in Rwanda as a family that speaks with One Voice on key development issues facing the people of Rwanda and works coherently, effectively, and efficiently, with the GoR, development partners, and other stakeholders to achieve its national development goals and objectives.

specific objectives

- To communicate key results achieved with UN support.
- To facilitate information sharing within the UN.
- To share information with stakeholders to increase visibility, transparency, and credibility.
- To promote the role of One UN in Rwanda with emphasis on results impact, effectiveness, and efficiency.

- To strengthen UN support in advocating for development.

target audiences

United Nations staff

- General staff have enhanced understanding of Delivering as One.
- Increased senior staff commitment.
- Share information on the UN's results in Rwanda
- Involve staff in global advocacy and awareness raising campaigns

media

- Increased media coverage of the UN and development issues
- Increased technical capacity to cover development issues

government

- Increased understanding of Delivering as One as part of the UN reform
- Increased information sharing between GoR and the UN.

UN Strategic communication management is defined as the systematic planning and realization of information flow, communication, media development and image care in a long-term horizon. It conveys deliberate message(s) through the most suitable media to the designated audience(s) at the appropriate time to contribute to and achieve the desired long-term effect. UN Communication management is a process that brings three factors into balance: the message(s), the media channel(s) and the audience(s).

- Communicate results of UN programmes in Rwanda
- Influence government policies in line with the UN's global campaigns

development partners

- Increased understanding of Delivering as One.
- Increased information sharing between Development Partners and the UN.
- Communicate results of UN programmes
- Support resources mobilization

civil society

- Increased awareness and strengthened partnership and collaboration.

general public

- Increased awareness and understanding of what the UN does in Rwanda and the development issues Rwanda is facing.



components

The following are the main components of the communication Strategy:

OUTCOME 1: To facilitate information sharing among UN staff	OUTPUT 1:1: New staff supported in settling-in, in Rwanda and the workplace.
	OUTPUT 1:2: Communication channels for information sharing are established.
OUTCOME 2: Awareness raised about the results of ONE UN work in Rwanda among population in Rwanda	OUTPUT 2.1: Information materials updated on a regular bases in line with the three result areas of the UNDAF.
	OUTPUT 2.2: Key developments timely reported on a regular basis.
	OUTPUT 2.3: Coverage of the National Broadcast (Radio, TV, on-line) and Print Media systematically improved.
OUTCOME 3: Messages of common concern to the UNCT advocated and core audiences positively influenced in line with UNCT and UN global goals.	OUTPUT 3.1: Ten (10) international days/campaigns/events implemented per year.
	OUTPUT 3.2. Audience engagement improved through a measurable thematic digital communication (social media/website) and other traditional channels.
OUTCOME 4: UNCG and the wider UN family is able to deliver the Communication Strategy 2013/2018	OUTPUT 4.1: Resources are adequate in order to deliver the Communication Strategy.
	OUTPUT 4.2: UNCG organizational capacity is reinforced.
	OUTPUT 4.3: Senior Management and all staff of the UN understand the importance of communication and their role in conveying the message of the ONE UN

tools

- One UN Website: www.rw.one.un.org
- Social Media: Facebook, Twitter, Youtube
- Newspapers: OPED and banners
- Visibility materials: Pull-out banners, tear-drop banners
- Graphic guidelines: business cards, e-mail signatures, letter head
- Info kits One UN
- Events: International Days, Global Campaigns
- Radio: Community radio and national radio

monitoring

- At the scheduled meetings, the UNCG Chair/UN Communication Officer will report on progress in the implementation of the work plan including budget and participation issues, while other members will report on areas of their respective delegation.
- The UNCG will regularly update the UNCT on the progress of the work plan so that the UNCT can also monitor progress based on the approved AWP and the M&E Framework.

evaluation

- A M&E Framework will be established.
- An annual planning, midyear tracking and end of year meeting will be held to develop the work plan, review the progress and compile an end of year report respectively. These sessions will also evaluate member responsibilities and agency financial contributions.
- After 2013, another perception survey will be done.

immediate resource requirement and staffing

The UN Communication Unit as part of the RCO plays an important role to support the implementation of our communications strategy. Following the practice of previous years, 2.5% of the One UN Fund should be set aside for communications purposes. The communications budget is based on an Annual Work Plan approved by the UNCT. The staffing of the RCO/Communications Unit is subject to fund availability and scope of work, but the One UN has a clear intent to strengthen the Communications Unit to support the implementation of the Communications Strategy and Annual Work Plan. At present, the RCO/Communication Unit is comprised of a P3 Communications Specialist. For the implementation of the Communication Strategy and the AWP, it is foreseen the Communication Unit needs to be strengthened with a national officer to manage web page content and social media.

proposed budget

The proposed minimum annual budget for 2013-2018 is USD 355,000.

BUDGET LINE	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018
Staffing	260,000	120,000	120,000	120,000	120,000
Consultants	5,000	10,000	10,000	10,000	10,000
Equipment	10,000	10,000	10,000	10,000	10,000
Activities	194,000	200,000	200,000	200,000	200,000
Transport	6,000	10,000	10,000	10,000	10,000
Miscellaneous	1,200	5,000	5,000	5,000	5,000
TOTAL	476,200	355,000	355,000	355,000	355,000

common support functions

To rationalize the work of the UNCG a series of common support functions will be put in place:

- Updated Media contact list
- Joint Calendar of events to avoid conflicting schedules
- Updated common mailing list for all UN staff
- Standardized UN DSA to journalists
- Long Term Agreement for services and goods pertaining to the work of the UNCG



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annual work-plan
july 2013 / june 2014



On an annual basis, during the month of June, a budgeted workplan and its respective M&E framework will be prepared by UNCG and submitted to the UNCT for their approval.

Both proposals will be based on an annual report in order to measure the implementation of the previous workplan, as well as the overall guidance of the current 5 year strategy.

Annual planning will allow as well the adaptation to the new issues in reference to the implementation of the UNDAF and the context at national and international level.

Activity	Budget/ Resources	Deadline/ Timeframe	Responsible Focal point	Details	Indicators	Target Audiences
OUTCOME 1: To facilitate information sharing among UN staff						
Output 1.1: New staff supported in settling in, in Rwanda and the workplace						
Activity 1:1:1: Induction programmes of the new staff	\$1,000	Communication presentation by 1 st induction session Quarterly	RCO/HR-focal points UNCG	Each new staff member will be invited within the 3 months to follow a presentation on ONE UN Policies, structures, and philosophy. Presentations will be given by RCO UNCG provides a one hour session on communication and the role of the UNCG.	- % of new staff who has attended the induction within the 3 months from recruitment.	New UN staff
Activity 1:1:2: Each new international staff member receives a "Welcome note"	\$0	On-going	HR focal points/ UNCG	HR focal points distribute to each new staff member. UNCG updates the Welcome note on an annual basis.	- % of new staff who received the welcome note.	New international UN staff
Output 1.2: Communication channels for information sharing are established						
Activity 1:2:1: Ensure the active use of a master calendar on UNCG relevant events	\$0	Ready by 15/08/2013 update On-going	UNCG focal point	The calendar will be hosted by Google calendar until the intranet is in place	- UNCG joint Google Calendar in use - UNCG joint calendar in the intranet and accessible to all staff	UNCG UN staff
Activity 1:2:2: Record short video messages from head of agencies and RC on the latest events/news	\$0	1 per month	UNCG/ RCO Communication officer	Head of agencies and the RC will provide maximum 2 minute long news updates or motivaional videos. The videos will be posted on youtube until the intranet is functional.	- % of videos recorded - Number of views of the video - % of staff watching the videos	UN staff
Activity 1:2:3: Support in the organization of town hall meeting	\$2,500	Bi-annual	RCO	One townhall will be virtual. Topics will be over: Flagships, UN communication strategy and anything new topic related to DaO and ONE UN Rwanda	- Number of townhall meetings held - Number of the staff attending	UN staff

Activity 1:2:4: Provide input on the design and content for the communication component of the intranet (temporarily a Dropbox account will be open to collect the information that will later be migrated to the intranet)	\$0	TBD	UNCG/ IT/RCO-communication officer	<i>The Intranet will be a tool to:</i> 1. Share information and network with other agencies on on-going activities in order to collaborate. 2. Update and interacting between UN staff on RC agenda and activity (blog) 3. A space of storage for communication products and material	- UNCG Dropbox is created and information is collected. - Communication Space within intranet is designed and information is migrated - Number of visits, uploads, comments in the intranet.	UN staff
Activity 1:2:5: Developing a Who's who	0 (inclusive in the previous activity: developing an intranet)	Postpone until the Intranet is ready	HR-focal points/ UNCG	Why: Humanize the organization. Enhance human interaction. UNCG will take the picture of each staff member.	- % of staff profiles included in the who's who.	UN Staff

OUTCOME 2: Awareness raised about the results of ONE UN work in Rwanda among population in Rwanda

Output: 2.1 Information materials updated on a regular bases in line with the three result areas of the UNDAF

Activity 2:1:1: DaO and UNDAF factsheet - 1000 hard copies - website / issue - Kinyarwanda/English	\$1,000	24 th October 2013	UNCG	This factsheet is produced once as a summary of the UNDAF and DaO.	- UNDAF factsheet produced and distributed widely	Stakeholders
Activity 2:1:2: UNDAF results at a glance (one page per pillar) - 300 hard copies per pillar - website / issue - Kinyarwanda/English	\$3,000	24 th October 2013	UNCG	Update yearly, results-based.	- UNDAF Kit produced and distributed as planned	Stakeholders
Activity 2:1:3: UN graphic guidelines in use by all agencies and staff	\$0	On-going	UNCG IT staff	Memos, letters, business cards, routing slips, email signature branded with UN tag line	- Number agencies and % staff using the ONE UN graphic guidelines	Staff
Activity 2:1:4: Produce promotion materials for events related to the UNDAF results areas	\$10,000	31 st October 2013	UNCG	Produce pull up banners, memory sticks (with locked relevant info kits), Posters per pillars for agencies and IP.	- Materials produced and displayed during ONE UN Events	Events, agencies, IPs

Output 2.2: Key developments timely reported on a regular basis.

Activity 2:2:1:Finalize and update regularly the One UN Website	\$2,000	24 th October 2013 & Update On-going	UNDP UNCG	Once uploaded, we need to “launch” the web (ONE UN day)	- The One UN website pages are constructed and regularly updated	Everyone
Activity 2:2:2: To produce human interest stories (1 per month), visual material, op-eds and other communications products about the UNDAF results	\$3,000	On-going	UNCG	Budget for covering costs related to field visits	- Number of narratives produced, uploaded in the web and shared on social media	Donors General Public Implementing partners
Activity 2:2:3: Produce and broadcast radio programmes on achievements of the flagship programmes and explore other possible usage of radio	\$3,000	Once per year	UNCG DRGs	Radio show/ programme linking advocacy on selected UNDAF areas to the implementing flagships (2000 for consultant to do the production and air time Radio Rwanda + 1000 air time to community radios)	- Number of radio shows per year developed and broadcasted	General public
Activity 2:2:4: To provide the elaborated communication materials for the ONE UN Annual Report (pictures and stories)	\$0	On-going	UNCG	Content regularly compiled and shared the friendly-flashy-sexy information.	- ONE UN Report including information provided by UNCG	Audience of ONE UN Annual Report
Activity 2:2:5: To disseminate the ONE UN Annual Report (Breakfast with Media) - 500 hard copies per pillar - website / issuu - English	\$2,000	Yearly	UNCG	Assuming that the report is in a friendly-flahsy-sexy-format	- Number of articles published (digital & non-digital) naming the ONE UN Report.	Media
Activity 2:2:6: Filming the RC’s speeches during ONE UN events	0	On-going	UNCG/ RCO Communication officer	The RC will be filmed and recorded when he takes the floor publicly. The video will be shared on the website and via social media.	-% of speeches recorded and videos produced. -Number of views of the video	General public

Output 2.3 Coverage of the National Broadcast (Radio, TV, on-line) and Print Media systematically improved

Activity 2:3:1: Review the policy on press rates	\$0	December 2013	UNCG UNCT	UNCG revises the policy.	- Policy adopted and posted in Dropbox.	UNCG members
Activity 2:3:2: Network building with the media (Editors breakfasts)	\$1,000	30 th September 2013 Every two months	UNCG Focal Point (later RCO Com Officer)	UNCG drafts a suggested plan of who to invite. RCO make the logistical arrangements including invitation.	- Networking plan is done and shared and approved by UNCG - Number of editors and their titles participating in breakfasts organized	Media
Activity 2:3:3: Organize media tours	\$6,000	Bi-annual	UNCG	2 UNCG staff, 5 journalists for 2 days per visit.	- Number of journalists and their titles participating in media tours. - Number articles published in the media after the tour.	Media
Activity 2:3:4: Collect and regularly update database on journalists	\$0	Ongoing	UNCG Focal Point	Every six month, the focal point updates, uploads and sends an e-mail to UNCG informing about the update.	1 joint data based shared by all agencies	UNCG members

OUTCOME 3: Messages of common concern to the UNCT advocated and core audiences positively influenced in line with UNCT and UN global goals.
Output 3.1: FIVE (5) international days and 2 campaigns/events implemented per year

Activity 3:1:1: elaborate and submit proposal based on research the different international day / campaigns/events including calendar, target audience and analysis	\$0	15 Sep 2013	UNCG	For future years the deadline should be June 15 th .	- Comprehensive plan identifying the campaigns has been established.	UNCT to approved
Activity 3:1:2: elaborate concept notes for each international day / campaign/event	\$0	2 months before the event	UNCG	Design concept note/ ToR in relation to resources available. One criteria is that we have to be able to connect the campaign to an event and or international day.	- Concept notes timely submitted, approved and implemented.	UNCG members to approve
Activity 3:1:3: Organize 7 international day/ campaign/event based on concept note	\$50,000	Based on concept note	UNCG	Combining it with other budget lines we have a budget of roughly \$5000 per event. For those events that have a campaign connected to them the budget will be higher.	- Number of international days/ campaigns/events organized	Event

Activity 3:1:4: create Communication Plan for each international day / campaign/event	\$0	1 month before the event	UNCG	- external media plan (printed, digital and radio) - prepare a package for the media	- Number of communication plans submitted, approved and implemented - Number of media kits distributed to journalists	Online audience, target audience of the specific campaign
Activity 3:1:5: create digital media plan for each international day / campaign/event	\$0	2 weeks before the event		Media plan to include: digital media plan (sms, twitter, facebook website and youtube posts)	- Number of people reached through each social media channel.	Media
Activity 3:1:6: write 1 news article for the ONE UN website and shared social media	\$0	Within 2 days of the event.	UNCG focal points per event		- Number of articles published in the web and shared by social media channels	Digital audience
Activity 3:1:7: publish 1 human interest story (including pictures) on the website and link to it from the social media channels	\$1,500	Within 2 days of the event	UNCG focal points per event	Budget for potential field visits.	- Number of human interest story published web and shared by social media channels	Online audience.
Activity 3:1:8: publish 1 op-ed per campaign	\$0	3 days before the event	UNCG focal points per event		- Number of op-eds published on national media	General audience
Activity 3:1:9: create visibility material (including factsheet, info-graphics)	\$10,000	1 week before the event	UNCG focal points per event	Budget for graphic designer printing costs Each event has a corresponding fact sheet and info-graphics UNCG & Graphic designer hired 1 month before the event	- Kind and type of visibility materials timely produced	UN staff, online audience, target audiences of the specific campaign
Activity 3:1:10: compile self-assessment and create outreach post-event plan based on the international day/ campaign/event activity	\$5,000	1 week after the event	UNCG focal points per event	E.g. re-using the material in social media outreach, bringing videos to schools.	- Number of self-assessment timely compiled and discussed within UNCG. - Number of outreach post-event timely submitted.	General audience.

Output 3.2: Audience engagement improved through a measurable thematic digital communication (social media/website) and more traditional channels

Activity 3:2:1: Carry out a perception survey	\$25,000	30 Dec 2013	Consultant	3 times 2013/2018 Dec 2013 Dec 2015 June 2018	- Perception survey timely finished	General public
Activity 3:2:2: Hire a company to do media monitoring (printed, online and on air)	\$15,000	30 Sep 2013 (hire) on-going	Consultant		Monthly reports produced	Media outlets
Activity 3:2:3: Digital Media tactics for corporate accounts (Kinyarwanda – English)	\$1,000 \$30,000	On-going	RCO/ Communications Specialist	<p>Identify Social Media focal point who will continue to update the social media on a daily basis and measures its impact.</p> <p>UNCG will create a one pager for how UN staff can add to the social media outreach.</p> <p>This activity in terms of fb/twitter posts and news/articles/success story is only covering the period of time for which there is no other material posted in relation to international days or campaigns/events.</p> <p>Banner/s on digital news papers.</p> <p>1 social mediathon per year.</p>	<p>- Increase interest in number of staff participating in social media</p> <p>- Monthly Social Media results reports indicate positive trend.</p> <p>- Amount of traffic generated by the banner/s.</p> <p>- Number of people engaging in the social mediathon.</p>	Government, Development Partners, and Rwandans UN staff

Activity 3:2:4: Establish partnerships with private companies for push messages and feedback mechanisms using the sms software	\$5,000	30 Dec 2013	UNCG	This can be used both for events and campaigns, but also for feedback and M&E.	Number of push messages sent out. Number of feedback messages received.	General public
Activity 3:2:5: Create a One Stop Center for information on the work of the UN by revitalizing the UN Library (including outreach plan)	\$13,000	24 Oct 2013	UNCG Librarian (NUNV)	Outreach plan to be elaborated Open on time for the UN Day \$11000 for salary (NUNV) \$2000 for material	- library opened - % of increase on the number of visitors	General public with emphasize on youth
Activity 3:2:6: Income generating activities to promote and fund UNCG activities by producing and selling promotional material (sweatshirts, mugs, pens, notepads, t-shirts) at the library	\$2,000	30 June 2013	- UNCG - UNDP procurement - Librarian	Seed money (\$2,000), should be earned back.	The level of income.	UN Staff and general public

OUTCOME 4: To build organizational capacity of the UNCG and the wider UN family to communicative in a proactive timely manner

Output 4.1 UNCG human resources are adequate in order to deliver the Communication Strategy

Activity 4:1:1: hire 2 communication officers for the RCO (national or international ?) and ensure agencies communication officers to participate actively in the UNCG.	\$120,000	31 December 2013	UNCG Focal point UNCG members' supervisors		- RCO 1 international & 1 national communication officers - % of time UNCG members implementing UNCG Workplan	UNCG UNDP Human Resources Unit
Activity 4:1:2: Ensure that interns are hired on a regular basis	\$500	On-going	UNCG focal point		- Number of interns (+TOR) working for the UNCG	UNCG

Output 4.2: UNCG organizational capacity reinforced

Activity 4:2:1: The UNCG staff is trained in photography and editing	\$2,500	Varios sessions during the year	UNCG Focal Point UNDP procurement Consultant	Annually, if a high level of capacity is established within the UNCG – UNCG staff can train other members/staff 1500\$ consultant salary 1000\$ costs for going to the field, lunches etc.	- Number of staff trained in use of still photography and editing techniques	UNCG
Activity 4:2:2: The UNCG staff is trained in video-shooting and editing	\$5,000	Various sessions during the year	UNCG Focal Point UNDP procurement Consultant	Annually, if a high level of capacity is established within the UNCG – UNCG staff can train other members.	- Number of staff trained in use of video production and editing techniques	UNCG Staff
Activity 4:2:3: Train the UNCG staff in writing Op-Eds, news articles and human interest stories	\$0	Various sessions during the year	UNCG Focal Point	Annually Peer training based on agency guidelines	- Number of staff trained in writing op-eds, news articles y human interest stories	UNCG Staff
Activity 4:2:4: Purchase PA system	\$3,000	30 th Sept 2013	UNCG Focal UNDP procurement	RCO will keep the system	- PA system in use	General Audience Staff

Output 4.2: Senior Management and all staff of the UN understand the importance of communication and their role in conveying the message of the ONE UN

Activity 4:3:1: UNCG coordinator timely reports on results during UNCT meetings ensuring decision making on submitted proposals.	\$0	Based on calendar	UNCG		- Number of reports submitted during UNCT meetings	UNCT Senior Management
Activity 4:3:2: Include the work in the UNCG as a result in the UNCG members performance appraisals	\$0	June 2014	UNCG members and supervisors		- % of UNCG members with Performance appraisals including result on UNCG	UNCG
Activity 4:3:3: Conduct learning sessions at the agency level for all staff interested.	\$0	1 st November 2013	UNCG		- % of staff and titles receiving staff briefing on communications tool kit.	All staff

5

Monitoring and evaluation framework July 2013 / June 2014



Every year workplan will have a Monitoring and evaluation framework, which will support the measurement of its implementation.

The M&E report based on the framework should be regularly elaborated and submitted to the UNCT.

On an annual basis, the indicators will be analyzed and data will be provided in order to be able to report based on the targets agreed.



Expected Results (Outcomes & outputs)	Indicators, Baselines, Targets & indicative timeframes	Means of verification	Collection methods (with indicative time frame & frequency	Responsibilities
OUTCOME 1: To facilitate information sharing among UN staff	Indicator: % of staff aware of work of the UN Baseline: results survey monkey Target: 80% staff Timeframe: 30 th June 2018	Survey monkey to staff	1 survey October 2013 1 survey October 2015 Last survey May 2018	
Output 1:1: New staff supported in settling-in, in Rwanda and the workplace	Indicator: % of new staff received information about the work in communication and the UNCG Baseline: 0% Target: all new staff (100%) Timeframe: 30 th June 2014	Agendas of the induction meetings		
Activity 1:1:1: Induction programmes of the new staff. UNCG provides a one-hour session on communication and the role of the UNCG.	Indicator: % of new staff who has attended the induction within the 3 months from recruitment. Baseline: 1 training session held in 2012 Target: 4 learning sessions Timeframe: quarterly	- List new staff - Agenda and training materials - List of staff attending the sessions. - Presentation UNCG	Quarterly after induction course	- RCO - HR focal points - UNCG focal point (later RCO Communication officer)
Activity 1:1:2: Each new international staff member receives a "Welcome note"	Indicator: % new staff who received welcome note. Baseline: 2 or 3 staff from UNDP Target: all new staff Timeframe: on-going	- List staff	Reporting quarterly while induction programme	- HR focal points - UNCG focal points (Later RCO Communication officer)
Output 1:2: Communication channels for information sharing are established	Indicator: kind and type of communications channels in place and in use. Baseline: 1 (calendar) Target: 4 Timeframe: 30 th June 2014			
Activity 1:2:1: Ensure the active use of a master calendar on UNCG relevant events (the calendar will be hosted by google calendar until the intranet is in place)	Indicator: UNCG joint Google Calendar in use Target: all UNCG members access and use the joint calendar Baseline: joint Google calendar created 2012 Timeframe: 15 August 2013 ----- Indicator: UNCG joint calendar in the intranet and accessible to all staff. Target: all UN Staff informed by UNCG calendar Baseline: n/a Timeframe: TBD by intranet	- Google calendar - Calendar in intranet		- UNCG Focal point as manager of the calendar (later RCO communication officer)

Activity 1:2:2: Record short video messages from head of agencies and RC on the latest events/news	<p>Indicator: % of videos recorded Baseline: 0 Target: 12 video messages Timeframe: monthly</p> <p>-----</p> <p>Indicator: % of staff watching the videos Baseline: 0 Target: 60% Timeframe: every 6 months</p>	- Report from youtube	Monthly report	<p>- UNCG focal point</p> <p>- RCO communication officer</p>
Activity 1:2:3: Support in the organization of town hall meeting	<p>Indicator: Number of Town hall meetings held Baseline: 2 in 2012/2013 Target: TBD with RCO/FUNSA (suggestion: 2 (1 virtual and 1 physical town hall meeting) Timeframe: TBD with RCO/FUNSA</p> <p>-----</p> <p>Indicator: % of staff attending town hall meetings. Baseline: 100% SG visit + Target: 50% staff attending these town hall meetings Timeframe: TBD</p>	- Attendance list during the meetings	N/A	RCO
Activity 1:2:4: Provide input on the design and content for the communication component of the intranet (temporarily a Dropbox account will be open to collect the information that will later be migrated to the intranet)	<p>Indicator: UNCG Dropbox created all information is collected. Baseline: n/a Target: all UNCG staff sharing information and using Timeframe: 30th September 2013</p> <p>-----</p> <p>Indicator: Comm Space in intranet designed and info migrated Baseline: n/a Target: all UNCG related information migrated into the intranet Timeframe: TBD</p> <p>-----</p> <p>Indicator: Intranet accessible to all staff (username-password) Baseline: n/a Target: all staff with username and password Timeframe: TBD</p> <p>-----</p> <p>Indicator: Number visits, uploads, comments in the intranet Baseline: no One UN intranet available Target: at least 50% staff using intranet Timeframe: TBD</p>	<p>- Dropbox in use</p> <p>- Design Plan shared with IT and intranet consultants</p> <p>- Intranet launched</p> <p>- Usage statistics</p>	<p>On-going</p> <p>TBD</p> <p>TBD</p> <p>Report every 3 months</p>	<p>UNCG</p> <p>UNCG</p> <p>IT</p> <p>RCO Communication officer</p> <p>IT focal points</p> <p>IT, UNCG</p>

Activity 1:2:5: Developing a Who's who	Indicator: % of staff profiles included in the who's who. Baseline: n/a Target: 100% Timeframe: postponed until the intranet is ready	- Report	Every 3 months	HR-focal points/ UNCG
OUTCOME 2: Awareness raised about the results of ONE UN work in Rwanda among population in Rwanda	Indicator: % of targeted population on awareness of One UN work in Rwanda Baseline: survey results 2008, a new survey to be conducted Target: 60% Timeframe: 30 th June 2018	Survey Results		
Output 2.1 Information materials updated on a regular bases in line with the three result areas of the UNDAP	Indicator: Percentage of target audience aware of UNDAP Target: 75% Baseline: n/a Timeframe: 30 th June 2014			
Activity 2:1:1: DaO and UNDAP factsheet <ul style="list-style-type: none"> • 1000 hard copies • website / issuu • Kinyarwanda/English 	Indicator: UNDAP Fact sheet finalized, produced and distributed Baseline: n/a Target: 1000 hard and soft copies per thematic area Timeframe: 31 st October 2013	- Factsheet - Procurement documents - Distribution Plan	This factsheet is produced once as a summary of the UNDAP and DaO.	UNCG supported by UNDP procurement
Activity 2:1:2: UNDAP results at a glance (one page per result area) <ul style="list-style-type: none"> ● 300 hard copies per pillar ● website / issuu ● Kinyarwanda/English 	Indicator: UNDAP kit info finalized and distributed Baseline: n/a Target: 300 copies per pillar Timeframe: 31 st October 2013 ----- Indicator: Number of hard copies distributed and digital version shared. Baseline: n/a Target: 300 copies per pillar Timeframe: end of the year	- Factsheets - Procurement documents - Distribution plan	Updated yearly, results based.	UNCG supported by the UNDP procurement

Activity 2:1:3: UN graphic guidelines in use by all agencies and staff	Indicator: Number agencies and % staff using ONE UN guidelines Baseline: ??? Target: 22 agencies Timeframe: 15 October	- Monitoring reports	Annual monitoring visits to the agencies	UNCG UNCT
Activity 2:1:4: Produce promotion materials for events related to the UNDAP results areas	Indicator: Materials produced and displayed during ONE UN Events Baseline: no Target: yes (as plan) Timeframe: 31 st October 2013	- Pictures of the events where materials are being used.	On-going during events	Lead Agency UNCG supported by the UNDP procurement TGs
Output 2.2: Key developments timely reported on a regular basis.	Indicator: % of ONE UN corporate channels regularly updated Baseline: 50% Target: 100% (activity based) Timeframe: 30 th June 2014			
Activity 2:2:1:Finalize and update regularly the One UN Website	Indicator: The One UN website pages are constructed and updated Baseline: 3 pages on website are to be developed (Who we are, What we do, Careers) Target: 100% Timeframe: 24 th October 2013 ----- Indicator: The One UN website pages is regularly updated Baseline: ??? Target: something new every week Timeframe: on-going	Website: rw.one.un.org	Observation	UNCG Focal Point (later RCO communication officer)
Activity 2:2:2: To produce human interest stories (1 per month), visual material, op-eds and other communications products about the UNDAP results	Indicator: number of narratives produced, uploaded in the web and shared on social media Baseline: n/a Target: 1 per month (12) Timeframe: 15 th of each month beginning in September 13	Website: rw.one.un.org	Observation on a quarterly bases	UNCG

Activity 2:2:3: Produce and broadcast radio programme on achievements of the flagship programmes and explore other possible usage of radio	Indicator: Number of radio programs developed and broadcasted Baseline: n/a Target: 1 per year (1-hour) Timeframe: yearly	- Radio Report monitoring	Report after broadcast	General public
Activity 2:2:4: To provide the elaborated communication materials for the ONE UN Annual Report (pictures and stories)	Indicator: ONE UN Report produced including communication products Baseline: n/a Target: yes Timeframe: by August 2014	- ONE UN Report	Observation	UNCG
Activity 2:2:5: To disseminate the ONE UN Annual Report (Breakfast with Media) <ul style="list-style-type: none"> • 500 hard copies per pillar • website / issuu • English 	Indicator: Event organized and covered by media Baseline: n/a Target: 1 Timeframe: after production report ----- Indicator: Number of annual reports disseminated Baseline: n/a Target: 500 copies (soft and hard copy) Timeframe: After production report ----- Indicator: Number of articles published (digital & non-digital) naming the ONE UN Report. Baseline: n/a Target: 500 copies (soft and hard copy) Timeframe: After production report	- Pictures - List of distribution (online counts, Google alerts, print media)	Observation	UNCG TGs
Activity 2:2:6: Filming the RC's speeches during ONE UN events.	Indicator: % of speeches recorded and videos produced Baseline: 0 Target: 80% Timeframe: after every event ----- Indicator: Number of views of the video of the speeches Baseline: n/a Target: 100 views average Timeframe: within the week after sharing the link	- Videos - Youtube reports	On-going On-going within the week after sharing the link.	- General public - UN Staff

OUTCOME 3: Messages of common concern to the UNCT advocated and core audiences positively influenced in line with UNCT and UN global goals.	Indicator: % of improvement of image of the ONE UN and level of understanding of the work of the ONE UN in Rwanda Baseline: TBD First survey Target: 75 % improvement in the image of the ONE UN in Rwanda and better understanding of the advocacy agenda in Rwanda Timeframe: 2013 - 2018	Survey perception		
Output 3.1: Ten (10) international days/campaigns/events implemented per year	Indicator: 10 international days/campaigns/events organized Baseline 2012/2013: WAD, IWD, Population Day, WED, HUMAN Rights Day, UN Volunteers. Target: 100% Timeframe: 30 th June 2014			
Activity 3:1:1: elaborate and submit proposal based on research the different international/campaigns/events including calendar, target audience and analysis	Indicator: Proposal timely submitted and approved Baseline: n/a Target: proposal submitted and approved. Timeframe: By 15 th September 2013 (future years should be by 15 th June)	- Proposal document approved.	Yearly	UNCG Focal Point (later RCO communication officer) UNCT approves
Activity 3:1:2: elaborate concept notes for each international day / campaign/event	Indicator: number of concept notes timely submitted, approved and implemented. Baseline: n/a Target: 10 Timeframe: 2 months before the event	- Concept notes	2 months before each event	Each UNCG member from the leading agency drafts the note UNCG approves
Activity 3:1:3: organize 10 international day /campaign/event based on concept note	Indicator: number of international days/campaigns/events organized Baseline: 6 (2012/2013) Target: 10 Timeframe: Based on Concept note	- pictures - agenda - list of participants	Based on calendar	Each UNCG member from the leading agency coordinates

Activity 3:1:4: create Communication Plan for each international day /campaign/event	Indicator: number of communication plans submitted, approved and implemented Baseline: 1 (SG visit) Target: 10 Timeframe: 1 month before event -----	- communication plan		UNCG focal points per event
	Indicator: Number of media kits distributed to journalists Baseline: 1 (SG visit) Target: 10 Timeframe: during the event	- media kits		
Activity 3:1:5: create digital media plan for each international day / campaign/event	Indicator: number of digital media plans submitted, approved and implemented Baseline: 1 (SG visit) Target: 10 Timeframe: 2 weeks before event -----	- digital media plan	To report in the self-assessment post-event.	UNCG social media focal points
	Indicator: number of people outreached through each social media channel Baseline: TBD in each plan Target: TBD in each plan Timeframe: 1 week before - 1 week after the event	- reports social media		
Activity 3:1:6: write 1 news article for the ONE UN website for each international day /campaign/event	Indicator: number of articles published in the web and shared by social media channels Baseline: 1 Target: 10 Timeframe: within 2 days of the event	- article - printscreens	To report in the self-assessment post-event.	UNCG focal points per event
Activity 3:1:7: publish 1 human interest story (including pictures) on the website and link to it from the social media channels, for each international day /campaign/event	Indicator: number of human interest story published web and shared by social media channels Baseline: 1 (IWD 2013) Target: 10 Timeframe: within 2 days of the event	- Human interest story - print screen	To report in the self-assessment post-event.	UNCG focal points per event

Activity 3:1:8: publish 1 op-ed per international day/campaign/event	Indicator: number of op-eds published on national media Baseline: 6 Target: 10 Timeframe: 3 days before the event	- Op-eds - scanned copies national press	To report in the self-assessment post-event.	UNCG focal points per event
Activity 3:1:9: create visibility material (including factsheet and info-graphics)	Indicator: kind and type of visibility materials timely produced Baseline: 3 (WAD, IWD, WED) Target: for each event Timeframe: 1 week before the event	- Materials - Procurement documents	To report in the self-assessment post-event.	UNCG focal points per event
Activity 3:1:10: compile self-assessment and create outreach post-event plan based on the international day /campaign/event activity	Indicator: number of self-assessment timely compiled and discussed within UNCG. Baseline: 2 Target: 10 Timeframe: 1 week after the event ----- Indicator: number of outreach post-event timely submitted Baseline: 0 Target: 10 Timeframe: 1 week after the event	- Self-assessment document - Outreach plan document		UNCG focal points per event
Output 3.2. Audience engagement improved through a measurable thematic digital communication (social media/website) and other traditional channels	Indicator: % of average increase of engagement Baseline: Target: 10% Timeframe: 30 th June 2014			
Activity 3:2:1: Carry out a perception survey	Indicator: perception survey timely finished Baseline: info from 2008 survey Target: Timeframe: 30 December 201	- Survey document	TBD, Proposal 3 times: Dec 2013 Dec 2015 June 2018	Consultant UNCG Focal Point
Activity 3:2:2:Hire a company to do media monitoring (printed, online and on air)	Indicator: Number of reports submitted Baseline: individual agency efforts Target: 6 reports Timeframe: reports every two months until 30 th June 2014	- Reports documents	TBD	Consultant UNCG Focal Point

Activity 3:2:3: Digital Media tactics for corporate accounts (Kinyarwanda – English)	Indicator: Increase interest of staff participating in social media Baseline: n/a Target: 2 per agency (44 total) Timeframe: January 2014 -----	- List of potential trainees by agency	Monitoring every two months	Social media UNCG members and Focal Points
	Indicator: Monthly digital media shows positive trend Baseline: 187 followers on Facebook, 542 followers on Twitter Target: 500 facebook, 1000 twitter Timeframe: June 2014 -----	- Reports	Monitoring every two months	
	Indicator: ONE UN banner in place on national digital media Baseline: 1 (1 month for Post 2015) Target: 10 different ones Timeframe: 1 year -----	- Printscreens and reports digital media	Monitoring every two months	
	Indicator: number people participating thematic twitter-thon Baseline: n/a Target: 3 (based on event/id/campaign) Timeframe: 2 weeks prior the event -----	- Reports twitter/facebook	Based on calendar	
	Indicator: % of staff receives the one pager on social media Baseline: 0 Target: 100% Timeframe: By December 2013	Pager / list of staff distributed	Based on calendar	
Activity 3:2:4: Establish partnerships with private companies for push messages and feedback mechanisms using the sms software	Indicator: number of push-messaged sent out Baseline: 5% of mobile users Target: 50 % of mobile users Timeframe: based on calendar agreed with partners	Report mobile companies	After every push message	Partnerships Focal Point
Activity 3:2:5: Create a One Stop Center for information on the work of the UN by revitalizing the UN Library (including outreach plan)	Indicator: library opened Baseline: existent but not open Target: library opened and in use Timeframe: 24th October 2013 ----- Indicator: % of increase on the number of visitors Baseline: 0 Target: 20% Timeframe: 30 th June 2014	Visitors records including purpose of the visits	Monthly	UNCG Focal Point & Librarian

Activity 3:2:6: Income generating activities to promote and fund UNCG activities by producing promotional material for sale (sweatshirts, mugs, pens, notepads, t-shirts) at the library .	Indicator: Baseline: 0 Target: Timeframe: 30 th June 2014	Financial reports	Monthly	UNCG Focal Point & Librarian
OUTCOME 4: UNCG and the wider UN family is able to deliver the Communication Strategy 2013/2014	Indicator: Baseline: Target: Timeframe: 30 th June 2018			
Output 4.1: Resources are adequate in order to deliver the Communication Strategy	Indicator: Enough well trained staff is in place and all equipment is procured Baseline: Target: 100% Timeframe: 30 th June 2014			
Activity 4:1:1: hire 2 communication officers for the RCO (international, national???), as well as ensuring agencies communication officers to participate actively in the UNCG.	Indicator: Number of RCO communication staff Baseline: RCO 1 international & 1 national communication officers/ AGENCIES at least 1 communication officer working 20% as UNCG Target: RCO 2 communication officers / AGENCIES at least 1 communication officer working 20% as UNCG Timeframe: 31 st December 2013 ----- Indicator: % time UNCG members implementing Workplan Baseline: varies depending on agency and dates. Target: in all agencies, at least 1 communication officer working 20% implementing UNCG workplan Timeframe: 30 th June 2014	- RCO staff - TOR staff		UNCG
Activity 4:1:2: Ensure that interns are hired on a regular basis.	Indicator: number of interns (+TOR) working for the UNCG Baseline: 1 Target: at least 2 Timeframe: on-going	- Interns roster - Interns contracts - Interns TOR	On-going Through UNDP Human Resources Unit	UNCG
Output 4.2: UNCG organizational capacity is reinforced	Indicator: Number of staff and level-position of members of UNCG Baseline: Target: To Be Discussed at UNCT Timeframe: 30 th June 2014			

Activity 4:2:1: train UNCG staff on photography and editing	Indicator: Number staff trained in photography & editing. Baseline: n/a Target: all UNCG staff trained Timeframe: various sessions during the year	- Curriculum - List staff trained - Training Report	Submission reports after each session	UNCG Focal Point UNDP procurement Consultant
Activity 4:2:2: train UNCG staff on video shooting and editing	Indicator: Number of staff trained in video & editing Baseline: UNDP/UNAIDS/ Target: all UNCG staff trained Timeframe: various sessions during the year	- Curriculum - List staff trained - Training Report	Submission reports after each session	UNCG Focal Point UNDP procurement Consultant
Activity 4:2:3: train UNCG staff in writing Op-Eds, news articles and human interest stories	Indicator: Number of staff trained in writing op-eds, news articles y human interest stories Baseline: UNDP staff Target: all UNCG staff trained Timeframe: various sessions during the year	- Curriculum - List staff trained - Training Report	Submission reports after each session	UNCG Focal Point
Activity 4:2:4: purchase PA system	Indicator: PA system in use Baseline: 0 Target: all UNCG members uses correctly the PA system Timeframe: 30 th September 2013	- PA system		UNCG Focal Point UNDP procurement
Output 4.3: Senior Management and all staff of the UN understand the importance of communication and their role in conveying the message of the ONE UN	Indicator: Baseline: Target: Timeframe: 30 th June 2014			
Activity 4:3:1: UNCG coordinator timely reports on results during UNCT/PPOC meetings ensuring decision making on submitted proposals.	Indicator: number of reports submitted during UNCT meetings Baseline: n/a Target: 1 per UNCT / PPoC / DRGs meetings Timeframe: based on calendar	- Minutes of UNCT meetings - Proposals approved by UNCT	Calendar UNCT meetings	UNCG
Activity 4:3:2: Include the work in the UNCG as a result in the UNCG members performance appraisals	Indicator: % of UNCG members with Performance appraisals including result on UNCG Baseline: 0 Target: 100% Timeframe: June 2014	- Performance appraisals	Calendar performance appraisals	UNCG members and supervisors
Activity 4:3:3: Conduct learning sessions at the agency level.	Indicator: % of staff and titles receiving staff briefing on communications tool kit. Baseline: n/a Target: 100% Timeframe: 1 November 2013	List of staff receiving briefing		UNCG

Current members of UNCG (August 2013)

Chair: Auke Lootsma

UNAIDS: Guillame de Brier

UNHCR: Yvette Jallade

UNDP: Elena Ganán, Gisele Nyampinga,
Nausicaa Habimana Kantengwa, Aylin Shulz van
Endert

UNECA: Didier Habimana

UNFPA: David Ssekyanzi

UNICEF: Sid Shrestha, Cyriaque Ngoboka

UNV: Ivan Dielens

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