



*Empowered lives.  
Resilient nations.*



UNDP GUINEA-BISSAU COUNTRY OFFICE

COMMUNICATION STRATEGY  
2022-2026

## Context

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

The UNDP Country Office's Strategic Plan 2021-22 details five main priorities:

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

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

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

At the core of our CPD we agreed that:

- 1 The strengthening of the solid social fabric of Guinea-Bissau is an anchor for stability and prosperity, which encourages a focus on the regions and local spaces of governance and livelihoods.
- 2 The spine of our CPD is to empower a diverse array of agents of change while assisting them in founding networks for change on all levels of society to foster development and peace.
- 3 We aspire to look for all interconnections in programming to build a smarter intervention portfolio.

All these points influence and guide the way we understand internal and external communication in the CO. The successful implementation of these priorities requires a tailored communication strategy to anchor our content to the strategic vision.



## Strategy Guiding Principles

The communication strategy will be aligned with the axes established in the documents indicated above so that the communication products reinforce the UNDP's overall strategy and thus maximize its impact.

The focus of the elaboration of journalistic products will be placed on the results of UNDP and the way it positively impacts and changes people's lives. This will be considered in the production of press releases, graphic pieces and videos.

Communications that are made in the various media will promote gender equality, using non-sexist or discriminatory language, highlighting and making visible the role and women's contribution to development.

UNDP plays a vital role in the process of human development globally. Present in 177 countries and territories around the world, UNDP works to empower people and help build resilient nations. We harness our knowledge, experience, and commitment to reduce poverty and help achieve the Millennium Development Goals (MDGs), support human rights and civil participation, protect and nurture the environment, and bolster peace and security in times of crisis.

Strategic communications promotes awareness and support of UNDP's efforts to governments, UN agencies, the media, the private sector, and the general public. Effective multifaceted communication cultivates partnerships and resources for UNDP causes.

## The media landscape

The current Bissau-Guinean media landscape is characterized by public, private, community-based, digital media and a few weekly newspapers. Radio remains the most popular means of communication and the widest public reach, given its low cost and geographical reach, facilitated by an existing national network of community radios.

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Four out of ten Bissau-Guineans listen to the radio every day, according to the study on media consumption habits in Guinea-Bissau & Socio-economic conditions of the media in Guinea-Bissau- carried out by CESP - The Survey Centre of the Portuguese Catholic University upon the request of UNIOGBIS and UNDP in 2019/2020.



The radio station with the largest listenership is Radio Sol Mansi (32%), followed by community radios (18%) spread across the country.



According to the same study, the most viewed channels are the national television -TGB (viewed by 32% of Bissau-Guineans) and the Portuguese television channel -RTP (14%). Among those who watch television, the most watched channel is TGB 48%, and the second one is RTP (9%).



The reach of the national TV is limited to some regions in the country and the signal is still analog.



Regarding the printed press, O Democrata (5.8%) and Nô Pintcha (3.4%) are the two main newspapers in the country. Both have low circulation, focused mainly on the capital city Bissau.



Although the internet access rate is still very low, with 3.9 percent of population having access to the internet (HDR 2020), there is a trend for the Bissau-Guinean media to embrace digital platforms, with some media outlets having online versions and others existing exclusively online. The use of social media is increasingly a reality for the Bissau-Guinean population, with Facebook being the most used social media in the country (92.52%,) followed by WhatsApp (Stat-counter, January 2021).



Media barely cover development issues in Guinea-Bissau due to lack of knowledgeable professionals on development reporting and due to cyclical political and social crises and instability that dominates all media coverage interest.

Based on local context the Communication Strategy has been developed to enhance UNDP values, visibility.



## Communication approach

All staff members are involved in communication, all at different levels. The focal points must be involved in developing, sharing and distributing messages across various channels on shared goals, which would help bring visibility to funding partners and attract resources. Additional communication is carried out through specific projects with specific messaging developed with co-sponsors and/or partners. A gender lens will always be applied to this communication. The products thereof are re-shared through UNDP Guinea Bissau communication platforms and the country office encourages partners to do same.

## Specific Objectives



Increase UNDP Guinea Bissau's visibility and elevate its position as a partner of choice supporting the Government of Guinea Bissau towards the attainment of the outcomes stipulated in the National Development Plan and the SDGs.



Improve UNDP's engagement with private sector, civil society and other development partners through partner engagements and impact-based communication.



Enhance communication for resource mobilization and gender mainstreaming



Position UNDP Guinea Bissau as thought leader

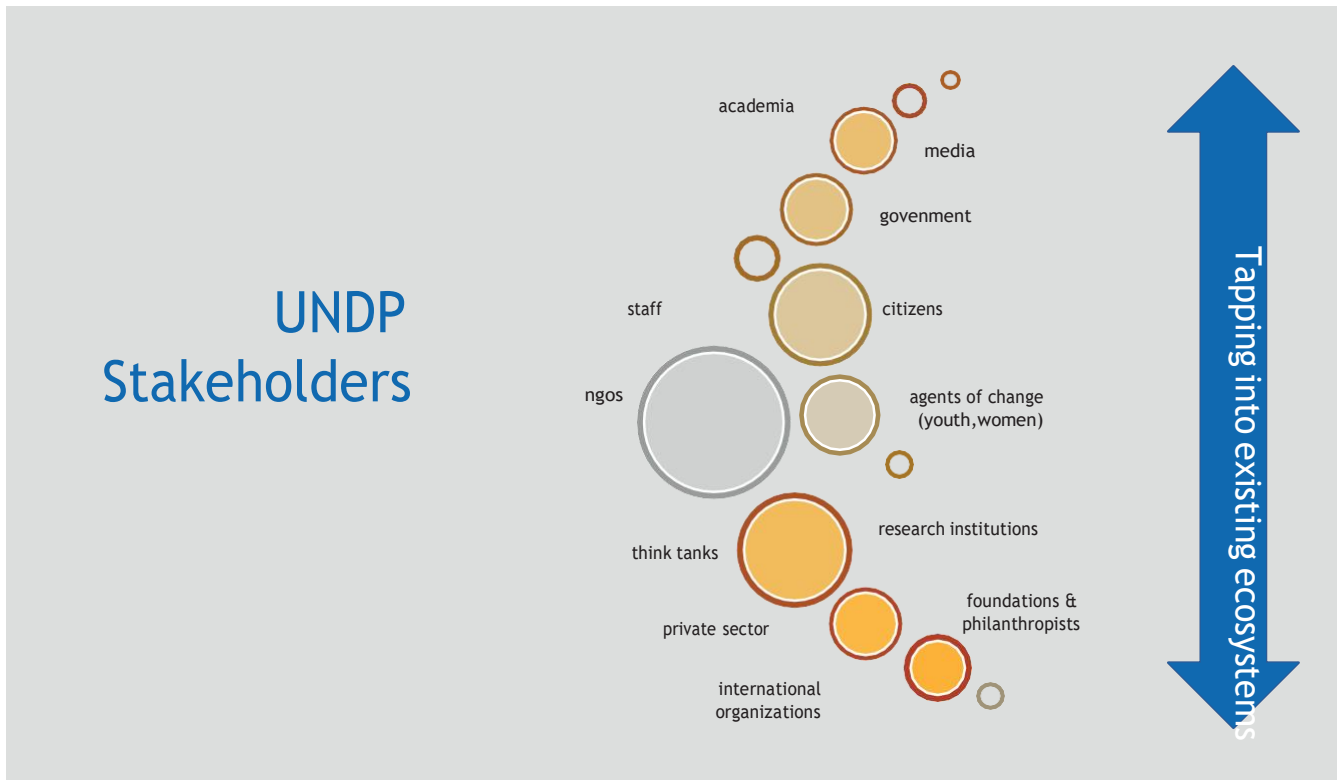


Ensure that all communication products are gender-sensitive and gender-responsive.



## Target Audience

UNDP CO's stakeholders are the varying groups of people that will access its communication. These include the staff, media, partners, governments, NGOs, private sector, international organizations, academia, research institutions, foundations and philanthropists, as well as citizens in general, with special focus on diverse societal groups like women, people with disability, youth, etc., tapping into existing ecosystems.

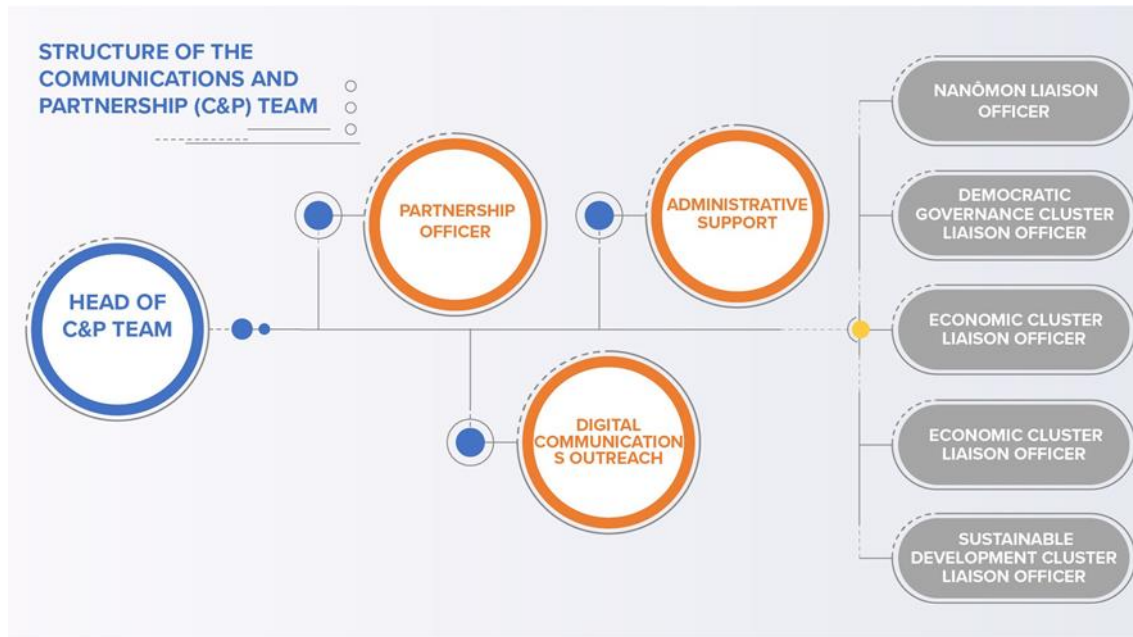


The strategy calls for constant feedback from stakeholders and users to iterate and better understand communication needs and how the strategy is being perceived.

## Structure Of the Communications and Partnership Unit

The Communications and Partnership Unit performs corporate functions and provide services for all UNDP COin communicating more effectively as a whole.





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## Messages

We will generate key messages in plain language that adequately summarize the various needs of our audiences, using written, visual and audiovisual material that facilitates an adequate understanding of the different lines of work carried out by UNDP in Guinea Bissau.

The messages, in addition to being aligned with the axes established in this strategy, need to be clearly defined by the country office according with the priorities and the Country Programme Document for Guinea Bissau.

## Channels

UNDP Guinea Bissau will utilize mainstream media (radio, TV, print and online media); social media; and UNDP communication platforms and events, as well as key implementing partners as communication channels. Newsletters, brochures, articles, impact stories, technical and annual reports, partner profiles, fact sheets, infographics, blogs and op-ed articles are the tools through UNDP will use to achieve the stated objectives.

## Internal Communication Tools

### ■ Our Office in 60 Seconds

The weekly message from the Senior Management. This 60 second video message projects leadership by driving discussion of the UNDP CO's strategy and weekly agenda while unifying messaging for the office

### ■ The New UNDP Guinea Bissau intranet portal

A list of strategic documents, communication materials and information about Cluster's work can be found in The New UNDP Guinea Bissau intranet portal. This is particularly important for onboarding new employees in a clear, easy-to-understand layout. The portal was created to incentivize exchanges, to share learning experiences and to create a common space that allows for knowledge exchange.

### ■ Monthly Internal Newsletter

To provide updates of the CO to keep the staff informed.

### ■ UNDP INSTITUTIONAL TV SCREEN

For internal communication, announcements and spurring of cluster/unit promotion while sparking creativity.

### ■ Weekly Djumbais

Allow the different clusters to articulate their work internally while allowing for an open space to discuss topics of interest in an interactive manner.

### ■ Use of digital engagement

Through Webinars, Yammer, Teams, SparkBlue, Intranet to facilitate collaboration with other staff and UNDP global staff.

### ■ Guinea-Bissau Daily Press Review

Is a daily email service in collaboration with Consórcio Média, Inovação da Comunicação Social (CMICS), enabling the UNDP CO staff to keep track of information available in Bissau-Guinean and international media on relevant topics.

### ■ Ideas board

Innovative Country Office tool to be installed in the new creative cube space for sparking of curiosity and exchange of ideas while ensuring that ideas flow throughout the office.

## External Communication Tools

### ■ Public speeches

Serve as effective advocacy tools allowing for the promotion of UNDP's position and agenda.

### ■ Media interviews

Allow us to advocate for and explain UNDP's interventions and results, which strengthens the perception of UNDP as a thought-leader in development.

### ■ Digital Engagement Systems

(Including the UNDP website, knowledge management platform, e-newsletters, and social media) ensure timely distribution of accurate information to key stakeholders, which position the UNDP CO as a leading voice on the country's developmental issues, into practice guidelines established in the "UNDP Global Strategy on Gender Parity 2022-2025" on the use of inclusive language in all types of communicative situations (oral, written, formal, informal) in order not to discriminate a sex, a certain social gender or gender identity and without perpetuating gender stereotypes.

UNDP will step up its communications efforts to frame public debates, steer policy and transform discriminatory norms. For example, UNDP will improve its gender communications capacities to power more persuasive advocacy, including through new technologies.

### ■ Note to correspondents

Includes press releases, media advisories and media statements which are shared via mailing lists to media, NGOs, and others.

### ■ External newsletter

Showcases the work and major activities of UNDP CO led by various clusters and units. These include thematic newsletters, such as the Sustaining peace newsletter for a targeted audience to inform our partners on peacebuilding in the country during the time of transition from mission to non-mission setting.

### ■ Other communication materials

Such brochures on UNDP Guinea-Bissau, Programme leaflets which provides detailed breakdown of the UNDP Programming areas, short videos on the development results featuring different protagonists/beneficiaries. These packages to be developed will be aimed at both internal and external audience. Therefore, it will ensure not only to make women visible, but also not to discriminate against them, following the principles of gender-sensitive communication shared by UNDP. In addition, the audiovisual material will tend to reflect the institutional dimension of UNDP, not making visible teams in particular, but the position on sustainable development of the entire organization in line with Guinea-Bissau's development goals.

## Media relations and partnerships

- Maintain an up-to-date database for partnership engagement
  - Source a reliable partnership management, event management and media monitoring systems
  - Conduct a partnership mapping exercise to better understand the partnership landscape as well as the resource mobilization opportunities assist with realistic and practical encounter of the funding opportunities for the country office
  - Develop a partnership and communication action plan (PCAP)
  - Promote UNDP through different channels and partnership to raise awareness
- Coordinate partnership quarterly engagement platforms/facilitate engagement in partnership platforms i.e. media, private sector, civil society engagement etc.
    - a. Establish and maintain a good and strong partnership with the media for coverage and advocacy purposes and update a distribution list of relevant media that can then be used for the dissemination of press releases, media advisories and invitations to briefings and interviews.
    - b. Build relations with private-sector partners such as telecommunication companies and advertising firms to amplify communications products, as well as mobilize resources for more communications activities.



## Implementation Responsibilities

The Implementation of this strategy will require commitment and support from Senior Management. This will include among others, a dedicated communications annual work plan with a budget.

### RR

Provide overall vision, guidance and strategic direction on UNDP communications especially within the context of the no Leaving no-one behind.

### HC&P

Provide managerial oversight over strategy implementation, direction and consistency within Regional and Country Office communication guidelines. Lead the effort to improve UNDP's image and increase the visibility.

### PO

Provide advice and oversight of the communications focal persons group and support the implementation of the Communications Strategy.

### Adm.S

administrative aspects of communication work, ensure that Programmes/Projects includes communication into their planning and provide oversight of the financial support. All projects should include resources to support communication and partnership activities. Comms & Partnership Unit should provide necessary support to the clusters to ensure that resources are estimated appropriately as per the project's needs.

### Clusters Communication focal point

designate from their respective clusters to the inter unit communications team. Ensure that accurate information and deadlines are met in providing and sharing information with communications team for the updating of the website and social media channels.

### Head of Clusters

Provide timely information on planned Programme activities for necessary preparations to be undertaken. Identify potential success stories from their respective clusters to be further developed by the communications team on a quarterly basis, for subsequent upload onto the UNDP Guinea Bissau website.

### Communications team

Ensure the implementation of the communication strategy

## Activities

### Profiling and awareness raising

- Develop a social media strategy and website engagement and management plans
  - Profile UNDP activities on the mainstream media (as per the media engagement strategy) - raise awareness on UNDP Guinea Bissau and its activities
  - Profile UNDP at events - UNDP hosted events, partner events and other UN agency related events and ensure that any messages and speeches have a gender perspective
  - Double the number of followers UNDP Guinea Bissau has on social media and effect updates on website every second week and as per the need
- UNDP mentioned on mainstream media at least once every two weeks

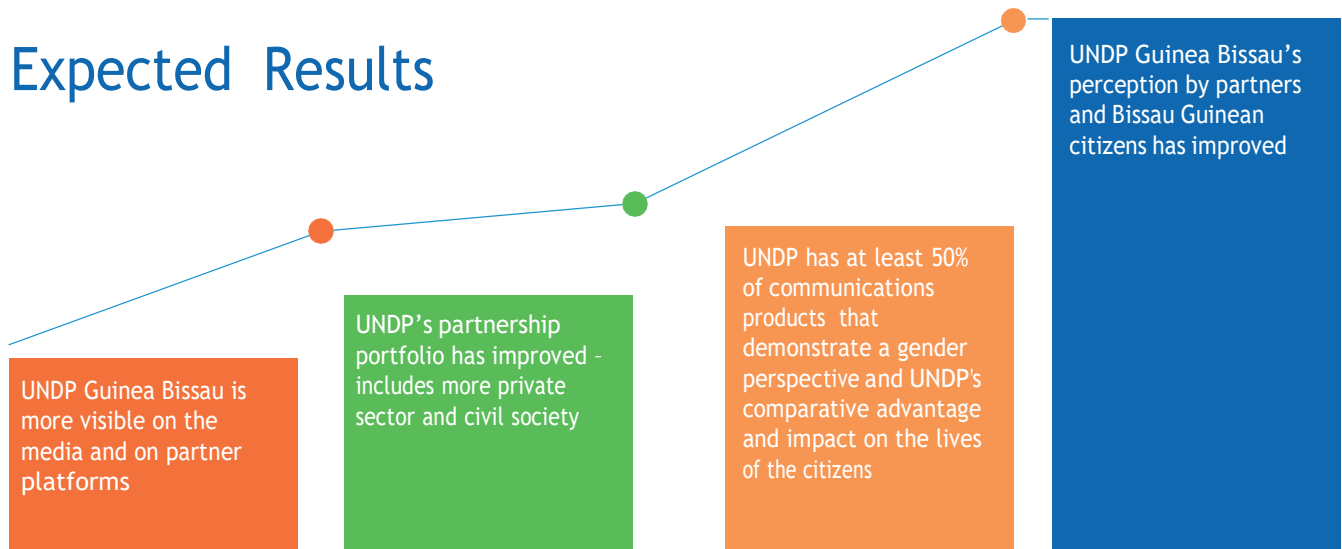
### Partnership engagement

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- Develop a partnership and communication action plan (PCAP)
- Promote UNDP through different channels and partnership to raise awareness
- Coordinate partnership quarterly engagement platforms/facilitate engagement in partnership platforms i.e. media, private sector, civil society engagement etc.

### Product development and distribution

- Assist in the development of organisational and technical publications and influence the inclusion of a gender perspective where relevant.
- Develop and publish quarterly newsletter
- Develop and publish Bi-monthly internal newsletter (internal communication)
- Produce and submit quarterly articles on media
- Print promotional material (calendars, banners, folders, etc.)

## Expected Results



## Monitoring & Evaluation

A quarterly monitoring process will be initiated to measure the effectiveness of the strategy and the impact it is making. At the end of the year, an evaluation will be conducted to determine the relevant revision to this strategy.

Specifically, the Communications and Partnership team will establish a baseline of its current advocacy and visibility in the media by initiating a daily review and clippings of all media activities including the number of UNDP stories. This will be used as a baseline data against which it will be measured one year after implementing this strategy.

Other M&E indicators will be the number of media events, report launches, and press releases undertaken within the year. A biannual meeting with a cross section of the media will be used to evaluate their understanding of UNDP's activities, during this event a quick qualitative survey will be conducted to find out about UNDP visibility.

A survey may be conducted in the beginning of the implementation plan and one year after implementation.

## Duration of Strategy

It is expected that this strategy will cover the current United Nations Development Assistance Framework (UNDAF) and Country Programme Document (CPD) spanning from 2022-2026. The strategy will draw inspiration from the UNDP strategic plan 2022-2025, ensuring that the key elements of the strategic plan on enhancing partnerships are achieved through effective communications.

The communication strategy will guide internal and external communication during 2022 and will be reviewed thereafter to align with the ever-changing environment and new priorities.

# Swot Analysis

Strengths
1 A number of communication tools are already in place (UNDP Strategic Plan, 2021-2025, UNDP Partnership and Communication Action Plan, UNDP Brand Manual, UNDP Editorial Style website, social media, Media)
2 Skilled and enthusiastic team
3 Acceptance of communication on development issues among civil society
4 UNDP's global, regional, and local partnerships
5 Trustful relations with national and international partners in development
6 Benefit from international best practices within UNDP
7 Capacity to initiate discussions on relevant development topics
8 Financial and human resource means available to advance on communication and partnership building to change office culture

Threats
1 The Internet and social media mean we do not always have control of what is written about us. So far, the UNDP CO has had good coverage, but it will be important to be on the lookout for anything that becomes a crisis
2 Politization of the national agenda which may have an overall impact on the development issues of the country
3 Spread of fake news
4 Violent extremism on the rise
5 Media landscape dependent on the pay and go system
6 COVID-19 spread and related measures to contain it can slow down UNDP intervention
7 Political instability in the country can hamper communication about our actions undertaken in partnership with the Government
8 UNDP to be seen as only working with government and not strongly enough on LNOB agenda.

Weaknesses
1 Growth in the number of staff might create miscommunication
2 Require consistency in messaging (English/French/Portuguese used, presentation of documents, etc.)
3 Limited budget allocated to communication
4 Information sharing between clusters and communication team (access to adequate and substantive information is difficult). Establishing the right incentive system for internal flow of information.

Opportunities
1 Social media and the Internet provide an opportunity for raising the profile of the UNDP CO
2 Building relationship with the media to improve UNDP CO coverage
3 Engagement of a diverse network of development supporters
4 Thought leadership positioning of the office
5 Open design and implementation of UNDP's substantive work to agents of change, especially youth and women through digital tools and sounding boards.



# 1. Thought leadership for development and building a learning community in the office

Organizational objective	Communication tactics	Platforms/tools
<ol style="list-style-type: none"> <li>1 Raise the profile of UNDP as a driver for innovative solutions in development</li> <li>2 Be at the forefront of development insights and analysis, evidence-based insights and positioning Guinea-Bissau in the international development debate</li> <li>3 Enhance the foresight capacity to raise the profile of UNDP as a driver for innovative solutions in development</li> <li>4 Activate program clusters and operational units in forging debates and necessary conversations, new ideas and partnerships around developmental challenges in country and internationally</li> <li>5 Establishing a learning culture in the office through knowledge sharing and ideation</li> </ol>	<ol style="list-style-type: none"> <li>1 Integrate analytics and evidence in cluster priorities - Underline the ambition of thought leadership by integrating new insights gained by UNDPs work locally and globally</li> <li>2 Going local - UNDP communication is adapted to the country context, working in close partnership with local authorities, communities and local radios. Connecting local coOrgmmunities to national networks to expand communication efforts</li> <li>3 Provide continuous capacity building and training on communication for communication staff and clusters' focal points</li> <li>4 Develop a repository of knowledge and knowledge sharing/data/analysis internally and externally</li> <li>5 Amplify the RR's voice and senior leadership's as thought leader at the forefront of development insights and analysis, evidence-based insights and positioning Guinea-Bissau in the international development debate* op-eds, etc. but also encourage all managers to feel empowered.</li> <li>6 Expand digital reach to promote our thought leadership and visibility</li> <li>7 Forge strategic partnerships with think tanks and universities and other platforms for development topics (see: University of Cambridge example)</li> <li>8 Share articles in international news outlets on innovative development work in Guinea-Bissau</li> <li>9 Outreach and negotiation with partners on how they see development landscape in GNB and how projects are being designed</li> </ol>	<ol style="list-style-type: none"> <li>1 UNDP intranet (exclusively for staff learning and innovation etc.</li> <li>2 Mainstream global media</li> <li>3 Social media platforms</li> <li>4 Direct communication with Government/ministries</li> <li>5 Blogs/Op-eds/Reports</li> <li>6 Newsletters (external and internal)</li> <li>7 Outreach and events</li> </ol>



## 2. Systems transformation and portfolio approach

Organizational objective	Communication tactics	Platforms/tools
<ol style="list-style-type: none"> <li>1 Designing solutions taking on a portfolio approach to defined in daily cluster work thus eradicating the perspective of silos and individual projects</li> <li>2 Create the right incentives and behaviors to readily include systems thinking from the design stage to evaluation (behavioral change and science approach) For example TRAC to be conditioned to cross-cluster cooperation on joint programming.</li> <li>3 Include human-centered design (DT) when designing programme to get insights into systems</li> <li>4 Ensure gender mainstreaming to win highest possible gender seal within UNDP and to better serve the gender and diversity and inclusion agenda in the country.</li> </ol>	<ol style="list-style-type: none"> <li>1 Build stories that are relevant, impactful, and interesting to be featured in various communication outlets</li> <li>2 Promote cross-cluster collaboration and curate a pipeline of stories thereby</li> <li>3 Mine and harvest UNDP's funding mechanisms, dashboards, and internal reports (e.g., RRF) to find projects and work that can be turned into compelling and impactful content, to be featured on the website, shared on social media and potentially pitched to mainstream media</li> <li>4 Ensure that all strategic communications are gender-sensitive -Use strategic communications to advance the parts of cluster mandates specifically related to gender</li> <li>5 Encourage portfolio-sensitive communication through cluster liaison officers and promote common flagship topics across the office</li> </ol>	<ol style="list-style-type: none"> <li>1 Media activities</li> <li>3 Short videos</li> <li>4 Social Media</li> <li>5 Exchange platform for clusters and learning room</li> <li>6 Mainstream global media</li> <li>7 Social media platforms</li> <li>8 Direct communication with Government/ministries</li> <li>9 Blogs/Op-eds/Reports</li> <li>10 Newsletters (external and internal)</li> <li>11 Outreach and events</li> </ol>



### 3. Organizational development and High-performance office culture

Organizational objective	Communication tactics	Platforms/tools
<p>1 Establish consultative mechanisms for all staff and staff association to have their voice heard in most important office-wide processes</p> <p>2 Step-by-step collective development of a new office culture: high performance, merit-based and goal driven, creative, collaborative, innovative, open, diverse, and inclusive.</p> <p>3 Attract the brightest minds within and outside of the organization in the pursuit for excellence</p> <p>4 Establish an institutional memory and sharing of information and learning.</p> <p>5 Stimulate behavioral change through communicating results</p>	<p>1 Establish trust and buy-in of the Active Listening Programme/Connectors as well as develop online and individual engagement strategies with and between staff</p> <p>2 Highlight achievements of CO and give credit where it is due.</p> <p>3 Initiate a regular flow of information between programme-operations through dialogue forums, webinars, blogs,</p> <p>4 Djumbais etc. to create understanding and stop gaps.</p> <p>5 Strengthen communication of Strategic Plan vision and ensure staff are kept informed of opportunities the UNDP provides for developing their careers</p> <p>6 Encourage staff to amplify and feature stories from the ground</p> <p>7 Encourage the view of the other: Work experience across different departments and sharing it with colleagues to better integrate processes and reach a true understanding of the other</p> <p>Work with HR on talent acquisition strategy and Comms contribution</p>	<p>1 Dialogue forums</p> <p>2 Webinars</p> <p>3 Blogs</p> <p>4 Djumbais</p> <p>5 Knowledge Management Platform</p> <p>6 social media</p> <p>7 Mainstream Media</p>



## 5. Diverse and focused partnership networks

Organizational objective	Communication tactics	Platforms/tools
<p>Establishing a network of partners that share the passion of creating a thriving community and sharing of best practices</p>	<ol style="list-style-type: none"> <li>1 Produce a communication path for the Resource Mobilization Strategy of the CO</li> <li>2 Present UNDP as a platform for partnerships to traditional and new partners featuring the advantage of being part of the UNDP ecosystem</li> <li>3 Communicate to build trust in partners</li> <li>4 Highlight achievements of CO and give credit where it is due</li> <li>5 Approach to raise awareness of new initiatives or programmes</li> <li>6 Cross pollinate and activate website, social media and knowledge management platform with relevant, tailored content for consistency</li> </ol>	<ol style="list-style-type: none"> <li>1 Mainstream global media</li> <li>2 Social media platforms</li> <li>3 Direct communication with stakeholders</li> <li>4 Blogs/Op-eds/Reports</li> <li>5 Newsletters</li> <li>6 Outreach activities</li> <li>7 Public events</li> </ol>

## Budget

Main budget for communication shall be pulled from projects. Office/TRAC budget shall be used for: organization of UNDP Open day, year-in-review video, framework contract for social media boosting, renewal of subscription for video and design editing and other relevant platforms, results-based communications products and topline stories on elevation topics.

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