UNCT-SWAP PERFORMANCE INDICATOR 2.2
Virtual Toolkit Resource

What?

**Communicating as One: Telling the 'Delivering as One' Story
(UN Viet Nam 2014)**

Why?

The document lays out a common/UNCT Viet Nam communication strategy to support the 2012-2016 Cooperation Framework ('One Plan'). In line with Performance Indicator 2.2 (criteria b), the framework identifies a joint year-long campaign to promote GEWE in the lead-up to Beijing +20 (page 5) and other gender-focused advocacy priorities (pages 18-19). It further articulates promoting GEWE as a cross-cutting priority and highlights the role of the UN Communications Team in supporting joint gender messaging (page 8). Joint responsibilities to ensure UN communications do not promote negative gender stereotypes (page 8) and gender-specific media targeting (page 21) are also highlighted.

Performance Indicator 2.2 Communication and Advocacy

Approaches Minimum Requirements	a. The UNCT has contributed collaboratively to at least one joint communication activity on GEWE during the past year.
Meets Minimum Requirements	Approaches requirements **and** b. The UNCT has contributed collaboratively to at least one joint advocacy campaign on GEWE during the past year. **and** c. UN Communications Group (UNCG) joint communications and advocacy strategy or equivalent visibly includes GEWE communication and advocacy.

Performance Indicator 2.2 Communication and Advocacy

Exceeds Minimum Requirements	Meets minimum requirements
	and
	d. The UNCT has contributed collaboratively to communication or advocacy in at least one non-traditional thematic area during the past year.

UN Viet Nam

Communicating as One

Telling the "Delivering as One" Story

Delivering as One

In late 2006 the UN in Viet Nam embarked on a bold UN Reform Initiative. As one of eight original pilot 'One UN' countries, it set about bringing together the expertise, experience and capacities of the 15 resident and 2 non-resident UN agencies operating in the country to deliver more coordinated, coherent and effective development assistance.

UN Reform has been timely in Viet Nam. Greatly influenced and informed by Viet Nam's rapid development, the opportunity to harmonize the UN's work and align it more closely with the country's development priorities is making it possible to ensure ongoing relevance, to deliver greater impacts for the Government and people of Viet Nam, and help them address the challenges ahead.

To achieve this, the UN focuses on providing Government with upstream policy advice; speaking with 'One Voice' on key policy issues; and strengthening its focus on the most vulnerable and disadvantaged. With strong commitment from the Government of Viet Nam, the UN Country Team and the donor community this tripartite partnership is helping to make Viet Nam one of the leading global examples of the UN's 'Delivering as One' approach.

Communicating as One

'**Communicating as One'** is a vital tool for maximizing the effectiveness, efficiency and relevance of development cooperation. By developing common advocacy priorities and policy positions; by pooling communication resources and avoiding duplication; and communicating UN comparative advantages, the UN is able to improve the quality of dialogue with key national and international stakeholders.

Established in late 2006, the UN Communication Team is unique globally in bringing together a team of communication specialists from seven UN agencies to support the 'One Voice'. It facilitates a network of communication focal points from the remaining Agencies that together meet weekly for joint planning information and content sharing. The core team follows a common work plan and operates from a joint office to support the UN-wide advocacy and communication agenda; the internal and external communication needs of the One UN Initiative; and the agency specific communication needs of the participating organizations.

This approach has already helped the UN in Viet Nam shift from agency-based to issue-based communication; put key advocacy issues for the UN high on the public agenda; create a clear and strong UN voice whenever needed; tell powerful stories that put a human face on development in Viet Nam; and at the same time provide high-quality support to the communication needs of individual UN Agencies. In particular it is helping to increase the coherence of UN advocacy messages, and position the UN clearly on key themes.

Telling the 'Delivering as One' Story

In Viet Nam, 'Delivering as One' is based on six complementary and mutually reinforcing pillars: One Plan, One Budget, One Leader, One Set of Management Practices, One Voice and the Green One UN House. Achievement of One Plan results relies on the support of the five other pillars that, together, seek to avoid duplication, improve coherence, coordination and complementarity, reduce transaction

costs and help UN agencies work more effectively together.

As the UN prepares to move into the Green One UN House at the end of 2014, another important chapter is being written in the 'Delivering as One' story in Viet Nam. With the majority of UN Staff moving into the 'One House' at the beginning of 2015, the Green One UN House has the potential to take UN Reform to the next level in Viet Nam by providing a strong common platform to improve the effectiveness, efficiency and relevance of the UN System's operations in Viet Nam. Throughout this process the UN Communications Team continues to play a vital role in engaging staff and other key stakeholders in the change process, as well as documenting and sharing overall progress of the UN systems operations in Viet Nam and lessons learned.

The UN in Viet Nam: One Plan, 2012-2016

In March 2012, the United Nations[1] signed a new five-year plan of cooperation with the Government of Viet Nam. The new One Plan 2012-2016 is the common programmatic framework for participating UN system agencies and is aligned with national planning cycles, in particular the 2011-2015 Socio-Economic Development Plan (SEDP). With one budget and one results matrix, it sets out a focused and coherent joint work programme based on national priorities and on the comparative advantages of participating UN agencies.

Under the One Plan 2012-2016 the three key focus areas of the UN in Viet Nam's current support include:

FOCUS AREA ONE: Inclusive, equitable and sustainable growth
Balances economic goals and social, human and environmental development, so the most vulnerable and disadvantaged also benefit from economic growth. Efforts to reduce environmental degradation, scale-up green production and promote energy-efficient, sustainable, green business models and economics are also supported. In addition, the UN assists disaster risk management and reduction efforts, with a focus on building resilience to environmental stresses and hazards at all levels.

FOCUS AREA TWO: Access to quality essential services and social protection
Assists Viet Nam to improve the quality of essential services, such as education and health, at all levels to ensure access for the most vulnerable and disadvantaged groups. A more effective national social protection system that provides increased coverage, quality and equitable access is also a key focus. It also promotes gender equality and women's empowerment, and creates a sustainable response to HIV, working to reduce stigma and discrimination.

FOCUS AREA THREE: Governance and participation

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[1] The One Plan was signed between the Government and 15 resident agencies: FAO, IFAD, ILO, IOM, UNAIDS, UNDP, UNESCO, UNFPA, UN-HABITAT, UNICEF, UNIDO, UNODC, UNV, UN Women, WHO, as well as two non-resident UN agencies, ITC and UNEP.

Supports enhanced governance and participation, in particular by and for the benefit of the most vulnerable members of society.

The role of communication

The role of 'Communicating as One' in 'Delivering as One' is vitally important. Communication plays a key role in:

- raising awareness of key development challenges;
- fostering partnerships;
- providing a strong and knowledgeable voice on priority policy issues
- ensuring that the voices of the most vulnerable are heard
- enhancing joint working mechanisms and strong collaboration.

Various communications strategies have proven to be effective in Viet Nam - ranging from effective media relations, strategic communication and policy advocacy using print and online media, behavior and social change communication and social mobilization efforts, as well as targeted interpersonal and group communication.

With increased access to new technology, use of social and digital media has grown exponentially in the past couple of years. This is opening up important new opportunities for the UN to get its messages across. With a third of the population already online, internet penetration is growing at one of the fastest rates in the world with around 30 million searches for information made in Viet Nam each day. In spite of partial censorship, social media and blogging are flourishing, with sharing of videos as one of the most popular online activities. This calls for changes in the way that the UN produces and packages information so that it can be shared more effectively to new audiences through these popular new channels.

'Communicating as One' joint framework

The following overarching communications framework is designed to help tell the story of 'Delivering as One' in Viet Nam, project a strong and united image for the UN in Viet Nam, and support a strong One Voice in delivering on the results of the One Plan 2012-2016.

- **Communication for Results**: provides targeted communication support for the UN's role as policy adviser, advocate and change agent in delivering on UN Agency mandates, and achieving the results set out in the One Plan 2012 -2016. Strategic use of advocacy, media engagement, online communication and social media as well as behavior change and social mobilization efforts helps encourage voice and participation, ensures public access to information and demand for services about development issues and challenges, and helps key stakeholders and beneficiaries make informed choices.

- **Communication about Results**: ensures maximum visibility of Delivering as One results

through strong external communications, media and public engagement, online communication, publications and events. It also helps increase the credibility of the UN in its convening role, brings together partners in development, and assists with resource mobilization efforts, providing a strong and united image of the UN working in Viet Nam.

- *Communicating Change*: supports the UN's change management strategy for Delivering as One by engaging staff in working towards a changing, united UN, including the upcoming move to the Green One UN House. Interactive communications, information sharing and learning events, and the use of the Intranet are harnessed for this.

Knowledge management and capacity building cut across all three areas.

Immediate and longer term priorities for 2014/2015

The following are cross-cutting and common priorities for the UN Communications Team in 2014/2015. More detailed communication plans and budgets will be drawn up for each area.

- **Communicating the move to the GOUNH** - At the end of 2014 the UN in Viet Nam will finally move into the newly constructed Green One UN House in Hanoi, the long-awaited sixth pillar of UN Reform. Co-locating the majority of UN Agencies in Viet Nam in a single building will play a major role in taking implementation of the other five pillars to the next level. For the first time globally, the Green One UN House will support 'functional clustering ' where staff will be clustered together by the issues they work on rather by their agency affiliation. In this way the Green One UN House has been designed to fully enhance the UN's efficiency and the effectiveness of delivering development results, as well as reducing transaction costs. Making the 'One UN House' a reality in Viet Nam has been a major undertaking with a number of challenges having to be overcome since the idea was first proposed in the early 2000s, and the project is one of the most ambitious undertaken solely by a UN Country Team. Once the construction is complete and the Agencies finally move in there will be a unique window of opportunity to maximize visibility for the UN in Viet Nam, in country as well as regionally and globally. In addition to Delivering as One, the Green One UN House is also a response to the UN Secretary-General's call for the UN to 'Deliver Green' with the Green One UN House is set to become a role model for sustainable green buildings in Viet Nam. This is of particular interest to a national audience, and important in Viet Nam's context of rapid urbanization and high vulnerability to climate change.

- **Mobilizing MDG momentum** - August 18, 2014 marks 500 days until the target date for the United Nations' Millennium Development Goals, the world's "to-do list" to improve lives and alleviate poverty around the world. The date will be promoted globally as an opportunity to rally support for 500 days of action to step up MDG momentum, and is a conversation that as many people as possible should be involved in – particularly young Vietnamese citizens. It's also vital to support increased dialogue between the public and a number of other key stakeholders, including the Government, civil society and special interest groups, the UN and other development partners, as well as donors and the private sector. To help raise visibility, the UN in Viet Nam is supporting a number of awareness raising and engagement activities for both

traditional and social media. Several funds and programmes are engaged in implementing a broad range of advocacy, behavior and social change communication, and social mobilization efforts to accelerate the achievement of the MDGs, with a particular focus on reducing inequities across all focus areas. The UN Communication Team needs to work closely with implementing UN Agencies and JPGs, including those supporting 'Communication for Development', to help maximize visibility and multiply impact. Where stories are identified that showcase UN and Government efforts, or strong human stories, UN Communications will document, package and feed them to national media wherever possible. As the countdown continues there will be ongoing opportunities to mark major milestones such as 365, 250, 100 days to go with focused events, building on global and regional momentum.

Going forward, achieving a continuum of communication across advocacy and behavior change to support the UN's work in Viet Nam will be even more important in areas like sustainable growth, governance and participation, both as an effective way to empower a range of stakeholders and deliver accelerated results.

- **Setting the scene for Post 2015 and the SDGs** – World leaders have called for an ambitious long-term sustainable development agenda to succeed the MDGs after their 2015 target date. The post-2015 sustainable development agenda will build on the successes of the MDGs while accelerating remaining work on the MDGs. It will also promote the social, economic and environmental dimensions of sustainable development. UN communications is expected to help support Viet Nam's efforts by promoting these two areas of work, with sometimes disparate constituencies, as one coherent and universal agenda. UN communications efforts should also demonstrate the inter-linkages between poverty eradication and sustainable development: that there are no long-term prospects to end poverty without sustainable development, or to achieve sustainable development without addressing poverty and inequality. Climate will also be a major priority in 2014, with the Secretary-General hosting the 2014 Climate Summit to raise ambition and to catalyze action on climate change. The Secretary-General's statements have connected the post-2015 sustainable development agenda and climate change, saying that a new universal legal climate agreement and a post-2015 sustainable development agenda are both needed in 2015. Some issues under discussion as part of the post-2015 development agenda, such as energy, water and food security, are closely linked to the climate change agenda. However, differences in the processes and messaging need to be taken into account.

- **Beijing +20** – A year-long campaign to promote gender equality and women's empowerment is being launched in the lead up to the 20th anniversary of the Beijing Platform for Action. Spearheaded by UN Women, with support from other UN Agencies, it provides a vehicle and advocacy platform to help renew political will, social mobilization and awareness raising for the unfinished agenda of achieving gender equality and women's empowerment. It is also helping to strengthen the evidence base and to mobilize resources. In Viet Nam the UNCT is supporting a national effort to engage stakeholders in celebrating progress as well as discussing the gaps that continue to hold back women and girls in Viet Nam. Along with the MDG momentum and post-2015 it is an exciting opportunity to catch public and mass-media attention, as well as advocating for positive policy change on gender equality laws using joint social and public impacts, and direct involvement of government leaders.

- **Building a stronger digital platform –** one practical task that the UN Communications team is undertaking in 2014 and 2015 is to build a stronger digital platform to communicate the 'One Voice' of the UN in Viet Nam. This involves upgrading both the UN Website, and the UN Intranet and associated mailing system to provide a simpler and cleaner interface that will be more engaging, attractive and easier to use for the UN's key stakeholders and audiences. At the same the UN Communications Team will develop a comprehensive digital media strategy that builds on the unique strengths of individual UN Agencies, and helps to harness the full potential of the growing use of internet and social media in Viet Nam.

THE STRATEGIC FRAMEWORK[2]

 'Communicating as One' aims to improve coordination of communication among UN agencies operating in country, in support of Agency mandates, as well as shared objectives outlined in the One Plan 2012 – 2016 and the 'Delivering as One' Initiative.

By 'Communicating as One', the UN can enhance inter-agency understanding and knowledge, work together more effectively, harmonize UN messages, magnify the UN's overall voice and impact, and produce longer lasting and meaningful development results.

Agency and UNCT roles

Although joint communication presents the UN as a coherent entity, it does not replace the communications efforts of individual agencies. Rather, by recognizing the specific experience and expertise of individual UN funds, programmes and agencies, it places emphasis on the shared values, norms and standards of the UN system. It also ensures that Agency-specific messages are consistent with agreed common positions to compliment joint UN efforts.

Ensuring consistent and coherent messaging is a shared responsibility of all. Both the UNCT and Joint Programming Groups (JPGs) have a key role to play in identifying and agreeing UN-wide priority issues and messages.

The UNCT may jointly agree to designate the Resident Coordinator and/or another UNCT member as spokesperson on a particular issue; and to lead communication and advocacy initiatives in sectoral/thematic areas of work according to mandates and technical competence. On certain system-wide issues, for example on matters of security, the RC is expected to speak on behalf of the UN family.

Results focus

One major innovation in the current cycle is achieving a closer working partnership between communications and the Joint Programming Groups (JPGs) as well as the Results Based Monitoring (RBM) Working Group. It is vital that members of the Communications Team are embedded within each of the JPGs, and play a lead role in providing communications support to help deliver JPG results.

At the same time the Communications Team works very closely with the RBM team to help communicate the UN's results on an ongoing basis, providing technical support and advice on how to visualize data, maximize visibility and ensure that progress is communicated to donors in timely, clear and compelling ways.

Spotlighting UN Comparative Advantages

The UN Communications Team plays a key role in helping to highlight the UN's comparative advantages

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[2] *Incorporating the UN Standard Operating Procedures for 'Communicating as One'*

in Viet Nam and regularly showcases how the UN is able to maximize its development impact through:

- The UN's ability to use its *unique convening power* to bring together various stakeholders and provide coordination;
- The focus on *providing policy advice,* in particular on sensitive issues and in line with international norms and standards;
- Ensuring that the *voices of the most vulnerable and disadvantaged are heard* and issues of inequality are addressed in national policy processes;
- Facilitation of a *multi-sectoral approach* and supporting government to coordinate its response to complex issues;
- Maximizing the UN's comparative advantages and adding value in 'Delivering as One', capitalizing on a *multi-dimensional approach* to support government to address the cross-government, multi-sectoral issues and challenges.

Mainstreaming Gender

Promotion of gender equality and women's empowerment is an important part of the mandate of all UN agencies. Promoting gender equality and women's empowerment is therefore a key cross-cutting priority within the UN Communication Strategy, and the UN Communications Team plays an active role in supporting the communication work of the Gender JPG. It is also critical that all communication from the UN in Viet Nam is 'gender aware' and 'gender sensitive' at all times to avoid perpetuating and reinforcing negative gender stereotypes.

Digital strategy

The UN has greatly increased its use of digital and social media over the past 2 years, enhancing the One UN website, as well as establishing a presence on Facebook, Youtube, Twitter and Flickr. The UN feeds have been complimented with Agency specific feeds for a number of agencies, which enable different demographics and interest groups to be reached. Although our digital penetration and reach continues to increase this is an area of considerable potential and it is proposed to develop a specific digital strategy to maximize the growing potential of this low cost but highly influential form of outreach.

Crisis Management

To ensure rapid response during an emergency, or an urgent coherent positioning of the UN system on a particular issue, the UN Communications Team is able to activate a fast track mechanism and deploy a dedicated task team with specialized skills and expertise in responding to a wide range of emergencies that need communication support, including climate related natural disasters and disease outbreaks.

Under the management and supervision of the UN Communications Manager, and drawing on specialized Agency capacity a crisis communication team can be mobilized very swiftly to support the RC, UNCT, Responsible Agencies and Security Management Team, as each individual situation dictates.

The Strategic Framework

Area 1: Communication for Results

Overall objective:
To motivate key national and international stakeholders to actively support achievement of the MDGs, 'One Plan' and broader Delivering as One Objectives.

Specific communication objectives:
- To support the UN's role as policy advisor, advocate and change agent by engaging policy makers, media, the public including vulnerable groups and other key stakeholders with strategic, targeted and evidence-based communication on key advocacy issues.
- To support implementation of the One Plan with rights based strategic communication support, wherever possible enabling and enhancing citizen voice and participation.

Area 2: Communication about Results

Overall objective:
To maximize the visibility of the UN in Viet Nam's work to improve people's lives, in particular the most vulnerable and disadvantaged.

Specific communication objectives:
1. To provide timely, relevant and evidenced-based information on the UN's impact and role in Viet Nam to donors and other development partners in order to increase their support and level of trust.
2. To increase the frequency and accuracy of media reporting on the UN's work in Viet Nam, in both local and international media.

Area 3: Communications support to UN's own change

Overall objective:
To ensure that UN staff are engaged in the ongoing UN Reform process, helping to bring about both the individual and collective changes needed to maximize the relevance, effectiveness and efficiency of the UN's operation in Viet Nam.

Specific communication objectives:
1. To support the One UN Change Management Strategy with internal communication activities and tools to positively engage staff in the ongoing UN reform process, including the 'behaviour' component of the Green One UN House project.
2. To provide internal communication tools and channels that will encourage inter-agency collaboration in support of implementation of the One Plan 2012-2016 through joint working mechanisms, both before and after the move to the Green One UN House.

Key audiences:

- Government counterparts
- Policy makers (nat'l / sub-nat'l)
- Communist Party
- National Assembly
- Tripartite constituents / Social partners
- Donors
- Development partners
- Media
- General public
- Civil society / PSPMOs
- Beneficiaries / Vulnerable groups (ethnic minorities, women, children, young/old people, people living with HIV, commercial sex workers, people who inject drugs)
- Academia / Universities / Research institutions
- UNHQ
- UN VN staff
- Private sector

Key communication approaches:

- Integrated / joint strategic communication approaches designed by analysis and informed by evidence
- Effective mix of mass, group and interpersonal communication approaches
- Traditional media engagement and relationship building
- Growing innovative use of digital and social media
- Targeted use of risk, social and behaviour change communication
- Capacity building

Key channels and tools:

- Print, broadcast and electronic media
- Online and social media
- Events
- Publications

UN Communications Area 1: COMMUNICATION FOR RESULTS

Overall objective:

To motivate key national and international stakeholders to actively support achievement of the MDGs, 'One Plan' and broader 'Delivering as One' objectives.

Specific communication objectives:

1. To support the UN's role as policy advisor, advocate and change agent by engaging policy makers, media, the public including vulnerable groups and other key stakeholders with strategic, targeted and evidence-based communication on key advocacy issues.
2. To support implementation of the One Plan with rights based strategic communication support, wherever possible enabling and enhancing voice and participation.

Key Audiences	Channel and tools	Key message areas	Proposed activities
Government, policy makers (at central and sub-national levels), donors	Print, broadcast and electronic media Print materials Online communication Infographics	Key message areas from the 3 focus areas of the OP for advocacy and awareness raising to be identified and agreed upon in consultative process with UNCT / JPGs on an annual basis	• Support policy dialogue events and workshops • Develop policy briefs, communication and advocacy materials • Work with programme teams and UNCT members to develop key messages, talking points, FAQ etc • Disseminate disaggregated data and information through events and UN websites • Ensure optimal national and international media coverage on advocacy issues • Targeted use of social media with key advocacy messages and infographics

Media (national and international), general public	Media events and networking	and in context of Agency Planning tables (also see Annex 1)	• Use of media (field) visits • Participation of UN staff in influential media interviews • Informal get-together sessions with or trainings for senior and junior reporters on topics that matter to them and which relate to Agency mandates and the One Plan • Major media/public outreach events • Contests for the media and/or the wider public
Vulnerable groups, civil society	Mass and social media Targeted events Capturing of human interest stories	Priority issues as defined by Agencies or JPGs under UN mandates and in support of the One Plan	• Support communication activities by vulnerable groups (i.e. junior reporters club, women's union, participatory photos/video) • Document human interest stories • Innovative social media campaigns showcasing moving human stories and snapshots • Support dialogues and consultations • Provide strategic communication advice and support to help develop strategic communication plans for key behavioural or social change initiatives and interventions (implemented by programmes and projects)

	UN Communications Area 2: COMMUNICATION ABOUT RESULTS		

Overall objective:

To maximize the visibility of the UN in Viet Nam's work to improve people's lives, in particular the most vulnerable and disadvantaged.

Specific communications objectives:
1. To provide timely, relevant and evidenced-based information on the UN's impact and role in Viet Nam to donors and other development partners in order to increase support and trust.
2. To increase the frequency and accuracy of media reporting on the UN's work in Viet Nam, in both local and international media.
3. To highlight and showcase the UN's comparative advantages

Audience	Key message areas	Channels	Activities
Development partners, civil society partners, UN HQs	•The UN remains a vital partner in Viet Nam's development (particularly with the exit of a number of bilateral development partners) •The UN has unique comparative advantages •The UN is having a positive and significant impact on Viet Nam's development •The UN supports an inclusive, equitable, right-based approach to development •Under the One UN Initiative, UN agencies are working together to	**Interpersonal** **Online/Social Media** **Print**	- Develop key messages brief for key UN staff - Prepare materials/notes for RC meetings with donors, ambassadors and civil society - Design PowerPoint presentations on UN changing role, impacts and One UN Initiative process for meetings - Develop a cross-cutting digital strategy for the UN in Viet Nam to better harness the new forms of media (by November 2014) - Upgrade the One UN Website (by January 2015) - Disseminate information and articles on UN Viet Nam website on the UN's development programmes and impacts, and One UN Initiative

	maximize the use of their technical expertise, focus their efforts and reduce duplication •Partnerships are critical to the success of the UN, and are highly valued.		- E-newsletter - Share videos (including on Youtube) on UN impact and priorities
			- Update the information pack about the UN in Viet Nam and the One UN Initiative (by December 2014) - Update and develop new 2 pagers and factsheets on One UN-related topics (quarterly) - Share regular series of stories about UN programmes, and the development impacts of the UN's work in Viet Nam - Develop Annual Report and related products
Government partners	•The UN remains a vital partner in Viet Nam's development •Partnerships with the Government are critical to the success of the UN, and are highly valued •The UN is having a positive and significant impact on Viet Nam's development •The UN has unique comparative advantages •Under the One UN Initiative, UN agencies are working together to maximize the use of their technical expertise, focus their efforts and reduce duplication. •The One Plan 2012-2016 is the one common plan through which the UN agencies work together; it defines	**Interpersonal**	- Prepare key messages brief for key UN staff - Develop materials/notes for RC meetings as required - Prepare PowerPoint Presentation on UN impact, One UN Initiative process– English and Vietnamese
		Online	- Maintain the UN Viet Nam website, articles and information on the UN's development programmes and impacts– *in Vietnamese* - Develop and disseminate DaO E-newsletter – *English and Vietnamese* - Produce and share infographics on the UN's impact and priorities – *in English and Vietnamese*
		Print	- Revise the information pack about the UN in Vietnam and the One UN Initiative - *English and Vietnamese* - Update 2 pagers and factsheets on One UN-related topics – *English and Vietnamese*

	specific, achievable and measurable results for which the UN will be held accountable		- Share stories about UN programmes, and the development impacts of the UN's work in Viet Nam – *English and Vietnamese* - Annual Report – including at least 36 UN Contribution stories *English & Vietnamese*
Media	•The UN remains a vital partner in Viet Nam's development •The UN is having a positive and significant impact on Viet Nam's development •The UN supports an inclusive, equitable, right-based approach to development •The UN advocates for the most disadvantaged and vulnerable– those without a voice	**Interpersonal** **Mass Media** **Online** **Print**	- Help prepare talking points for key UN staff, including RC, for key media interviews - Develop Op-Eds and articles for Vietnamese and foreign newspapers authored by RC/HOAs/Experts - TV: Commission/support preparation and broadcasting of content about the role and contributions of the UN in Viet Nam (both int'l and Vietnamese media) - Radio: Commission/support preparation and broadcasting of content about the role and contributions of the UN in Viet Nam - UN Viet Nam website, articles and information on the UN's development programmes and impacts– *in English & Vietnamese* - Social media feeds, infographics, videos and interactive content - Videos UN impact and priorities – *English & Vietnamese* - Stories/articles about UN programmes, and the development impacts of the UN's work in Viet Nam – *English &Vietnamese*

Staff at UN Headquarters/Regional/ Country office	•Under the One UN Initiative, UN agencies are working together to maximize the use of their technical expertise, focus their efforts and reduce duplication	Interpersonal	- Key messages brief for key UN staff going to HQ or meeting with other UN officials - PowerPoint Presentation on UN in VN, One UN Initiative – *in English*
	•The UN is having a positive and significant impact on Viet Nam's development	Online	- UN Viet Nam website, articles and information on the UN's development programmes and impacts. - E-newsletter – *in English and Vietnamese* - Videos on UN impact and priorities
	•The One Plan 2012-2016 is the one common plan through which the UN agencies work together; it defines specific, achievable and measurable results for which the UN will be held accountable	Print	- Stories/articles about UN programmes, and the development impacts of the UN's work in Vietnam – in *English* - An information pack about the UN in Vietnam and the One UN Initiative - *in English*

	UN Communications Area 3: COMMUNICATIONS TO SUPPORT UN'S (INTERNAL) CHANGE

Overall objective:
To ensure that UN staff are engaged in the ongoing UN Reform process, helping to bring about the individual and collective changes needed to maximize operational relevance, effectiveness and efficiency.

Specific communications objectives:
1. To support the One UN Change Management Strategy with internal communication activities and tools to positively engage staff in the change process, including the 'behaviour' component of the Green One UN house project.
2. To provide internal communication tools and channels that will encourage inter-agency collaboration in support of implementation of the One Plan 2012-2016 through joint working mechanisms, both before and after the move to the Green One UN House.

Audiences	Key message areas	Channels	Activities
All staff	Working together helps foster better development results Greening the One UN – a responsibility of all staff Through functional clustering the Green One UN House is essential in helping staff work more closely together and will become a model in the region – both in terms of environmental sustainability and work practices	Intranet Town Hall, staff meetings and group interactions Learning events Printed materials: newsletters, posters, etc.	- Continued maintenance, promotion and upgrading of the intranet as a common workspace before and in the Green One UN House (complete intranet upgrade by December 2015) - Support to all staff meetings and events as a platform for discussion and exchange of ideas on the changes needed for the OP 2012-2016 - Support to greening the One UN campaign with communications materials and special events - Organization of learning events on communications topics for all staff (BBLs) - Communication around key milestones on the House – including sites visits, demonstration model, etc.

ANNEX 1: Advocacy Priorities 2012 - 2016

The following expected results from the One Plan form the basis of the advocacy priorities for 2012 – 2016. A more detailed advocacy strategy is required to help achieve each individual objective with agreed joint advocacy messages that all agencies can use. Advocacy priorities for each year will be prioritized and an action plan approved by the UNCT or Joint Programming Groups as part of the annual work planning process.

Cross cutting issues:

- Urgent need to accelerate progress in order to reach MDG's by 2015;
- Setting of the Post 2015 Development Agenda globally, and for Viet Nam;
- Government to implement recommendations from 2nd cycle of Universal Periodic Review of Human Rights;
- Need to promote a rights-based approach as Government accountability and transparency are both vital in helping to protect the rights of citizens;
- Need for increased action against gender discrimination and violence;
- Need for cultural sensitivity in development programming to ensure appropriateness for those from different ethnic, racial, cultural, religious and socioeconomic backgrounds.

Economic growth and decent work:

- Need for greater use of statistics for evidence-based socioeconomic planning and decision-making at all levels;
- Need for policy makers to consider and produce strategic options for people-centered development;
- Need for Government to employ a multidimensional approach to poverty reduction analysis and planning;
- Need for policies for enterprise development to be developed with focus on micro and small enterprises and decent job creation;
- Need for development of national vocational training policies and programmes that respond to current market demands;
- Need for Increased competitiveness and productivity of businesses;
- Need for migrant workers to benefit from stronger employment policies that prevent discrimination and exploitation.

Climate Change and the Environment:

- Need for climate proofing of national policies, plans and programmes;
- Need for revision of Disaster Risk Management Law, associated decrees and capacity building to ensure that vulnerable and disadvantaged groups can better withstand disasters;
- Need to implement REDD+ as an effective national platform and mechanism to reduce emissions from deforestation and sustainably manage forests;
- Need to operationalize a national climate change strategy;
- Need to develop policies and tools for green economic development and natural resource management;
- Need to improve management of protected areas and biodiversity conservation;
- Need for sound management of hazardous chemicals and persistent organic pollutants.

Social Protection:

- Need for improved data and evidence for policymakers on all aspects of Social Protection;
- Need for targeted policy advice and technical support provided for social protection systems;
- Need for alternative legal, policy, targeting and financing options for improved social protection.

Health:

- Need for stronger building blocks in both the human and animal health systems;
- Need for stronger prevention and control of non-communicable diseases;
- Need for stronger prevention and control of communicable diseases;
- Need for improved delivery of basic health services, particularly for the most vulnerable and disadvantaged;
- Need for stronger capacity to improve water supply and sanitation.

Education:

- Need for more inclusive education policies and laws that are 'learner-friendly', with a special focus on the needs of the most vulnerable and disadvantaged;
- Need for enhanced capacities in Educational institutions and staff to improve learning outcomes and literacy for all, in particular for vulnerable and disadvantaged groups.

HIV:

- Need for stronger national legal and policy frameworks for HIV responses right down to commune level;
- Need for greater participation of people living with HIV in decisions affecting their lives.

Gender (also cross-cutting):

- Need for legal and policy changes that strengthen action against gender discrimination and violence;
- Need for improved coordination to respond to gender discrimination and gender-based violence.

Governance and Rule of Law:

- Need for more responsive elected bodies;
- Need for Legal and justice system reforms;
- Need for better performing public sector institutions;
- Need for more effective participation by citizens in decision-making, especially vulnerable and disadvantaged groups.

ANNEX 2: Communication Context 2014

The UN works very closely with the Government of Viet Nam, the National Assembly, political, social, professional and mass organizations and other key national stakeholders at all levels. This presents many valuable opportunities for effective dialogue and communication through direct encounters at meetings, workshops, field visits as well as through local and national media.

Although the media is still fairly controlled in Viet Nam, new forms of media are providing new, interesting and cost effective ways for the UN to reach out and engage opinion leaders and formers, as well as the general public.

Target audiences

External Audiences:

- Government, Party and National Assembly (policy and decision makers at the most senior and influential levels as well as the more technical implementing partners): to emphasize the UN role and comparative advantages; highlight UN impartiality, technical competencies and capacity building strength;

- Donors/development partners and the public in donor country to raise awareness of development assistance and keep them abreast of results of UN work;

- NGOs and civil society: to inform on UN activities and where gaps in assistance remain, emphasize UN coordination role and sharing research results and information;

- Media- both national and international: to raise profile of UN and to increase understanding of UN contribution, especially in human rights;

- General public, with segmented audiences depending on issue.

Internal Audience:

- UN Agencies HQ, and Regional Offices;
- UN staff in Viet Nam.

Media Landscape

Viet Nam's media sector is regulated by the Ministry of Information and Communication (MOIC) in accordance with the 2004 Law on Publication. It is generally perceived that Viet Nam's media sector follows the official Communist Party line, namely under the direction and guidance of the Party Commission of Popularization and Education, though some newspapers are relatively outspoken. Nationally, most important media agencies (at ministerial level) include Viet Nam News Agency (VNA), Viet Nam Television (VTV), and Radio "Voice of Viet Nam" (VOV). Among those, VNA serves as the official source of political information for all other media outlets in the country. VTV is the dominant national television broadcasting company operating a network of 9 channels with several

regional broadcasting centres even though several broadcasters in the South, such as HCM City Television or Binh Duong Television, have much higher ratings. The law limits access to satellite TV but many households are able to access foreign programming via home satellite equipment. VOV is the official state-run national radio broadcasting service broadcasting on 6 channels and repeated on AM, FM, and shortwave stations throughout Viet Nam, VOV broadcasts internationally via shortwave using rented transmitters in other countries, and providing broadcasts from its website.

Since 1997, Viet Nam has extensively regulated public Internet access, using both legal and technical means. Though the government of Viet Nam claims to safeguard the country against obscene or sexually explicit content through its blocking efforts, many politically and religiously sensitive websites are also banned.

Media Opportunities

Viet Nam's media channels present many opportunities for the UN to get its message across Nationwide, there are more than 838 media agencies, more than 1,100 national, provincial and local newspapers and magazines, as well as 67 radio and television stations (3 central and 64 provincial); 606 radio stations at district levels, including 305 FM stations.

Print media

Print media has developed and diversified remarkably over the past twenty years. In addition to Vietnamese-language print media there are several English and French-language newspapers. There is a growing demand for lifestyle and consumer magazines, targeting both men and women. Print media, with its associated online sites, remains dominant and set the news agenda. They are still the most effective and cost efficient way to reach many of the targeted audiences highlighted in this communications framework, including policy makers, policy influencers and donors.

Television

Television is the most popular mass media and there are currently 67 national and provincial TV stations throughout the country (these are satellite TV, free TV which includes 103 channels. Many of the national channels are broadcast on internet to reach wider audiences). Until a couple of years ago, national TV used to have a complete monopoly but there is now more competition with the establishment of cable and digital TV stations, such as VTC, VCTV and AVG. Foreign stations are available but news is broadcast with a 15 minutes delay (4.4 million subscribers of pay-TV and 73 local pay TV channels and 75 foreign pay TV channels).

TV is highly influential and in spite of the higher relative cost, at prime time provides a very efficient and effective way of reaching both an influential and mass target audience.

Radio

Despite the fact that radio has lost its previously dominant position to other media, growing media competition is increasing the pressure for more modern radio broadcasting and multimedia. Yet new segments are starting to listen more to radio again, including young people (such as Xone-FM) and people driving in cars (traffic information radio stations). So while radio is not the most efficient channel in terms of reaching the key audience, current and near future developments could make it more attractive again.

Online media

Use of the internet has expanded significantly in recent years, though access is still limited in rural areas. Recent figures from IDC show that while about 34 percent (31 million users) of the Vietnamese population use the internet, and with the rapidly growing use of smartphones, the market expects to see an additional 17 million young users within the next ten years. Internet subscribers in Viet Nam grew by 25 percent in 2010 alone.

Online media: 27 e-newspapers, 88 online news services of media agencies and thousands of websites of mass organizations, business and professional associations. More and more newspapers are now available online, with most readers being white-collar workers. Blogs are also increasingly popular, not only among young people. Key journalists and other debaters are publishing stories on their blog that cannot be published elsewhere. The use of social media is expanding rapidly and is used as forum for online debates on current topics.

Although harder to control online and social media are also facing restrictions, with for instance Facebook, which is periodically blocked but still very popular in Viet Nam.

Viet Nam has recently passed a new Internet law banning bloggers and social media users from sharing news stories online. Although attempts to restrict online freedom are a major concern, it remains unclear how this will be implemented.

Despite the lower reach of social networks of Viet Nam in Southeast Asia (66 per cent in 2010), the country had experienced the highest growth in reach of social networks in the region with a rate of 35 per cent between 2009 and 2010. ZingMe is the largest social networking site in Viet Nam with 8.2 million users as of early 2012. Despite blocking by the Vietnamese government, Facebook is the second most popular social network with 5.6 million visitors. Indeed that figure may be far higher with the online news site Tech in Asia, estimating that Vietnam has more than 20 million Facebook users, which would mean 71.4 percent penetration of the country's total internet population.

Mobile phones

There are 6 mobile phone providers, and by 2011 more than 127 million subscribers (105 million subcribers in which 93% are mobile phone subcribers). Smartphone use is growing rapidly and mobile telephony and internet will become an increasingly important means of communicating directly with Vietnamese citizens, especially the young urban elite.

Foreign media

Nearly 20 foreign media outlets are present in Viet Nam, with all the main newswires covered. Foreign journalists have less access to information than their local counterparts, and as a result their focus and style and tone of reporting differs.

Strong relations with the foreign press are however critical for the UN in Viet Nam. They are an effective way of reaching the donor and UN audience, often picking up issues that national media may not be interested in or able to cover. They also help position the UN as an expert in a number of key areas, both nationally and outside of Viet Nam.