



JOINT UN COMMUNICATIONS AND ADVOCACY STRATEGY 2017–2021 MONTENEGRO

Aligned with the UN Development Assistance Framework – UNDAF 2017–2021

Podgorica, 2016

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Montenegro



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UN MONTENEGRO MISSION STATEMENT

The United Nations System in Montenegro supports effective changes in society through its organisations' commitment to respond to the country's needs. As a reliable partner to the people of Montenegro in addressing key national challenges, the UN family brings worldwide experience and advice to help Montenegro build a better life and become a prosperous society.

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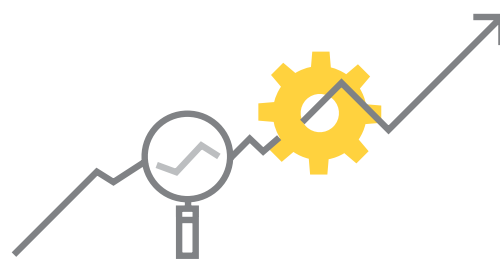
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BACKGROUND



SITUATION ANALYSIS

As an upper-middle-income country, which gained independence in 2006 and became an official EU candidate country in 2012, Montenegro has undergone significant systemic reforms, mostly aligned with the EU accession process. Accession to the EU is the country's most important priority and a major driver of development and reform.

The National Programme for Accession to the European Union for the period 2014–2018 provides the strategic framework for alignment with the EU acquis and for strengthening the administrative capacity of the country. By the end of 2016, negotiations have been opened for 24 of the 35 chapters, with two provisionally closed. Negotiations for Chapters 23 (judiciary and fundamental rights) and 24 (justice, freedom and security) are considered the backbone of the negotiations process, and the EU has set 84 benchmarks, which serve as a focus for further reforms in these areas.

According to the European Commission's 2015 Report the legal framework for the protection of human rights is broadly in line with European standards, but problems remain with implementation. Major reforms are still needed to strengthen the country's physical infrastructure, environmental management and human capital, and to ensure a predictable and supportive regulatory environment.

The economy has grown with relatively high annual rates in recent years, despite some serious setbacks following the international financial crisis.

The revised National Strategy for Sustainable Development initiated in 2014 and finalized in 2016 is aligned with the 2030 Agenda of Sustainable Development and relevant Sustainable Development Goals. The Government of Montenegro, paired with Slovenia, actively participated in a 30-member Open Working Group (OWG) of the UN General Assembly tasked with preparing the SDGs.

In terms of Human Development, Montenegro scored 0.802 on the UNDP's Human Development Index (HDI) for 2015, corresponding to a ranking of 49th (out of 187 countries), which puts Montenegro within the category of Very High Human Development and is favourably ranked compared to other current EU candidate countries. In the inequality-adjusted HDI, Montenegro's score is 0.728, which is a better-than-average score for the category of Very High Human Development countries.

In December 2015, NATO issued a formal invitation to Montenegro to join the alliance, a process that is expected to take up to 18 months.

The Roma are still the most vulnerable group, with a poverty rate of 36 per cent; they are followed closely by displaced and internally displaced persons, welfare recipients, older people, the unemployed and people with disabilities. Attitudes towards children with disabilities are changing, and there have been numerous positive steps in promoting their social inclusion. Policy and legal frameworks for gender equality are in place; however, women's participation in political and economic life remains low and the capacity to implement the frameworks is also limited. Limited administrative capacity to implement needed reforms remains a recurrent concern. A comprehensive reform was launched, aimed at rationalization and modernization, and a Plan for reorganizing the public sector (2012–2016) was endorsed.

The coming years will be challenging for Montenegro, as the country continues with efforts to live up to the EU's expectations, but it will also be a challenge for the EU to show to its citizens that Montenegro's progress and accession is good for the stabilization and prosperity of the Western Balkans and the EU itself.

THE ROLE OF THE UN SYSTEM IN THE COUNTRY

The ultimate aim of the United Nations in Montenegro is to contribute to making a difference in the lives of all who make Montenegro their home.

Working in the areas of human rights and development, the UN team in Montenegro brings together latest knowledge and specialized expertise to support Montenegro in achieving its national priorities, primarily European integration requirements. The UN System in the country is composed of 15 UN organizations, of which five are based in the country: International Organization for Migration (IOM), UN Refugee Agency (UNHCR), United Nations Development Programme (UNDP), United Nations Children's Fund (UNICEF) and World Health Organization (WHO), while 10 UN organizations coordinate their work in Montenegro from their regionally-based offices: International Labour Organization (ILO), United Nations Economic Commission for Europe (UNECE), UN WOMEN, United Nations Educational Scientific and Cultural Organization (UNESCO), United Nations Environment Programme (UNEP), United Nations Industrial Development Organization (UNIDO), International Atomic Energy Agency (IAEA), Food and Agriculture Organization of the United Nations (FAO), United Nations Office on Drugs and Crime (UNODC) and United Nations Conference on Trade and Development (UNCTAD).

Within its mandate, the UN Country Team merges the comparative advantages of different UN organizations in order to provide tailor-made support to the country in addressing issues of sustainable human development while also supporting the country in its EU accession process.

Aiming to ensure long-lasting changes in the society, in line with the 'leave no one behind' principle, the UN System in the country is committed to continuing to provide support to Montenegro in the overall reform, with particular focus on advancement of the position of the most vulnerable, disadvantaged or those who are at risk of social exclusion, such as children, people with disabilities, refugees, stateless persons, women, migrants, elderly, people in remote areas, etc. The UN team also supports the continued integration of human rights principles into government policies and actions.

COMPARATIVE ADVANTAGES OF UN

The comparative strength of the UN system is derived primarily from its well-established strategic position as a close and trusted neutral partner to the government and other national partners in Montenegro. The UN's convening power and its ability to work with a broad range of partners beyond the central government, and to include local governments and civil society, to engage citizens and non-citizens, is a further strength, which allows the UN to combine its normative mandate regarding development and human rights protection with its operational, expert assistance and capacity-building activities, while ensuring that its programmes are nationally owned and directed.

The UN System has been a close partner of the government in the process of meeting the MDGs, from nationalizing the MDGs to developing a framework of targets and indicators, and in supporting regular monitoring reports, while at the same time aligning its development assistance activities to address important gaps. Thus, the time remaining from the previous period will

represent a transition or bridge between the MDGs, including supporting the government in addressing unmet goals and the new Sustainable Development Goals (SDGs). The UNDAF 2017–2021 builds on this comparative advantage and continues to frame UN support for national efforts under the new SDGs.

As UN organizations are coming together under a common programme framework to capitalize on complementary competencies and the capacities of individual organizations, the UN System also exercises an important function in bringing government ministries and national partners together in tackling complex issues, which require a comprehensive, cross-sectoral approach.

Over the years, the UN in Montenegro has concentrated its programmes in the following main areas: poverty alleviation and social inclusion, employment promotion, including SME development, economic governance, human rights protection and promotion, health, environmental sustainability, democratic governance, with particular attention given to children and young people, socially disadvantaged or marginalized groups, and to gender-specific dimensions. The UN's comparative advantage in these areas is validated by the independent evaluation of the United Nations Development Assistance Framework (UNDAF) 2012–2016, and the UNDAF 2017–2021 retains largely the same sectoral focus grouped around results/sectoral substantive areas of comparative strength.

The UN's programming process is based on extensive and broad-ranging consultations with government and civil society as well as on a comprehensive country analysis. It is closely aligned with national development priorities and national strategic plans, such as the 2030 National Strategy for Sustainable Development and the global 2030 Agenda for Sustainable Development. These processes are supported by the UN through analytical studies and data collection. In Montenegro, the UN has played a critical role in enhancing the collection and analysis of relevant data, surveys and analytical reports and has taken innovative initiatives for building national capacity in this regard, which is critical for evidence-based planning, policy development and monitoring and evaluation, together with supporting the preparation of surveys and analytical reports.

A particular feature of the UN programmes in Montenegro is the clear focus on the most vulnerable social groups and marginalized communities, ensuring at the design stage that they are involved in the development process and their rights are respected. This also contributes to a broader national ownership of and commitment to the UN's programmes.

Taking into consideration Montenegro's historical, cultural, societal and linguistic connections with the other countries of the Western Balkans, and with the larger Central and South-Eastern European regions, the EU accession process provides a common context of past, current and future reform challenges. The UN with its network of country, sub-regional and regional offices throughout the region is well placed to facilitate a greater impact and efficient use of resources through global, regional, East–East and triangular cooperation experience sharing and transfers of knowledge and know-how. In this way, the UN in Montenegro can play an active role in championing regional dialogue on implementation of the SDGs, where this type of collaboration and replication of good practices could facilitate the mainstreaming of the 2030 Agenda on Sustainable Development into national policies and action plans.

'DELIVERING AS ONE' IN MONTENEGRO

Montenegro adopted the 'Delivering as One' modality in 2010 with the vision of harnessing the combined resources, capacity and knowledge base of all the UN organizations operating in the country into one coherent programme, focused on a limited set of strategic outcomes, with

one leader heading a team of mutually accountable heads of UN organizations, working with harmonized business operations, with joint resource mobilization and planning, and speaking with one voice.

Together with the government, civil society and other national and international partners, the UN is combining its capacities, expertise and comparative advantages to mutually address a number of human rights and development challenges in the country. In previous years, UN Montenegro has managed to progress in implementing key DaO principles, including synchronized work, merging comparative advantages around common issues, communicating as one, optimizing costs, avoiding overlapping, and joint programming. The UN Team in Montenegro has achieved success working jointly in a number of areas, including: post-2015 consultations, youth empowerment, domestic violence, advocacy for embracing and implementing Sustainable Development Goals, as well as developing the new five-year strategic document of cooperation with the government – UNDAF 2017–2021. Progress in these areas has contributed to UN Montenegro being recognized as a good example of the UN operating in an upper-middle-income country. In order to increase its efficiency and effectiveness, the UN System coordinates its thematic work through joint working groups, including:

UN Country Team (UNCT), which assumes overall responsibility for coordination and operational management of the programmes and activities of United Nations organizations. The UNCT is chaired by the Resident Coordinator and composed of the heads of all the UN organizations operational in the country, working as a team under the principles of mutual accountability.

Operations Management Team (OMT), composed of senior operations/administrative staff, which ensures that programme implementation is effectively supported through harmonized and simplified procedures. It follows through on the best practices and guidelines emanating from the interagency-level efforts to harmonize and simplify procedures for financial management, reporting, procurement and recruitment of individual UN organizations.

Working Group on Gender and Human Rights (WGGHR), which works together to provide advice and support for Results Groups in advancing the human rights agenda in the country. The group also works on building synergies on gender issues among UN organizations in Montenegro and builds the capacities of UN officials and national partners on a human-rights-based approach, gender-based programming and gender mainstreaming.

Joint Communications Team (JCT), composed of communications officers/focal points from participating UN organisations, which is in charge of synchronized UN communications and advocacy, both within the UN team and externally. Under the guidance of the UNCT, the JCT designs, implements and monitors joint UN communications strategy along with relevant Annual Work Plans, crafted in line with the key outcomes of the Integrated UN Programme.

Youth Task Team, which is in charge of the implementation of the Joint UN Youth Empowerment Programme. The team consists of the heads and technical staff of UN organisations involved in the programme (UNICEF, UNDP, ILO, IOM, UNHCR, WHO and RC Office) and is chaired by the UNICEF Representative.

Monitoring and Evaluation Team (MET), which supports the Results Groups in preparing the Annual Work Plans, ensuring that these are monitored through an indicator framework to effectively track and report on the progress of activities and outputs against the strategic outcomes.

INTEGRATED UN PROGRAMME

The UN reform 'Delivering as One' in Montenegro is articulated through the strategic document, the UN Development Assistance Framework – UNDAF. This document, titled 'Integrated UN Programme', aims to enhance results and impact of development by bringing together the comparative advantages of the UN System within a single strategic framework. The document is a five-year collective plan of actions and programmes aimed at increasing the coherence and efficiency of the UN System in Montenegro and its developmental impact in order to support national key development priorities, such as the EU accession process.

Through the Programme, in partnership with the government and other development stakeholders in civil society and the private sector, the UN System strives to deliver focused and value-added results in development assistance as a harmonized organization with unity of purpose, coherence in management and efficiency in operations.

Montenegro implemented all the 'Delivering as One' Standard Operating Procedures (DaO SOPs) through the UNDAF 2012–2016. All DaO SOPs are implemented in partnership with the other participating UN organisations that are part of the UNDAF 2012–2016. DaO SOPs are applied through the joint planning and work of participating UN organisations and relevant state institutions. The process is overseen by the Joint Country Steering Committee (JCSC) composed of eight ministers and heads of resident UN organisations in Montenegro, and co-chaired by the Minister of Foreign Affairs and European Integration and the UN Resident Coordinator. The Committee oversees and approves the Integrated UN Programme and UN Annual Work Plans, and guides the UN in its "Delivering as One" commitment, ensuring government ownership of the process.

The UNCT Montenegro and national government worked closely on development of the new UNDAF 2017–2021. The document was finalized in February 2016 and adopted by the government in March 2016. The new UNDAF – the Integrated UN Programme for Montenegro for the period 2017–2021 – is intended to optimize the combined knowledge and resources of UN organizations working under the 'Delivering as One' modality, sustaining the results of the current Integrated UN Programme 2010–2016. Furthermore, the UNDAF is aligned with the 2030 Agenda on Sustainable Development and 17 Sustainable Development Goals. It is also particularly framed in line with the EU accession reform agenda systematically being pursued by the Government of Montenegro. The strategic document provides a jointly agreed plan to support the country in the following key Result Areas:

- » Democratic Governance
- » Environmental Sustainability
- » Social Inclusion
- » Economic Governance

The respective Result Groups are in charge of supporting implementation of the activities within each Result Area through joint work planning, continuous monitoring, obstacle resolution and reporting. Each Result Group has as its co-conveners a senior government representative and a senior UN agency staff member, usually the head of a UN organisation, and is composed of senior staff from the relevant government ministries and UN agencies.

JOINT UN COMMUNICATIONS AND ADVOCACY STRATEGY 2017–2021



STRATEGIC OBJECTIVES:

WHY DO WE COMMUNICATE?

The Joint UN Communications Strategy aims to serve as the internal guiding document for the UN team in Montenegro for the period 2017–2021, which will help the United Nations System to further strengthen its coherent work and synchronized outreach, both internally and externally. In line with the Integrated UN Programme 2017–2021, the Strategy will help the UN team to steer its direction towards greater, result-oriented outreach and influence over the public agenda, as well as the further positioning of the UN in the country. The Strategy aims to provide the framework, guidance and strategic vision for communications activities around the substantive Result Areas of the Integrated UN Programme 2017–2021.

With this in mind, the Joint UN Montenegro Communications and Advocacy Strategy 2017–2021 has **four strategic objectives**:

1	Further position the United Nations System in Montenegro as: <ul style="list-style-type: none">» A highly credible source of competence in the areas of human rights and development, one of the leading providers of the latest knowledge and expertise in these areas» An effective, impartial and reliable partner of the people of Montenegro
2	Contribute to raising the quality of the public narrative on issues concerning human rights and development
3	Promote participatory and human-centred forms of development, with special focus on enabling participation of young people, vulnerable groups and voiceless people in processes which concern their future
4	Support the country to embrace and implement the 2030 Agenda and Sustainable Development Goals

In order to achieve these strategic objectives, the UN team in Montenegro will follow the strategic communications and advocacy guidance from this document, concerning common messaging, communications approaches, key principles, key audiences, appropriate communications tools and channels.

'COMMUNICATING AS ONE' IN MONTENEGRO: COHERENT OUTREACH



Communicating as One aims to ensure the inner coherence of the UN System, strengthen the UN's advocacy role, improve dialogue with the government and other national partners, and highlight the results achieved by the UN in Montenegro. It enables UN Montenegro's coherent messaging.

Joint UN Communications and Advocacy is critical for the following:

- » Further strengthening of a positive and consistent image of the UN in Montenegro through strategic positioning of the UN team and its vision
- » Common messaging and policy positioning, both internally and externally
- » Continuation of the strengthening of the outreach of the UN System in Montenegro
- » Communication of the UN's comparative advantages in Montenegro
- » Avoiding message duplication, inconsistencies and fragmentation

Communicating as One enables the pooling of the expertise and resources of the UN System in the country in order to improve the efficiency and effectiveness of common messaging. The joint UN Communications and Advocacy also plays an important role in building support for successful 'Delivering as One' implementation, both with external partners, as well as among the UN staff in Montenegro.

Communicating as One is not intended to replace any agency's specific communications activities or individual brand identity, nor does it seek to duplicate the existing communications work. Instead, its purpose is to identify strategic ways to help the UN Country Team to reach its collective vision.

Joint UN Communications and Advocacy in Montenegro is managed, driven and monitored by the Joint UN Communications Team (JCT) under the direct supervision of the UN Country Team (UNCT).

JOINT UN COMMUNICATIONS TEAM (JCT): DRIVING THE ONE UN VOICE



The Joint UN Communications Team (JCT) is in charge of ensuring a unified and coherent voice for the UN System in the country, both internally and externally. The team brings together the comparative advantages of participating UN organisations in order to articulate the strategic outreach of the UN System in the country. The JCT is driven by the vision to support the UN System in influencing positive change in Montenegro by working together as a high-performing, accountable team, creative in its use of communications and advocacy methods, tools and techniques, as well as through measuring the team's performance and impact.

The JCT is composed of UN communications officers/focal points from participating UN organisations, and is chaired by the UN Communications Analyst of the UN Resident Coordinator's office. Team members work together to coordinate and implement a joint communications

strategy in order to maximize the available resources for effective communications activities, ensuring that the United Nations agencies have a synchronized outreach with strong linkages between operational activities and the UN's normative and advocacy role. Each UNDAF Result Group has a designated member to liaise with the JCT on relevant matters, in order to ensure efficient coordination of communication and advocacy-related activities.

In line with the tasks and responsibilities outlined in the related terms of reference, the JCT regularly meets in order to, inter alia: develop a focused Joint UN Communications Strategy with clear communications and advocacy goals; share the latest key developments and information from respective agencies and learn from each other; harmonize and align relevant facts, figures and messages; discuss and prepare joint events and campaigns; and coordinate and execute implementation of the Joint UN Communications Strategy and Annual Work Plan in a timely manner.

The work of the Joint UN Communications Team (JCT) is based on the following key principles:

- » Effective leadership
- » Sharing responsibilities within the team
- » Merging the comparative advantages of different agencies (and team members)
- » Understanding the mandates of individual agencies
- » Acting based only on full consensus within the team
- » Building a culture of cooperation
- » Enhancing ownership and identifying “buy-ins” for all agencies
- » A focused, rather than overambitious, approach
- » Annual assessments of team members’ for their work on joint communications



GROUND RULES: COMMON VALUES

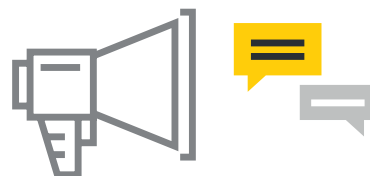


In line with the ‘Delivering as One’ SOPs, the part concerning *Communicating as One*, the Joint UN Communications Team will drive joint UN communications and advocacy in the period 2017–2021, in the areas of both internal and external communications, based on the following ground rules:

- » Applying *Communicating as One* pragmatically, i.e. “where it works”, without being overambitious. In order to do so, the JCT is in charge of identifying issues of common ground, which will be a matter of joint communications, such as SDGs, human rights, youth empowerment, UNDAF, gender equality, domestic violence, joint UN positioning, etc. From this starting point, agencies continue to carry out their own communication strategies and speak according to their specific mandates.
- » Developing joint UN communications and advocacy products based on full consensus among UN organisations represented in the Joint UN Communications Team.

- » Maintaining effective coordination and timely sharing of information among UN organisations, particularly on specific communication activities covering critical or sensitive issues, or issues that may have system-wide implications. Coordination on these issues with regional and headquarters levels is equally important.
- » Developing consistent and coherent messaging, as a shared responsibility among all JCT members to help avoid message blurring, duplication, inconsistencies and fragmentation.
- » Use of a common, established visual identity for joint UN products and communications that is consistent with the UN visual identity guidelines, without losing the brand identities of individual agencies within the UN Country Team in Montenegro.
- » Tailoring communication and advocacy strategy to the national challenges of Montenegro as an upper-middle income country.
- » Emphasizing the shared values, norms and standards of the UN System in the country, through establishing links between results and achieving human rights, gender equality and other principles and purposes of the United Nations Charter.

UNIFIED VOICE & COMMON MESSAGING: SINGLE VOICE



The United Nations team strives towards a unified, coherent voice, which articulates its added value in helping the people of Montenegro in addressing key national priorities, primarily its EU integration commitments. In order to be able to do so, the UN's Joint Communications Team is in charge of developing common messages, both internal and external, in consultation with the thematic UN working groups and the UN Country Team (UNCT). The guidance from the UNCT is a prerequisite for the formulation of common messages and communications goals. The Joint UN Communication and Advocacy Strategy for the period 2017–2021 envisages several types of common messages:

INTERNAL MESSAGES

Internal common messages are aimed at UN staff in Montenegro, as well as UN colleagues in other country offices, regional and global UN centres. Common internal messages should vary around the following formulations:

- » Within 'Communicating as One' in Montenegro, individual UN agencies do not disappear, but complement each other in all areas of operations
- » Through 'Communicating as One' the UN boosts synergies between agencies, identifies common areas of work and helps share experiences to build efficiency and consistency
- » 'Delivering as One' strengthens cross-cutting work through combining agencies' technical know-how and experience in key areas
- » 'Delivering as One' provides an additional "wind at one's back" for agency-specific communications, and it challenges the UN staff to be constantly developing their skills to match the ever-changing environment

EXTERNAL MESSAGES

External common messages may be *General* (reflecting the overall mission of the UN team in Montenegro) or *Specific* (developed in a particular context and for a particular strategic priority of the UNCT).

General external messages are developed around joint UN work in Montenegro in the areas of human rights and development. These messages may reflect the following formulations:

- » As an impartial and credible partner, the UN team in the country brings worldwide experience and advice to support the people of Montenegro in building a better future;
- » With the aim of contributing to lasting changes in Montenegrin society, the UN supports the achievement of key national priorities through partnerships and participation.

Specific external messages are developed by the JCT for different purposes, dependent on relevant programmatic inputs and in close collaboration with the UNCT, Result Groups and joint working groups. Those messages emphasize the human-rights dimension, development goals, respect for diversity and social inclusion. The marginalized and the most vulnerable groups and individuals are the special focus of such messages. When crafting specific external common messages, the JCT will continue to ensure respect for the following rules:

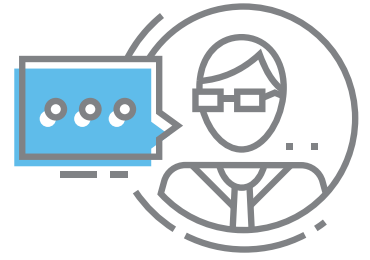
- » Reflect the shared norms and standards of the United Nations System in Montenegro
- » Present the actual situation on the ground and incorporate constructive advice on how to address country challenges
- » Focus on results rather than on activities and processes
- » These rules must be periodically revisited
- » Common messages should be forward-looking and aligned with the Integrated UN Programme, revolving around specific issues of common concern to the agencies involved
- » Cover cross-cutting issues, such as human rights, gender equality, environmental sustainability, capacity development and other issues that the Government of Montenegro or UNCT have identified as priorities

Once established and agreed, external common messages and policy positions can be used by any agency in their individual public awareness efforts. As agencies continue to carry out their own communication strategies and speak according to their specific mandates, it is important that the overall messaging remains consistent and complementary, as the United Nations system needs to work together and speak “as one”.



KEY AUDIENCES:

WHOM ARE WE ADDRESSING?



In order to enhance the impact of its outreach in the period 2017–2021, UN Montenegro defines the following key target groups:

Internal audience

- » UN staff in resident UN organisations in Montenegro
- » UN staff in regionally based UN organisations operating in Montenegro
- » UN Working Groups within the UN team in Montenegro
- » UN colleagues in other country offices, regional and global UN centres

Primary external audience

- » Duty bearers: government, parliament, state institutions, senior civil servants/national policy makers
- » Rights holders with a particular focus on vulnerable groups and young people
- » National media

Secondary external audience

- » Delegation of the European Union to Montenegro
- » International donors
- » Change agents and opinion makers, committed to peaceful social/political change – civil society organizations/NGOs, academia, parliamentary bodies
- » The private sector, business community leaders
- » Subcontractors and consultants
- » Regional and international media

KEY COMMUNICATION APPROACHES: HOW DO WE REACH OUT?



In order to achieve the objectives of the strategy and to maximize the impact of joint UN communications and advocacy in the period 2017–2021, the UN Country Team in Montenegro will strive for the following strategic approaches:

- » **Evidence-based communication** – the UN team develops its communications initiatives and products based on credible evidence in order to contribute to advancing areas of human rights and development, and to push the public narrative forward;
- » **An issue-based communication** approach (as opposed to organization-based) has the potential to increase the reach and power of UN communications and enable the development of stronger, broader-based platforms, networks or movements for change;
- » **Focused communications and advocacy** – joint UN communication and advocacy is tailored to specific target group(s), topic(s) or area(s) in order to achieve measurable change(s);
- » **Measurable communications and advocacy** – setting clear goals to be achieved, identifying tools and tactics to achieve such goals, as well as ways to measure them;
- » **Harnessing innovation** – the UN team in Montenegro is proactively seeking new technologies and tools for an advanced outreach;
- » **Participatory approach** – the UN team in Montenegro strives to incentivize people participation in public discourse and in shaping Montenegro’s way forward. Some of the authentic examples of success in this approach were the post-2015 consultations, as well as development of the new UNDAF 2017–2021. This approach aims to enable the voices of ordinary people, the local community, young people, the vulnerable, the “unusual suspects”, etc. to be heard, many of whom are voiceless most of the time;
- » **Networking** – using its convening power, the UN continuously tries to strengthen existing partnerships and build new ones, which, inter alia, help to amplify the common UN messaging.

COMMUNICATION CHANNELS: THE OUTREACH AVENUES



Having in mind the specific target groups and desired outcome, UN Montenegro uses different communication channels for effective dissemination of joint communication products, spreading common messages, and for engaging with the public and different audiences. For such purposes, UN Montenegro will use the following communication channels during the period 2017–2021:

- » Public events
- » Press conferences
- » Campaigns

- » Meet & greet – outreach in the field
- » Mainstream media
- » The online arena
 - » *Official website*
 - » *Official social media platforms: Facebook, Twitter, Instagram, YouTube, Flickr, Issuu*
 - » *UNDAF Online Hub*
 - » *Web portals*



COMMUNICATIONS TOOLS: CREATING COMPELLING CONTENT

The Joint UN Communications Team of the UN System in Montenegro will develop different communication products and activities for different kinds of outreach, tailored for specific purposes and for specific target groups, depending on the desired outcome and available resources. During the period 2017–2021, the Joint UN Communications Team will be developing the following types of communication tools:

Internal communication:

- » UN Weekly Update – a weekly teaser e-mail update aimed to keep UN staff informed about the key highlights of the UN's work in the country
- » Annual DaO Survey – annual survey on perception of DaO among UN staff as a tool which helps identify the strengths and weaknesses of the 'Delivering as One' way of working
- » UN Town Hall meetings

External communication:

- » Web: web stories, infographics, photo-messages, photo galleries, blogs, etc
- » Audio-visual: video features, video animations, infographics, presentations, etc.
- » Print: Rollups, backdrops, brochures, wall prints, flyers, posters, t-shirts, hats, stationery, etc.
- » Monthly UN newsletter – a monthly update aimed to keep 700+ partners informed about the key highlights of UN's work in the country
- » Joint UN observances
- » Joint campaigns
- » Press releases
- » Reports and publications
- » Information kits, visual toolkits, Q&As
- » Calendar of events
- » Strategies



BUDGETING: MONEY FOR VALUE

The Joint UN Communications and Advocacy is financed dominantly through the cost-sharing modality, with certain funds provided through the UN coordination mechanism. A budget for joint UN communications and advocacy in Montenegro will be developed on a yearly basis during the period 2017–2021.

At the beginning of each year, the JCT will develop an annual work plan (AWP) with clear priorities for that year and propose it to the UNCT. Upon the UNCT's approval, the JCT and Operations Management Team will agree on the cost-sharing structure of the AWP.

Ensuring a stable financial structure for joint UN communications and advocacy is critical for implementation of the annual work plan.



CRISIS COMMUNICATION: GETTING PREPARED

Crisis communication concerns the way UN Montenegro acts in times of crisis, with the aim of protecting the reputation and image of the organization, minimizing risk and providing a clear picture of the context, through an appropriate response to the crisis. Consolidating communications, both internal and external, is one of the key aspects of crisis management.

In order to be prepared to act in times of crisis, the Joint UN Communications Team is in charge of developing guidelines in the form of a Protocol in Case of Crisis. The Protocol, approved by the UN Country Team, is envisaged to define the strategy for responding to a crisis, including a set of actions and division of responsibilities in times of crisis, if and when they occur.

The Protocol defines three phases of crisis management:

Pre-crisis, concerning preparations for a potential crisis, development of a crisis response plan and crisis management, in an effort to handle the future crisis in the best possible way. This phase includes, inter alia, research and the collection of information on potential risks, development of a crisis management structure along with a crisis management plan, principles and division of responsibilities, periodic exercises and development of various outreach templates, as well as a set of ground rules for employees.

In-crisis, concerning a crisis which activates the Protocol guidelines and engages the team to respond to the crisis in the previously defined way. When the crisis occurs, the UNCT automatically shifts to acting as a UN Crisis Management Team in charge of UN Montenegro's crisis response. This phase includes identifying the cause, researching and collecting relevant information in the shortest period of time, analysing inputs and circumstances, choosing the strategy and creating a relevant crisis response plan, appointing a single responsible person for channelling UN Montenegro's voice during the crisis (usually the UN Resident Coordinator), assigning responsibilities across the team, activating the ground rules for employees along with the division of responsibilities across the team, ensuring that only verified and truthful information can be shared, and monitoring the crisis.

Post-crisis, concerning the period after the crisis, when the team analyses the entire process in order to identify challenges, bottlenecks, good practices and other lessons learned, and integrates

those lessons into the organization's crisis management structure. This stage would include reviewing the crisis management and procedures, keeping stakeholders updated on the relevant progress and providing follow-up crisis messages as necessary.



MONITORING AND EVALUATION: MEASURING THE PROGRESS

In order to track progress in the area of joint UN communications and advocacy, the Joint UN Communications Team will perform continuous monitoring of implementation of the strategy, and particularly implementation of the annual work plans, during the period 2017–2021. Upon developing the Annual Work Plan early each year, the JCT will conduct mid-year and end-of-year reviews of the AWP, in order to ensure that the communications activities remain on track and meet the goals stipulated by the AWP. Accordingly, the JCT chair will report to the UNCT on the joint UN communications progress and plans. This will allow monitoring of the communication processes and will help the UN Country Team to decide which activities deliver the best results and to prioritize further action.

Each member of the Joint UN Communications Team will report twice a year to the team (mid-year and end-of-year) and share his/her main achievements in the area of joint UN communications, as well as notable new developments and relevant activities from their respective UN organizations.

Besides the mentioned monitoring and reporting, the Joint Communications Team will also conduct so-called *Direct Measurement* – the use of scientific measurements, which draw on specific, time-based determinants and variables. Such specific instruments aimed at measuring success and reviewing the progress of the stated objectives will include, but not be limited to, the following:

- » Opinion polls, tracking studies, time-analysis surveys and focus groups
- » Interviews with key counterparts, beneficiaries, donors and other partners
- » Content and thematic analyses of news and opinion articles, mentions and publication in the media, etc., to be made possible through monitoring of print, electronic and web-based media in Montenegro, as well as coverage from the region/abroad
- » Custom reports – summaries, clip analyses and equivalency reports (measuring the impact of news and analysing publicity campaigns, estimations of success, general image, numbers of viewers, who is watching our themes and their impressions, the main messages sent, assessments of performance, etc.)
- » Combining process indicators with behavioural indicators and developing behavioural metrics to measure desired behaviours. It is extremely beneficial to focus on behaviours as part of any initiative. In the past, it was about “Best Practices”, but now it is about “Best Behaviours”

Note:

The above list of measurements contains brief information for the joint groups and teams and it will be up to the teams themselves to decide on: 1) the type of measurement they would like to use; and 2) time horizons. Also, the teams will bear the related costs from their respective budgets. The JCT will be at their disposal to advise and to help organizationally.

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