



**Communications Strategy & Work Plan
for UNDP Myanmar 2011 – 2012**

Drafted: August 2011
Work plan first revision: Feb 2011
Budget: attached

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Background & Context

Myanmar is a complex country in regards to development assistance and communications. In contrast to other countries in which it operates, and in line with the mandate from its governing body, UNDP does not provide assistance or funding through the national government. Instead, it directs resources towards activities with "grass-roots" level impact through the agency and partners.

In September 2010, UNDP's Executive Board recommended that UNDP prepare a new programme within the "full potential" of the mandate. UNDP is now in the process of preparing this new programme in consultation with donors, government and civil society. The new programme will maintain its focus on grassroots activities to improve living conditions of the rural poor, increase their capacity to respond to natural disasters, protect the environment and support sustainable use of natural resources. The programme is expected to continue to work on policy issues to support poverty reduction and inclusive growth. Through the UN Country Team mechanism, UNDP has also coordinated the preparation of a number of development policy options papers covering key economic, social and infrastructure sectors. This initiative is intended to provide policy makers and other stakeholders with policy options on reform measures for achieving higher levels of human development in Myanmar.

Since 1994, UNDP assistance, through community empowerment and micro-finance, presently reaches out to 862,000 poor households comprising 5 million beneficiaries which make up 12 percent of the country's rural population. The programme activities are operational in 8,500 villages across 63 out of the country's 329 townships.

The programme's current overarching objectives (until mid 2012) are to help poor communities build their social and human capital; promote civil society; and meet food security needs and improve livelihoods of the poor.

For the past several years, UNDP has undertaken data collection and periodic assessments on changes in household living conditions and poverty in the country through nationwide household surveys called Integrated Household Living Conditions Assessment (IHLCA) project. In addition, UNDP has played a key role in early recovery in response to the Nargis (2008) and Giri (2010) cyclones and the recent earthquake in Shan state. Furthermore, in view of the country being prone to natural disasters, UNDP leads a disaster working group, comprising UN Agencies, International and local NGOs on community based disaster risk management, with an emphasis on building community capacity to respond to natural disasters. UNDP is also providing support to people living with HIV/AIDS.

The programme provides villagers with training and technology (such as improved farming inputs and practices), micro-finance services as well as cash grants and other in-kind inputs. These activities are implemented directly by UNDP and/or through national and international NGOs and small private sector service providers.

UNDP has an annual budget of around \$30 million that includes both core and noncore resources. The programme is currently supported by the US, UK, Sweden, Denmark, Australia, Norway, New Zealand, CERF and the EU and ECHO, and a multi-donor Livelihoods and Food Security Trust (LIFT) Fund.

SWOT Analysis

UNDP Myanmar's comparative Strengths

- The largest on the ground presence of any UN agency, NGO or INGO in Myanmar.
- Extensive local and international human resources to draw from.
- A direct link to communities; thus an excellent understanding of basic human needs.
- Agency impacts are tangible and can be demonstrated easily.
- Widespread support from people in the communities in which UNDP operates.
- Programs work in the same humanitarian spheres as other UN agencies and NGO networks; thus there are opportunities for inter-agency relationships.
- A myriad of successes that can be promoted to strengthen credibility.
- Technical support of the UNDP Regional Centre in Bangkok and the New York Communications Department to help deliver messaging.
- Strong donor backing.
- Funds are available to support targeted communications.

UNDP Myanmar's comparative Weaknesses

- Lack of knowledge throughout UNDP on how to recognise newsworthy information.
- Very little interaction between projects for information sharing.
- All of UNDP Myanmar's communications with international entities is "reactive" as opposed to "proactive".
- No focus on the MDGs due to mandate restrictions.

UNDP Myanmar's comparative Opportunities

- The international community wants to see standards of living rise in Myanmar.
- The development/ NGO community is aware of the difficult operating environment.
- The media is hungry for a regular flow of news about the evolving humanitarian and development situation in Myanmar.
- Interest groups are looking for information on Myanmar.
- HQ requires more information to quell dissatisfaction with UNDP Myanmar by special interest groups.
- There is the opportunity to advocate on certain issues such as in-country presence, to help alleviate poverty.

UNDP Myanmar's comparative Threats

- Negative views of UNDP Myanmar by some international media, due to lack of programme awareness and access to information.
- Negative views of UNDP Myanmar by some outside media.
- Very little information or knowledge about UNDP in the local population.
- Limited local public communications channels.

UNDP Communications and Partnership Unit (CPU)

UNDP in Myanmar has strengthened the CPU over 2011. The UNDP Communications and Partnership Unit (CPU) is responsible for planning and design of internal and external activities for communication and outreach, development and implementation of strategies related to resource mobilization and partnership building to increase the standing and awareness of UNDP with partners, and supervision of the design and maintenance of the UNDP Myanmar web site, and web based knowledge management system.

The CPU continues to provide advice on key communication priorities for the year and decide on the most effective communication strategies, products and activities. CPU collaborates with programme and projects from being involved in the early stages of planning and development of a project, a report or a special event. Communications officers help guide the planning of communications events ensuring that media aspects, news value and the intended audience are segmented and targeted.

The objectives of the Communications and Partnership unit are to:

- Promote a positive image of the United Nations Development Programme (UNDP) and the United Nations.
- Support resource mobilization.
- Improve project and programme results through the effective use of communications

Resource Mobilisation and Partnership Building

Donors willingness to finance the UNDP is closely related to their perceptions of three criteria: (i) the appropriateness of the UNDP's strategic positioning (i.e. the areas in which it chooses to be active and inactive); (ii) its effectiveness in delivering results against its stated objectives, and; (iii) the efficiency with which it implements its programmes.

The performance of the UNDP is perceived by donors as being variable against all three criteria. Thus, there is a strong emphasis on the need for the UNDP to demonstrate clearly the delivery of results over a sustained period and to further improve its outreach to donors. The major milestone the donors are looking forward to is the design of the UNDP's new four year programme. As soon as the new programme is designed full effort should be placed on promoting its (i) its effectiveness in delivering results against its stated objectives, and; (ii) the efficiency with which it implements its programmes.

Advocacy on the new programme can occur through:

- newly designed website,
- glossy publication on new programme with a costing sheet for the new programme,
- formal launches with stakeholders, and
- donor missions.

Donors

1. Annual Report

The first Annual Report was published in 2010 and continues to be a useful tool with a variety of audiences. The 2011 would need to be forward looking about the new programme. *Audiences: Donors, All*

2. Partnership (Donor) field missions

Donors have requested to go on field missions to get a first-hand look at how their money is being put into action. Comms Unit can support this by helping field staff to have standard and user-friendly briefing kits and presentation materials. *Target Audiences: Donors, Field Staff*

3. Special Events

Organize special events such as Lectures, Breakfasts/Luncheons/Receptions, media encounters, Panel discussions, etc. Events should suit the particular culture and environment in which they are staged.

4. Calendar of Events

Keep calendar of events up to date

5. Proposal and reporting

The CPU also coordinates and supports the process of the drafting of proposals. The Unit assist the programme Management Unit to monitor the overall implementation of agreements including reporting requirements and to draft mutually beneficial agreements.

6. Reporting and Proposal tracking tools

Keep tracking tools updated

7. Donor mission tracking tools

Keep up to date on donor visits to the field.

External Communications

The communications strategy focuses on the "Human Face" of UNDP initiatives in Myanmar. In the past year, news about positive advances taking place in Myanmar and on UNDP's work to assist the most vulnerable and poorest of poor people has been highlighted in international media. UNDP must continue to be depicted as an agency that is creating these positive opportunities for individuals and communities within Myanmar.

UNDP Myanmar is staffed by approximately 1,000 nationals and internationals. Staff development is identified as a need within UNDP. This strategy seeks to build the capacity of UNDP staff in understanding organisational messaging and assisting the CPU to strengthen communications and reporting at the project and community level, with specific tools designed for this purpose. It would be useful if some of the SIDA funds is also utilised to build the capacity of national staff in communications and reporting.

1. UNDP Website

Updating the UNDP website is a priority. A website that appeals to an outside audience and gives credit to partners, donors and the people of Myanmar is needed and will be developed in close consultation with the ICT Unit and a design consultant. *Target Audiences: all stakeholders*

2. Photo library

It is crucial to develop a photo library with a wide selection of different imagery that can be used in publications, the website and most future outreach materials. UNDP should spend money on a professional photographer for ongoing use by the UNDP communications team. Photos must capture the essence of the hopes, dreams and accomplishments of people in Myanmar. *Target Audiences: for use with all stakeholders, as appropriate*

3. Positioning papers & FAQ sheets

As media and special interest group's attention to UNDP Myanmar's new operations increases, it will be necessary to have thoughtfully prepared positioning papers that incorporate the new programme's main messages. Summarised versions should serve as FAQ sheets. These can be distributed to media as situations arise. *Target audiences: Internal and separate papers for media channels and donors.*

4. UNDP Brochure

A UNDP Myanmar brochure for quick and easy information about its operations in Myanmar should be professionally designed, and not limited to information that will become outdated. It will be the most commonly distributed visibility item. *Target Audiences: all stakeholders*

5. UNDP basic visual resources & templates

A generic Power Point template featuring UNDP Myanmar branding will also be developed and introduced to all staff.

UNDP Myanmar T-shirts, caps, pens, calendars, posters need to be designed for distribution to staff, supporters and effected people. These sorts of materials are great gifts and a constant reminder of UNDP programming. *Target Audiences: all stakeholders & audiences*

6. External newsletter

The quarterly newsletter is a source of general information and news on UNDP Myanmar. It should include a message from the RR. It will be produced in English for external. *Target Audiences: Various*

7. Beneficiary newsletter

In Myanmar this should be adapted from success story and general project documentation and be highly visually appealing. The purpose is to ensure that beneficiaries are as aware as possible about UNDP and about what other villages are doing. *Target Audiences: Beneficiaries*

8. Project fact sheets

Two page fact sheets on each project need to be drafted and made available for use with all stakeholders. These will provide an overview of the project and a summary of general results. The text being used in the UNDP Myanmar brochure could be lifted into separate documents for each project to meet this purpose. *Target Audiences: various*

9. Success stories

Success stories show the human side of the project. There are many success stories already available for use, from all projects. The Communications Unit must work with the programme staff to locate and review these stories and work together to file them under thematic areas on the shared drive /Intranet. Success stories are also a great way to communicate results with beneficiaries. Video versions of success stories can be developed in the longer term (a professional cameraperson may be required for such an exercise). *Target audiences: All, including global staff and beneficiaries; also for use through media channels and on the website (slightly tailored for each of these audiences)*

10. Press Releases

Results on programme successes are crucial to get out to the public. *Target Audiences: media channels to reach all stakeholders; also for use on the UNDP website.*

11. Meet the press 1:1 meetings

It would be advantageous to meet key local and international journalists to start up a relationship with the Communications Unit. The idea would be to: distribute information about UNDP projects in Myanmar; get journalists interested in contacting UNDP for information about, and quotes on, news items of the day on a regular basis. Separate events for local and international media should be arranged. *Target Audiences: local and international media*

12. Media project visits

It would be ideal to take select journalists on project site visits. Obviously, the Communications team would select projects where a very positive impact has been made for the beneficiaries as well as the local community. *Target Audiences: journalists*

Presented below is a description of the posts required for the CPU to function as intended in support of UNDP Myanmar. These include both filled and unfilled positions and are illustrated in the office organigram. The descriptions below represent crucial functions and responsibilities, but are not intended to be specific terms of reference for the mentioned jobs.

CPU Staffing

The CPU, UNDP has an international Head of Unit (P3), an international External relations and partnership officer (SSA), a national Communications Analyst (NOA), a national Programme Associate (G7) and a national Communications Assistant (SC5). The incumbents address the afore-mentioned issues through the implementation of internal and external resource mobilization and communications activities, as outlined in this strategy and work plan. Targeted tactics will engage all UNDP stakeholders through the creation of tangible communications tools, including a new website, annual report, partnership missions, fact sheets and newsletters. The team is now empowered to be pro-active as the

UNDP CPU's activities are funded by a 1% cost to donors. This enables the unit to plan its annual activities in advance (draft work plan and budget attached)

1- Head of the Unit [post currently being filled, P3]

- As the Head of the Unit, provides guidance and technical support to strengthen the capacity of the UNDP Myanmar to develop, coordinate and implement a communications and resource mobilization strategy.
- Networking, maintaining, and building relationships with donors and partners, as needed.
- Implementation of specific donor fund-raising strategies and approaches
- Monitoring of overall implementation of agreements including reporting requirements
- Supports UNDP Myanmar in development and management of partnerships with other UN Agencies, civil society and the public sector
- Advises the SDRR on media and donor relations
- Coordinates all activities emanating from the CPU
- Oversees the work of the CPU

2- Deputy Head of Unit [post to be filled, NOB/C]

- Ensure that materials are developed in Myanmar for key local stakeholders (GoUM, LNGOs, beneficiaries)
- External and internal analysis for assessing UNDP Myanmar's opportunities for resource mobilization; Identification of emerging sources of funding; assessment of their current usage and potential for the future.
- Support in creation of strategic partnerships and implementation of the resource mobilization strategy (Analysis of info. on donors, preparation of donor's profile and database, donor tracking tool on mobilized resources and reporting etc.)
- Manages and coordinates the preparation of UNDP's Annual Report, contributes to the drafting of this document.

3. External Relations and Partnership Officer (post filled, SSA)

- Scanning of the opportunities based on partner-specific intelligence and the competitive landscape identification where the CO competency strengths overlap with partner/client needs.
- Reports on progress of project implementation against priorities and indicators.
- Coordination of and support to the process of the drafting of proposals.
- Drafting of mutually beneficial agreements.

4. Communications Analyst [post filled, NOA]

- Coordination and management of all project publication and promotional activities (e.g. print/media, audio/video, etc) including content management, norms for publishing, design, liaising with printers, translators, editors and other suppliers to oversee production and supervision of publications dissemination;
- Works, together with the UNDP on communication strategies
- Provides support for effective UNDP advocacy initiatives
- Produces brochures and other material on a regular basis and for special events

- Ensures that UNDP public information documents are of a high standard

5. Programme Associate [post filled, GS6]

- Ensure effective Results-based Management (RBM Tools; CO Performance indicators BSC, delivery, cost sharing etc; track use of RBM tools, and maintenance of RBM database and monitoring; CO ROAR reporting; NGO/DIM and audits;)
- Ensure Effective Programme Resource Management (TRAC1 & 2 ; Non-Core Resources; Analytical framework for resource use.)
- Support to management of the CO Programme
- Administrative support to the Programme Unit
- Monitor Programme Resource Management (TRAC 1&2; Non-Core Resources)
- Ensure effective Results-based Management using corporate RBM Tools such as CO Balance Score Card (BSC), ERBM Platform and maintenance and updating RBM database

6. Communications Assistant [post filled, SC5]

- Maintenance of the website including preparation of the content for the web site ensuring consistency of the materials/articles
- Supervision of publications dissemination
- Provides administrative and logistical support to the CPU
- Manages electronic and paper files for the CPU

Short term consultancy

Web designer

Design and maintenance of the website including preparation of the content for the web site ensuring consistency of the materials/articles;

Annual Report and Photographer

At the end of the consultancy, the following final products are expected from the consultant:

- Glossy 2011 Annual Report
- Photo images (100) suitable for printing, publishing and web designing purposes
- Information package for field trips

By strengthening internal and external resource mobilization and communications, UNDP Myanmar has the opportunity to become a more effective and cohesive organisation, whose productive operations in a complex environment are better understood and esteemed by its various stakeholders. There is a need for an assertive approach to get positive UNDP messages to different stakeholders, including the people of Myanmar and UNDP staff. It is important to convey to these audiences the complex circumstances surrounding the delivery of assistance programs, whilst also showing that these circumstances do not prohibit UNDP from making an invaluable difference to the most vulnerable of Myanmar. There is a real opportunity to show the "human face" of UNDP's work. In performing these functions, the CPU assists the RR/SDRR to retain overall leadership in the delivery of programmes and is thus accountable to key stakeholders.

A properly staffed CPU is necessary to enable the RR/SDRR to discharge his or her functions as the leader of the UNDP in Myanmar.


Communications and Partnership Unit Budget Plan 2011


Last updated: 9/1/2011


	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
	CDRT	ICDP	CDRT	ICDP	CDRT	ICDP	CDRT	ICDP	CDRT	ICDP	CDRT	ICDP
Personnel												
Salaries, wages	6,000	1,000	6,784	6,784	6,784	6,784	8,784	6,230	6,784	6,784	6,784	6,784
Personnel Total	\$0	\$0	\$6,000	\$1,000	\$6,784	\$6,784	\$8,784	\$6,230	\$6,784	\$6,784	\$6,784	\$6,784
Communications and Resource Mobilisation:												
Newsletter/Annual report												
Photographer												
Web sites												
Direct marketing products												
Donor and staff field trips (cost of accompanying staff)												
Events												
Marketing Communications Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$6,766	\$7,500	\$8,033
Other												
Postage	20	300	20	300	20	300	20	300	100	300	500	500
Telephone	300	300	300	300	300	300	300	300	300	300	300	300
Sundry												
Computers and office equipment												
Other Total	\$0	\$0	\$320	\$320	\$0	\$1,000	\$320	\$160	\$1,200	\$900	\$3,600	\$3,400
Total	\$0	\$0	\$6,320	\$1,320	\$6,784	\$7,784	\$9,104	\$7,390	\$7,984	\$7,684	\$10,384	\$10,184
Personnel Total	\$0	\$0	\$6,000	\$1,000	\$6,784	\$6,784	\$8,784	\$6,230	\$6,784	\$6,784	\$6,784	\$6,784
Marketing Communications Total	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000	\$6,766	\$7,500	\$8,033
Other Total	\$0	\$0	\$320	\$320	\$0	\$1,000	\$320	\$160	\$1,200	\$900	\$3,600	\$3,400
Grand Total	\$0	\$0	\$6,320	\$1,320	\$6,784	\$7,784	\$9,104	\$7,390	\$7,984	\$7,684	\$10,384	\$10,184

Budget Revision
APPROVAL MEMO

Date: 28 July 2011

To : U David Dallah, OIC 

Through : Ms. Yasmin Padamsee, UNDP Head of Communications and Partnerships Unit (ai) 

From : Mya Thuzar, Programme Associate 

Project : 00078937: Communications and Resource Mobilization

Subject : Submission of Budget Revision (Substantive) for Approval

The attached budget revision is submitted for approval.

(i) Summary of scope of revision

This budget is initiated to reflect Norway fund received in 2010 to be implemented in 2011 for Communication and Resource Mobilization Unit to carry out communication related activities to the UNDP new programme 2012-2015. The total project budget is US\$6,623.


(ii) Necessary agreements/clearance have been received as indicated below:

From	Reference
RBAP	Nil
Govt.	Nil
UNDP	

Clearance by Programme Support Services Unit:

Attached budget revision checked for:

- Accuracy
- Conformity with financial rules/regulations
- Conformity with current directives of RR, and, can be accommodated within currently available financial resources.


Mya Thuzar

Programme Associate, Commu. & Resource Mobilization Unit

N.B. After RR's signature, please return signed budget revision to Daw Mya Thuzar for updating of ledger prior to distribution.



UN Development Programme
Myanmar - Yangon

Award ID: 00051177
Project ID: 00078937
Project Title: Communication & Resource Mobilization
Start Year: 2010
End Year: 2011
Implementing Partner: UNDP
(Executing Agency):
(Implementing Agent): UNDP
Revision Type: Initial Budget Revision

Budget (US\$) as of July 2011		
Donor	Fund	Amount
Norway	30000	6,623
Total Budget (2011)		6,623
Total Expenditure (2010 & P)		-
Award Total (2011)		6,623

Brief Description:

This budget is initiated to reflect Norway fund received in 2010 to be implemented in 2011 for Communication and Resource Mobilization Unit to carry out communication related activities to the UNDP new programme 2012-2015. The total project budget is US\$6,623.

Approved by:	Signature	Date	Name/ Title
UNDP		28/07/11	David Dallah Officer-in-Charge



Annual Work Plan

Myanmar - Yangon

Award Id: 00051177

Report Date: 7/28/2011

Award Title: Community Development for Remote townships

Year: 2011

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget			
			Start	End		Fund	Donor	Budget Descr	Amount US\$
		Operations & Coordination			UNDP	30079	EUCOMM	75100 Facilities & Administration	16,939.00
		Security			UNDP	04000	UNDP	71600 Travel	600.00
					UNDP	30079	EUCOMM	71600 Travel	2,000.00
					UNDP	04000	UNDP	72300 Materials & Goods	1,800.00
					UNDP	30079	EUCOMM	72300 Materials & Goods	6,402.00
		Shelter			UNDP	30079	EUCOMM	75100 Facilities & Administration	588.00
					UNDP	30000	CERF	71300 Local Consultants	2,690.00
					UNDP	30000	CERF	71400 Contractual Services - Individ	0.00
					UNDP	30000	CERF	71600 Travel	3,627.00
					UNDP	04000	UNDP	72100 Contractual Services-Company	16,070.00
					UNDP	30000	CERF	72100 Contractual Services-Company	22,500.00
					UNDP	30079	EUCOMM	72100 Contractual Services-Company	932,799.00
					UNDP	30000	CERF	72500 Supplies	2,783.00
					UNDP	30000	CERF	72600 Grants	289,000.00
					UNDP	30000	CERF	73100 Rental & Maintenance-Premises	400.00
					UNDP	30000	CERF	74500 Miscellaneous Expenses	4,000.00
					UNDP	30000	CERF	75100 Facilities & Administration	22,760.00
					UNDP	30079	EUCOMM	75100 Facilities & Administration	65,296.00
		Wash			UNDP	30000	CERF	71300 Local Consultants	3,573.00
					UNDP	30000	CERF	71400 Contractual Services - Individ	0.00
					UNDP	30000	CERF	71600 Travel	5,227.00
					UNDP	30000	CERF	72300 Materials & Goods	16,588.00
					UNDP	30000	CERF	72500 Supplies	0.00
					UNDP	30000	CERF	72600 Grants	50,877.85
					UNDP	30000	CERF	74500 Miscellaneous Expenses	3,500.00
					UNDP	30000	CERF	75100 Facilities & Administration	6,125.00
									2,786,007.85
00078937	Communication & Res.Mobilizati	Formulation of New Projects			UNDP	30000	NOR	71200 International Consultants	6,190.00
					UNDP	30000	NOR	75100 Facilities & Administration	433.00
									6,623.00

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