

# Vanuatu 2030 Communications and Engagement Strategy and Action Plan

SUPPORTING THE IMPLEMENTATION AND LOCALISATION OF  
THE SDGS IN THE PACIFIC REGION

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# 1 Introduction

1.1 The purpose of this document is to provide a Communications Strategy and Action Plan to support the Government of Vanuatu to implement its National Strategic Development Plan, Vanuatu 2030.

1.2 Vanuatu 2030, sets out the national vision: A stable, sustainable and prosperous Vanuatu; and outlines five development aspirations:

**OUR DEVELOPMENT ASPIRATIONS**

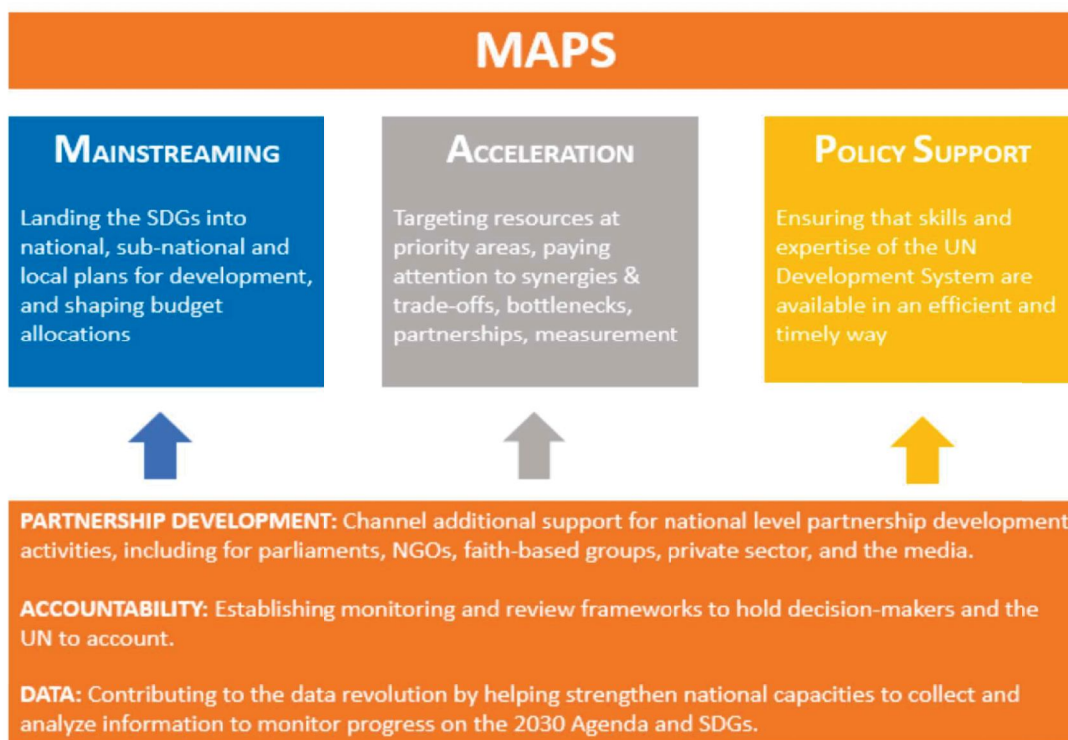
- A vibrant cultural identity underpinning a peaceful, just and inclusive society;
- Supported by responsive and capable state institutions delivering quality public services, including health and education, to all citizens;
- Maintaining a pristine natural environment on land and at sea that serves our food, cultural, economic and ecological needs;
- With enhanced resilience and adaptive capacity to climate change and natural disasters; and
- A stable economy based on equitable, sustainable growth that creates jobs and income earning opportunities accessible to all people in rural and urban areas.

Our collective aspirations will be delivered through the 15 National Sustainable Development Goals, reflecting the priorities expressed by the people through a programme of national consultations

1.3 The Strategy then sets out the pillars, goals and targets that will achieve the Vision. While not explicitly linked to the global Sustainable Development Goals, alignment with the SDGs is evident throughout, and work has taken place to align at target and indicator level.

1.4 Communications (encompassing Stakeholder Management, Engagement, Awareness, Public & Media Relations and Reporting) represents a key area of work needed to drive implementation of government priorities and attainment of the globally agreed SDGs via national, regional and global effort.

1.5 Stakeholder engagement is a key component in the process of localisation, and requires commitment and effort to plan, develop and deliver information and awareness activities that help citizens understand and participate in development efforts, and forms a key component of the UN-directed MAPS approach to SDG implementation (see Diagram)



1.6 While there are many useful tools and international research/resources available to guide stakeholder and communications planning, UNDP has prioritised supporting national-led effort by focussing on assisting central agencies to establish interagency Communications working groups, a realistic Communications strategy to support National Development Plans and most importantly a clear and achievable Communications plan for implementation.

1.7 Reflecting the vision of Vanuatu 2030, this Strategy presents a pathway to utilise communications activities to build a truly national effort to achieve Vanuatu’s development goals. An effort that transcends boundaries, official responsibilities and job titles to promote inclusiveness and shared responsibilities.

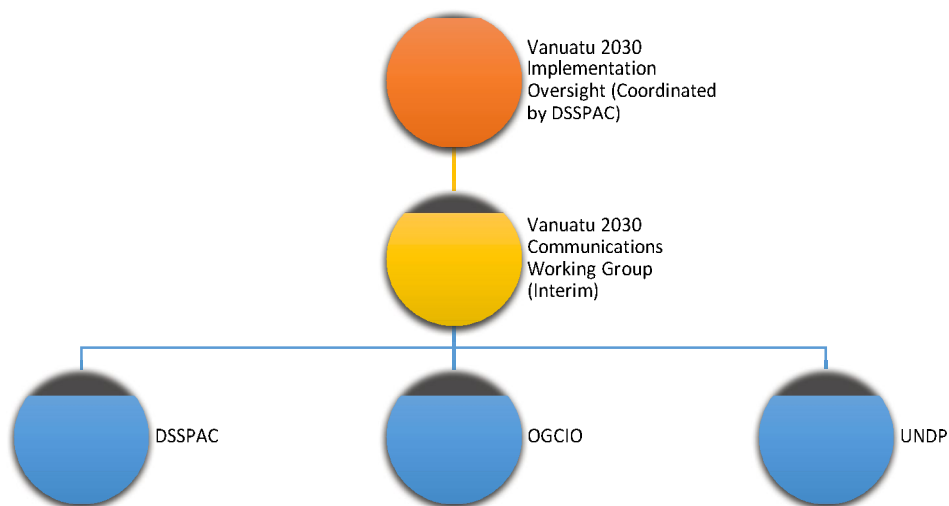
1.8 We see the private sector combining with the public sector in creative ways; we see students being given opportunities to involve themselves in development discussions; we see public servants encouraged and rewarded for meeting the challenge of ambitious targets and goals; we see the government reporting accurately and often on what is being achieved and what needs improvement; and we see citizens engaged; and a nation proud of its progress.

1.9 Inclusive development underpins the Sustainable Development Goals, and Vanuatu 2030. The development, launch and early implementation of Vanuatu 2030 has created a sound foundation and pathway for citizens to participate, and policy-makers to hear the voices of those who might otherwise be left behind. The implementation of this Strategy and the associated work plan will be strengthened by ongoing work to increase inclusiveness, transparency and accountability across the government.

1.10 This Strategy and the associated Action Plan are based on input from the Vanuatu Government and the UNDP Vanuatu Office. We thank everyone for their participation.

## 2 Coordination

2.1 An Interim Vanuatu 2030 Communications Working Group (the Working Group) has been established to assist with the development of this strategy and the oversight of implementation activities.



2.2 The Terms of Reference for the Working Group are included as Appendix 1 to this document.

2.3 The Interim Working Group have worked together to complete a set of early phase activities as outlined below during the last quarter of 2017.

Suggested Activity	Scope	Target
<b>Establish a logo and visual identity for activities related to the implementation of the NSDP</b>	Utilising the already established brand of the People’s Plan to develop a look and feel for all material relating to its implementation, including a logo, etc. to be used on all reporting/promotional material	All stakeholders
<b>A e-news bulletin style publication that can be sent/printed and distributed to stakeholders focussing on sustainable development in</b>	A 2-page update (closely aligned to the reporting format outlined in the M&E framework) that provides a quick	Government of Vanuatu stakeholders, Development Partners, NGOs, Private Sector and general public at large?

<p><b>Vanuatu</b></p>	<p>narrative/infographic/case study based update on the implementation of the NSDP and related activities. The publication would ensure that stakeholders were aware of the NSDP, Policy Objectives and relevant targets and indicators and the work underway to achieve them. Each issue could include a focus on a specific goal or objective. It is intended that the information included in this publication could also be utilised/supportive for the Annual Development Report. The update could be produced in Bislama and English (discuss French). The publication can utilise a range of methods to encourage 2-way feedback and dialogue.</p>	
<p><b>Establish a People’s Plan social media presence (suggest Facebook page)</b></p>	<p>Social media is an important way to reach some stakeholder groups, especially young people. A Facebook page focussing on NSDP implementation could utilise much of the content produced for other activities (including the stakeholder publication (2)) and be a way of providing quick updates on progress. Social media is also a useful way to create 2-way communication through comments, reactions, polls etc.</p>	<p>Civil society, young people, development partners, interested individuals, media</p>
<p><b>Posters</b></p>	<p>Set of posters covering the goals and objectives of the NSDP to be distributed to schools, churches, local councils, government ministries to raise awareness</p>	<p>Community stakeholders</p>

	of the NSDP priorities. Posters could be produced in Bislama and English (discuss French)	
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### 3 Situational Analysis

3.1 The development of Vanuatu 2030 – The People’s Plan included an intensive three-year public consultation programme – arguably the most inclusive public policy process seen in the Pacific.

3.2 The consultation process has not only informed the development of Vanuatu 2030 but it has laid the foundation, and set expectations, for what is to follow.

3.3 To ensure ownership and buy-in to a citizen-led national development project, such as that laid out in Vanuatu 2030, ongoing engagement, two-way dialogue, reporting and promotion is necessary.

3.4 Increasing awareness of Vanuatu 2030 with internal government stakeholders particularly officials and employees at sector Ministries who will implement many of the goals and targets is also a focus for those leading the work.

3.5 To begin this process and to inform the development of the Vanuatu 2030 Communications Strategy, the Vanuatu 2030 Communications Working Group undertook the following situation analysis.

3.6 As commonly utilised in strategic communications practice, this took the form of a Strengths Weaknesses Opportunities Threats (SWOT) analysis:

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>➤ OGCIO wide Network covering 6 provinces</li> <li>➤ Telecommunications Networks (TVL&amp; Digicel)</li> <li>➤ Strong access to media (radio, TV, newspaper&amp; Internet)</li> <li>➤ Strong Government backing and established stakeholders’ ownership</li> <li>➤ Strong and effective working relationship between the Government and the Development Partners</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>➤ Lack of integration with the current planning framework</li> <li>➤ Financial resources (Funding supports)</li> <li>➤ Language barrier</li> <li>➤ Accessibility</li> <li>➤ Feedback loop (No established system to get feedback from the people and vice versa)</li> <li>➤ Infrastructure (Transportation and related cost implications)</li> <li>➤ Lack of capacity in line Ministries (Sectors)</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>➤ Using ADR as a platform for showing results</li> <li>➤ Using Schools, Churches, Local Councils (To spread information)</li> <li>➤ Universal Policy Access (UPA) establish</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>➤ Natural Disasters (Climate, earthquakes, cyclones, tsunamis, volcanic eruptions, landslides, floods...)</li> <li>➤ Lack of funding</li> </ul>

<p><b>internet connections in schools and Provincial Centres for people to access information</b></p> <ul style="list-style-type: none"> <li>➤ <b>Vanuatu Rural Electrification Program (VREP) providing lighting to all the households in Vanuatu. This will in turn help improve telecommunications.</b></li> </ul>	<ul style="list-style-type: none"> <li>➤ <b>Political instability</b></li> <li>➤ <b>Unreliable data</b></li> <li>➤ <b>Data sharing (information is held back)</b></li> <li>➤ <b>Change in priorities</b></li> </ul>
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3.7 The analysis contained in the SWOT is reflected in the latter sections of the Strategy.

3.8 Other important situational components to reflect are the regional and global initiatives related to development achievement and engagement, and most specifically the Sustainable Development Goals (SDGs).

3.9 At a regional level, leaders of the Pacific Islands Forum have endorsed a Regional Roadmap for SDG achievement. A regional communications initiative is planned as part of this work but is not yet developed, the Roadmap does however present engagement opportunities around a proposed set of regional reporting milestones including a regional progress report in 2018.

3.10 While no truly global mechanism exists to promote and build engagement around development achievements, the UN's SDGs do act as a focal point and a large range of communications activities are underway to assist in localising the goals at both regional and national level.

3.11 While increased awareness of the SDGs in Vanuatu is desirable, it is not key to the successful implementation of Vanuatu 2030, and as such is not a core focus for the Communications Strategy and Action Plan. Priority has been placed on supporting the localisation process through activities designed to promote achievement under the three pillars and associated measures already devised in the Vanuatu 2030 document.

3.12 Much of this work focusses on inclusiveness both at the recipient side – youth, people with disabilities, the elderly, women and girls, outer islanders, and the poorest of the poor – and the delivery side, reflecting the need to widen sustainable development efforts to civil society, the private sector, academia, philanthropists, entrepreneurs and young people.

3.13 These elements are captured within the Strategy and associated implementation plan, but it is very much focussed on activities at national level which will strengthen and ultimately help deliver on the goals of Vanuatu 2030, and, in turn, the SDGs.

## 4 Overview of the NSDP

4.1 Vanuatu 2030 - The Peoples Plan is the National Sustainable Development Plan (NSDP) for the period 2016 to 2030, and serves as the country's highest level policy framework. It is founded on culture, traditional knowledge and Christian principles, and builds on Vanuatu's development journey since independence.

4.2 An extensive consultation process sits behind Vanuatu 2030 including at national, provincial and sector level. The depth and breadth of this process, and the extent to which views and feedback was gathered, documented and considered as part of the drafting and review stages of the development of the plan is unique across the region.

4.3 The plan is structured on a vision, five development aspirations, to be delivered via 15 goals grouped within three pillars:

SOCIETY PILLAR		ENVIRONMENT PILLAR		ECONOMY PILLAR	
<b>SOC</b> <b>1</b>	Vibrant cultural identity	<b>ENV</b> <b>1</b>	Food and Nutrition Security	<b>ECO</b> <b>1</b>	Stable and Equitable Growth
<b>SOC</b> <b>2</b>	Quality Education	<b>ENV</b> <b>2</b>	Blue-Green Economic Growth	<b>ECO</b> <b>2</b>	Improve Infrastructure
<b>SOC</b> <b>3</b>	Quality Health Care	<b>ENV</b> <b>3</b>	Climate and Disaster Resilience	<b>ECO</b> <b>3</b>	Strengthen Rural Communities
<b>SOC</b> <b>4</b>	Social Inclusion	<b>ENV</b> <b>4</b>	Natural Resource Management	<b>ECO</b> <b>4</b>	Create jobs and business opportunities
<b>SOC</b> <b>5</b>	Security, Peace and Justice	<b>ENV</b> <b>5</b>	Ecosystems and Biodiversity		
<b>SOC</b> <b>6</b>	Strong and Effective Institutions				

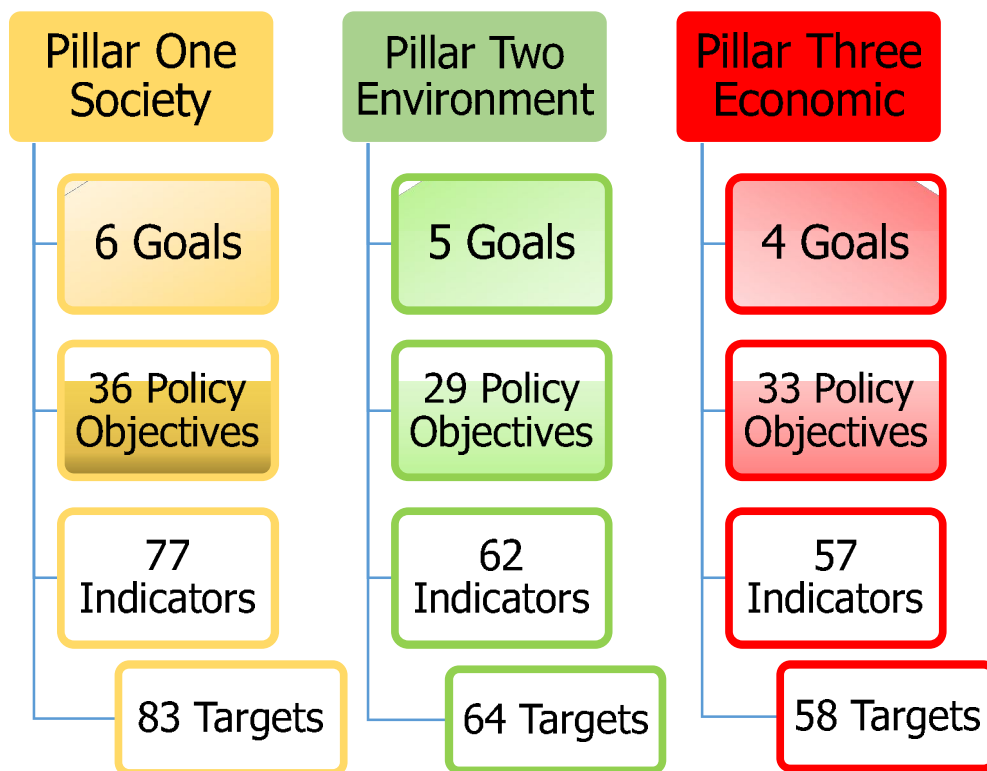
4.4 The goals and policy objectives will be delivered through coordinated and interlinked government planning and service delivery as detailed in the implementation plan.

4.5 Work is underway to align the the 'machinery of government' in Vanuatu so it is best equipped to plan, resource and deliver necessary services and activities.

4.6 The ministerial planning cycle is well established, linking the three-year corporate plans and annual business plans to medium-term strategies. This plan will strengthen the link between these and the long-term national vision, which in turn will guide annual budget allocations.

4.7 An M&E Framework is in place to support Vanuatu 2030, and this Communications Strategy aims to closely support the outputs of that framework, specifically the Annual Development Report.

4.8 The Annual Development Report will be a broad national level report building from target and indicator data to focus on goal level reporting under the three pillars:



4.9 The ADR will be the key document for communicating national progress and demonstrating results, and as such, supporting the publication and dissemination of the report is a key component of this Strategy and Action Plan.

## 5 Stakeholder Analysis

5.1 In order to ensure best value from planned communication activities under this Strategy have been matched/targeted to reach key stakeholders. Sometimes activities will have general or multiple audiences.

5.2 While all stakeholders are important, some may warrant greater attention due to the stage of implementation, issues, advocacy priorities and other consideration. For example, at this early stage of implementation there is a need to focus on ‘internal’ stakeholders to ensure knowledge and awareness of Vanuatu 2030 within the government and public service.

5.2 A stakeholder identification and analysis was completed by the Vanuatu 2030 Communications Working Group to inform the Strategy:

<b>Stakeholder Category</b>	<b>Stakeholder (list names of groups or individuals, up to 6 for each category)</b>
Those who are or will be directly affected by the implementation of the NSDP	<ul style="list-style-type: none"> <li>➤ <i>Whole Vanuatu</i></li> <li>➤ <i>NGOs</i></li> <li>➤ <i>Schools</i></li> <li>➤ <i>Private Sectors</i></li> <li>➤ <i>Business Communities</i></li> <li>➤ <i>Vulnerable Groups</i></li> </ul>
Those with decision-making authority or influence on the implementation of the NSDP	<ul style="list-style-type: none"> <li>➤ <b>Government Ministers</b></li> <li>➤ <b>Development Partners</b></li> <li>➤ <b>DGs</b></li> <li>➤ <b>CROP Agencies</b></li> </ul>
Those who have responsibilities/resources/skills that are needed to implement the NSDP	<ul style="list-style-type: none"> <li>➤ <b>Senior staff in sector ministries</b></li> <li>➤ <b>Directors</b></li> <li>➤ <b>DGs</b></li> <li>➤ <b>Political Advisors</b></li> <li>➤ <b>Technical Advisors</b></li> <li>➤ <b>Central Agencies</b></li> <li>➤ <b>NGOs/CSOs</b></li> </ul>
Those who are required/or will seek regular information on the implementation of the NSDP	<ul style="list-style-type: none"> <li>➤ <b>Development Partners</b></li> <li>➤ <b>Central Agencies</b></li> <li>➤ <b>Politicians</b></li> <li>➤ <b>Members of Civil Societies</b></li> <li>➤ <b>Council of Ministers</b></li> <li>➤ <b>DCO</b></li> </ul>
Those who will actively support	<ul style="list-style-type: none"> <li>➤ <b>Office of the Prime Minister</b></li> <li>➤ <b>Central Agencies</b></li> </ul>

<b>or promote the process (champions)</b>	<ul style="list-style-type: none"><li>➤ <b>DGs</b></li><li>➤ <b>Directors</b></li></ul>
<b>Those who will actively oppose or attempt to derail the process</b>	<ul style="list-style-type: none"><li>➤ <b>Unfriendly media outlets</b></li><li>➤ <b>Special Interest Groups</b></li></ul>

<b>Stakeholder</b>	<b>Interests</b>	<b>Knowledge</b>	<b>Influence</b>	<b>Reach</b>	<b>Involvement</b>	<b>Special Considerations</b>
<b>(name of group or individual identified in step one)</b>	<b>(what are their biggest concerns)</b>	<b>(how much do they know about the NSDP, and what do they need to know)</b>	<b>(Do they have special power in the implementation of the NSDP)</b>	<b>(what is the best way to reach and communicate with this group?)</b>	<b>(for the NSDP to be successfully implemented how involved and informed does this group need to be?) High/Low/Medium</b>	<b>(anything else that needs to be considered with this group)</b>
<b>Example: Outer Islands Communities</b>	Being left behind  Not receiving information consistently or in a timely manner	Have been involved in consultations during the development of the NSDP	Yes	Face to face communications  Regular email updates to the provincial authorities  National reporting	High	
<b>Development Partners</b>	Ensuring that there are clear development frameworks set by the government that their funding supports could be aligned with.	Have been informed during NSDP consultations and also during Development Partners meetings	Yes	Face to face communications (Forums/Donor Partners Meetings)  Regular email updates  National reporting through ADR	High	Conflict of Interest
<b>CROP Agencies</b>	Ensuring that there are clear development frameworks set by the government so that their funding supports could be aligned with.	Have been informed during NSDP consultations and also during Development Partners meetings	Yes	Face to face communications (Forums/Donor Partners Meetings)  Regular email updates  National reporting through ADR	High	Conflict of Interest
<b>UN Agencies</b>	Ensuring that the UN Pacific Strategy (UNPS) is aligned with the clear development frameworks set by the government through NSDP	Have been informed during NSDP consultations and also during Development Partners meetings	Yes	Face to face communications (Forums/Donor Partners Meetings)  Regular email updates  National reporting through ADR	High	Conflict of Interest
<b>National Stakeholders</b>	Ensuring that their sectoral policies/plans and programs are aligned with NSDP with clear vision for implementation and reporting	Have been involved in consultations during the development of the NSDP	Yes	Face to face communications  Regular email updates  National reporting through ADR Media (Radio,	High	Telecommunications, Infrastructure (Transport by air/sea) Natural hazards (Tsunami, cyclone, earthquake, volcano, flood...) Media (radio, TV & Newspaper)

Stakeholder  (name of group or individual identified in step one)	Interests  (what are their biggest concerns)	Knowledge  (how much do they know about the NSDP, and what do they need to know)	Influence  (Do they have special power in the implementation of the NSDP)	Reach  (what is the best way to reach and communicate with this group?)	Involvement  (for the NSDP to be successfully implemented how involved and informed does this group need to be?) High/Low/Medium	Special Considerations  (anything else that needs to be considered with this group)
				TV, Newspaper, Internet)		



## 6 Approach

6.1 In order to best support the ongoing implementation of Vanuatu 2030, it is recommended to focus communications and engagement activities on building a sense of national development effort – the idea that everyone, citizen, community leader, business person, school child, public servant and politician has a role to play in achieving the goals and objectives of Vanuatu 2030, and can feel proud of the results achieved under the plan

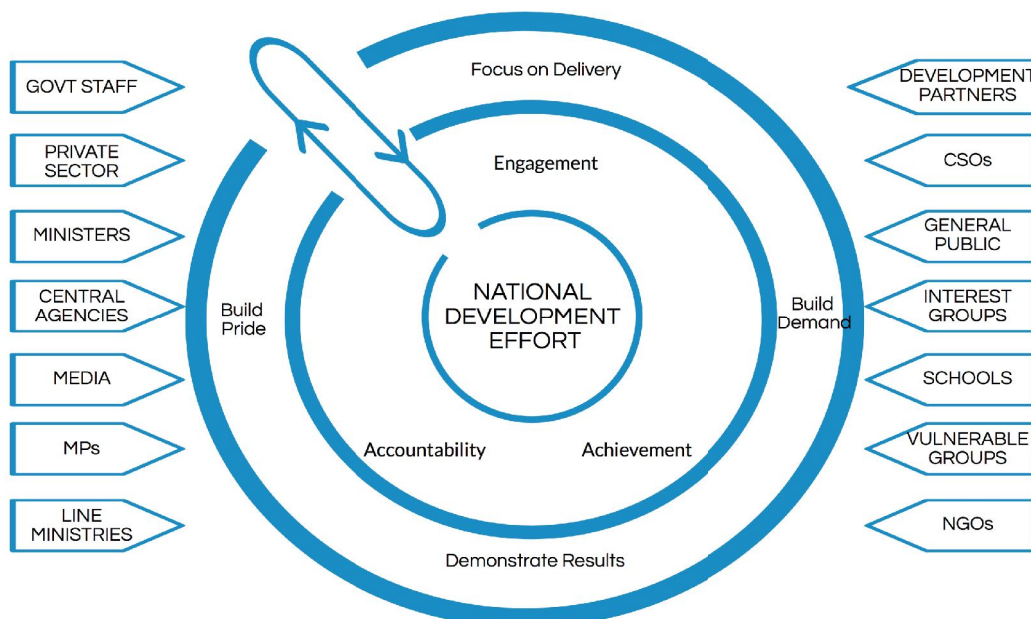
6.2 A shared sense of national development effort will be built by undertaking activities in three key work streams:

- Growing Awareness and Building Demand
- Embedding Vanuatu 2030 and Focussing on Delivery
- Showing Results and Building Pride

6.3 Increasing awareness of Vanuatu 2030 within key stakeholder groups such as sector ministries, public servants, CSOs and the private sector is a priority area, and as such in the first year it is recommended to focus activities on these groups.

6.4 Where possible existing activities – such as the Annual Development Report, monitoring and results work, and other government processes – will be used to engage stakeholders. The approach within the Communications Strategy and Action Plan has been designed to give recommendations on where to focus, and possible activities. These will of course be finally determined by resourcing.

6.5 The following diagram aims to visual represent the recommended approach. It is followed by an accompanying Action Plan which sets out out possible activities under the Communications Strategy:



## 7 Strategy Matrix (Action Plan)

7.1 In order to operationalise the Strategy and effectively support the implementation of Vanuatu 2030, an Action Plan has been developed.

7.2 The Action Plan reflects the key work streams proposed by the Strategy and is intended to guide the ongoing work of the Communications Working Group.

7.3 The Action Plan is designed to be implemented in the 2018 calendar year, but it can be scaled and scoped according to available resources.

7.4 An estimated budget is included for each activity, and gives some guidance as to commitment required from the government to undertake various activities, and implement the Communications Strategy. It is likely that some of the activities could attract donor funding, but may require further scoping to do so.

7.5 The Action Plan is by no means conclusive and should be treated as a working document – to be refined, added to and reviewed as necessary. Some of the activities included in the Action Plan will require another layer of detailed planning – i.e. support to the Annual Development Plan and Media outreach.

7.6 After discussions between UNDP and DSSPAC in December 2017, UNDP has prioritised five activities from the full Action Plan matrix below for inclusion and funding under its 2018 SDG Implementation Work Programme. Inclusion in this work programme means activities will be supported and funded through UNDP – however activities will be carried out in very close collaboration with DSSPAC and Vanuatu Government colleagues. There is scope, should resources be available, for DSSPAC to undertake additional activities from the Action Plan in 2018.

7.7 The UNDP supported activities for 2018 are:

<b>Suggested Activity</b>	<b>Scope</b>	<b>Target</b>	<b>Timeframe</b>
<b>Support to the Annual Development Report process</b>	<p>The Vanuatu 2030 ADR (likely to be published in March/Apr 2018) is the first ADR that will utilise the new reporting framework.</p> <p>Support could be offered in the areas of:</p> <ul style="list-style-type: none"><li>• Writing/editing</li><li>• Design</li><li>• Publishing</li><li>• Launch Event</li><li>• Dissemination</li></ul>	All stakeholders	March/April 2018

	Support to the ADR reflects the importance of reporting to SDG implementation and the report will be a key way of driving accountability, transparency and awareness of Vanuatu's development progress and challenges		
<b>Production of Vanuatu 2030 overview factsheet</b>	Create an A4 2-sided overview of Vanuatu 2030 vision, pillars, goals, targets and means of implementation for all parliamentarians/public servants to keep as a desk resource	Parliamentarians, Public Servants but able to be used for all stakeholders	Overviews distributed in the first quarter of 2018
<b>Introducing Vanuatu 2030 (newspaper display and editorial series)</b>	Series of five weekly 1 page display editorials submitted to key newspaper/s overviews: <ol style="list-style-type: none"> <li>1. Vanuatu 2030</li> <li>2. Society Pillar and Goals</li> <li>3. Environment Pillar and Goals</li> <li>4. Economy Pillar and Goals</li> <li>5. Implementation and 2018 ADR</li> </ol>	General	2 <sup>nd</sup> quarter 2018
<b>Workshop with Parliamentarians and Senior Public Servants</b>	Follow-up to 2017 Workshop – focus on overview of Vanuatu 2030, means of implementation and 2018 ADR  (consider collaboration/cost sharing with UNDP Effective Governance Parliamentary Strengthening programme)	Parliamentarians , Senior public servants (heads of ministry etc)	2 <sup>nd</sup> /3 <sup>rd</sup> quarter 2018
<b>Scoping and design for Vanuatu 2030 PM Awards initiative</b>	Scoping and activity design undertaken on Annual award for those making a significant contribution to the implementation of Vanuatu 2030. Could include categories for individuals, government, districts, communities, private sector etc. Consider an awards ceremony/televised event/sponsorship from development partners/private sector etc	Key stakeholders	3 <sup>rd</sup> /4 <sup>th</sup> quarter for consideration, then implementation in 2019



OUTCOME	ACTIVITY	DESCRIPTION	DATE	TARGET	CHANNEL	BUDGET	MEASURE
EMBED THE VISION & FOCUS ON DELIVERY			by January 2018				Daily posts are made to twitter  Both pages have 500+ followers by June 30 2018, and 1000+ followers by end of 2018
	Vanuatu 2030 Stakeholder baseline survey	Develop and undertake a stakeholder survey to better understand stakeholder views and needs, and establish baseline data for stakeholder and communications activities	Baseline survey completed by Dec 2018	Stakeholder groups	TBC	V 250,000 USD \$2500	Stakeholder baseline survey is complete with at least 100 response
	Vanuatu 2030 one page 'cheat sheet'	Create a A4 2-sided overview of Vanuatu 2030 to be distributed in hardcopy and electronically to all public servants and key stakeholder	Feb 2018	Government Staff Politicians Ministers	Hardcopy	V 50,000 USD \$500	1000 overviews distributed by June 30 2018
	Vanuatu 2030 video	A showcase video covering the key messages and components of Vanuatu 2030 to be distributed on social media, TV	June 2018	All Stakeholders particularly government staff, CSOs, development partners	Video, presentation on social media	V 1,000,000 USD \$10,000	Video is produced by 30 June 2018 and viewed 5000 times by Jan 2019
	Vanuatu 2030 Visual Identity	Develop a standard visual identity for Vanuatu 2030 including and overall logo and colour scheme for the pillars	February 2018	General		V 100,000 USD \$1000	Visual Identity exists and is applied consistently to relevant collateral
	Vanuatu 2030 – What does it mean for you? Presentation and discussion session	A 20 minute presentation outlining Vanuatu 2030 vision, goals and objectives, how it will be delivered, monitored and reported on. Presentation should be delivered in a seminar style, with time for discussion.	Feb 2018	Sector Ministries Central Agencies Senior government staff Local Government Private Sector (through chambers of commerce, business associations etc)	Presentation	V 200,000 USD \$2000 (travel costs)	30 sessions held by April 2018
	Vanuatu 2030 Key Message document	A regularly updated key message document/update that can be used by departments, ministers, staff to	Ongoing	All Stakeholders	Document	Nil	Document and a distribution list is created, and monthly updates made

OUTCOME	ACTIVITY	DESCRIPTION	DATE	TARGET	CHANNEL	BUDGET	MEASURE
		inform speeches, articles, presentations etc					
	Vanuatu 2030 Development Partners Update event	An annual event to bring donors together and receive sector updates on issues/programmes/results under Vanuatu 2030	April 2018 (TBC)	Development Partners	Event and Presentation	V 200,000 USD \$2000	Event held and attended by at least 20 representatives
	Vanuatu 2030 Community Consultation and Report Backs Programme	A programme of regular community engagement to seek feedback on the implementation of Vanuatu 2030 and provide updates on progress. This programme could build on the successful consultations undertaken through the development of Vanuatu 2030. It is important that this programme is developed to ensure ongoing engagement and participation in national development planning and implementation.	Programme is scoped and designed by end of June 2018	Individuals and community groups  CSOs  Local Government	TBC	V 2,500,000 USD \$25000	Scoping and design documents are completed
	Vanuatu 2030 Champions/Ambassadors programme	The appointment of Champions/Ambassadors for Vanuatu 2030 and its pillars. The Champions can be used in advertising, events, publications and within the community to promote the plan, pillars and results	Scoping exercise undertaken by June 2018	General		V 1,000,000 USD \$10000	TBC
	Vanuatu 2030 Key Stakeholders List and Email Database established	A database collating stakeholder details and contact details, particularly email	Establish by end of 2017	General	Document	Nil	Database is established and has 500 entries by end of June 2018
	Vanuatu 2030 e-newsletter	A monthly e-newsletter sent to key stakeholders updating them on Vanuatu 2030 and progress, news items, profiles etc under each pillar. Suggest the use of links, infographics and photos	First e-newsletter sent December 2017	Key Stakeholders	Email/Web	Nil	12 issues of the Vanuatu 2030 e-newsletter sent in 2018
	Annual Development Report	The Annual Development Report is published to a high standard using audience friendly language, style and infographics etc	TBC	Key Stakeholders	Hardcopy	V 500,000 USD \$5000	ADR is published on time and to a high standard.  Copies of the ADR are distributed to all key stakeholders, online and via
	<b>SHOW RESULTS &amp; BUILD PRIDE</b>						

OUTCOME	ACTIVITY	DESCRIPTION	DATE	TARGET	CHANNEL	BUDGET	MEASURE
	Annual Development Report support programme	A set activities to support publication of the Annual Development report including a media release, a launch event and distribution of the report to key stakeholders	TBC			V 500,000  USD \$5000	social media TBC
	Vanuatu 2030 Info and Results Alerts via SMS	Leverage high mobile usage by partnering with local networks to send out monthly SMS message on Vanuatu 2030 progress [see example]	Network partnership established by March 2018  Regular SMS messages are sent from April 2018	General	SMS	TBC	A partnership with mobile networks is explored, and utilised if possible.
	Vanuatu 2030 Media Programme	Develop a targeted local, regional and international media programme (releases, briefings, study opportunities, visits, awards etc) to promote Vanuatu 2030 and associated work and results	Programme developed by end of June 2018  Activities begin in July 2018	Media	TBC	V 1,000,000  USD \$10000	A media programme overview is developed and ready for implementation.
	Vanuatu 2030 Prime Minister's Awards	Annual Award/s for those making a significant contribution to the implementation of Vanuatu 2030. Categories could include individuals, government departments, districts, communities etc. An awards presentation could be held annually and potentially televised.	Scoping and Design completed by end of June 2018  Inaugural Awards could be timed to coincide with the Annual Development Report or another milestone	General Government Staff Media	Event	V 500,000  USD \$5000	A scoping exercise and design document are in place.

## 8 Key Messages

[National Messages to be completed in February]

[Sector to be developed in 2018]



## 9 Resourcing and Funding

9.1 In addition to completing the Action Plan in the coming years, UNDP also recommends DSSPAC explore options and prepare a business case to establish a dedicated communications resource and budget within the Aid Management Unit.

9.2 It is likely additional resource would add significant capacity in the areas of:

- engagement and outreach
- public consultation
- stakeholder management
- reporting
- media
- web and social media
- connection into national/regional and global communications opportunities

9.3 As well as people resource, a dedicated budget line for communications activities related to the implementation of the NSDP is desirable. The establishment of a budget would signal a government commitment to communicating progress against the NSDP and send a strong signal to stakeholders (including donors) regarding accountability and reporting.

9.4 A relatively modest budget, perhaps USD \$20,000 in year one could, for instance, deliver two to four mid-sized communications activities.

9.5 As such, it is recommended that any future consideration of the structure of the Aid Management Division within DSSPAC closely considers Communications resource and budget.

## 10 Monitoring and Outcomes

10.1 It is recommended that the Communications Strategy be reviewed and updated every three years.

10.2 It is recommended the Action Plan be reviewed and updated annually.

10.3 The Action Plan has at least one quantitative measure for each suggested activity – these are rudimentary, but in the absence of any more in-depth/qualitative data or baseline data, can be used to monitor progress on the implementation of the Action Plan.

10.4 A Stakeholder Survey is suggested as an activity in year one, this would facilitate the tracking of stakeholder views and perceptions and allow in-depth measurement overtime to track the impact of communications activities.

# APPENDIX ONE

## TERMS OF REFERENCE: NSDP Communications Working Group

The role of the NSDP Communications Working Group is to plan, coordinate and ensure successful implementation and management of communication activities to support the achievement of the indicators, targets and goals set out in the NSDP, and to ensure stakeholder engagement and support for development in Vanuatu.

### Tasks

The start-up tasks for the working group are (likely):

- Complete a set of inputs (SWOT, stakeholder and channel analysis etc) to inform the development of the NSDP Communications Strategy.
- Act as a coordinating point for information collection (costings, resourcing, current and planned activities) during the development of the NSDP Communications Strategy
- Be the first point of feedback, review and recommendation for UNDP and the consultant/s working on the NSDP Communications Strategy
- Undertake advocacy and outreach activities during the development of the NSDP Communications Strategy to build knowledge, engagement and feedback on the project from stakeholders such as key sector ministries, staff and CSOs
- Ensure the NSDP Communications Strategy is deeply aligned with the priorities outlined in the NSDP and supporting frameworks.
- Participate in identifying issues and problems relating to the NSDP Communications Strategy while under development.

### Membership

- The NSDP Communications Working Group should comprise of no more than 8 members.
- DSSPAC as Department under the Ministry of the Prime Minister responsible for coordination of NSDP implementation and reporting should be represented by at least two members, and most suitably DSSPAC would chair the group.

- Other members should be drawn from line and sector Ministries involved in NSDP implementation, monitoring and reporting.
- Where possible members should have experience/interest in stakeholder management, communications and/or reporting activities.
- UNDP staff/consultants will attend and provide secretariat services to the group as needed

## Review

Once the NSDP Communication Strategy and relevant work plans are in place, it is recommended the TOR for the group is reviewed and updated to reflect a focus on implementation and activity monitoring.

DRAFT TOR Prepared by Catrina McDiarmid, UNDP Communications Consultant  
July 2017