



COMMUNICATING AS ONE

Joint UN Communication and Advocacy Strategy for Ukraine

ALIGNED WITH THE GOVERNMENT OF UKRAINE
AND THE UNITED NATIONS PARTNERSHIP
FRAMEWORK (UNPF)
2018–2022

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Foreword

Dear colleagues,

We are pleased to introduce our brand new UN Joint Communication and Advocacy Strategy. Its main goal is to produce targeted messaging and effective communication as they are essential for the success of our work. The Strategy is aligned with the Ukraine – UN Partnership Framework (UNPF) covering a five-year period from 2018 to 2022.

The strategy has been developed by the UN Communication and Advocacy Group in close consultation with the members of the UN Country Team. It is aimed at garnering support for the ambitious agenda set by the UNPF through the “Communicating as One” approach, which is of vital importance to position the UN in Ukraine, speak out with one voice and enable us to reach out to both internal and external audiences.

Communication is a strategic function, and certainly no longer a mere cosmetic option. Targeted and consistent messaging, speaking as one, communicating effectively, is key as it directly affects our programming – from humanitarian to development, from human rights to rule of law – as well as our interaction with beneficiaries and stakeholders, and it is critical to illustrate the relevance of our activities in a rapidly changing world.

This UN Joint Communication and Advocacy Strategy will help us position the system as a committed, knowledgeable, relevant and reliable partner for Ukraine and its people in three key areas: human dignity, peace and development. It spells out our communication objectives, our instruments as well as methods to achieve them. It specifies coordination procedure between the UN Communication and Advocacy Group, and the various thematic groups established by the UN in Ukraine.



For the first time, a communication strategy defines a monitoring and evaluation framework for joint communication and advocacy activities. This framework will help us track progress; identify the most efficient communication tools, and revise annual work plans when necessary.

The strategy comes with a detailed work plan for 2018, which contains practical steps to achieve common communication objectives. Similar plans will be developed by UNCAG every year, according to UNPF’s timeframe.

The communication strategy aims to help us coordinate and articulate our daily communication and advocacy. It will be regularly reviewed and updated in response to a changing environment and to adapt it to UNCT priorities.

The UN in Ukraine is fully equipped to achieve joint communication and advocacy as the key elements for achieving great results which the team has been set: a new strategy and work plan are in place, and the UNCAG made up of seasoned and knowledgeable communication staff who will spearhead it’s compliance. All together will help make a difference in the lives of the people of Ukraine we are here to serve, “leaving no one behind.”

Dr. Thomas Lothar Weiss
IOM Ukraine Chief of Mission,
Chair of the UNCAG

Purpose of the UN Joint Communication and Advocacy Strategy

“The purpose of the joint communication strategy is to strengthen inter-agency cooperation, ensure consistency of messaging, and increase the profile and transparency of the United Nations activities at the national level. The joint communication strategy strives to position the United Nations as efficient, effective and results-oriented. As much as possible, the strategy aims to focus on norm- and issue-based communication to strengthen UNCT messages and products. The strategy should be flexible enough to respond to emergencies and crises, and to anticipate risks.”

From the [Guide to Communicating as One](#)

Communication and advocacy is a critically important activity area for the UN Country Team in Ukraine. Each of the 17 UN agencies, funds and programmes accredited in Ukraine strives to ensure outreach and visibility around priorities and issues related to specific mandates as well as to join forces in communicating around overall global and local UN priorities and values. As a part of UNCT’s commitments outlined in the [UN – Ukraine Partnership Framework 2018–2022 \(UNPF\)](#), UN agencies, funds and programmes agreed to “communicate as one” in order to build advocacy and social mobilization around the UNPF outcomes.

As stipulated in the UNPF, the UN Communication and Advocacy Group (UNCAG) will assist the UNCT Ukraine to communicate the UNPF priorities and outcomes in a coordinated

way and will support the advocacy and resource mobilization strategy. The document also foresees that the work of the UNCAG will be guided by the joint UN Communication Strategy and annual communication plans.

In line with this approach, the UNCAG members have developed this UN Joint Communication and Advocacy Strategy 2018–2022 and the Annual Workplan 2018, and presented it for approval of the UN Country Team. The strategy does not intend to replace or overshadow the communication efforts of individual agencies. On the contrary it aims to amplify individual voices of UN agencies, programmes and funds, to develop and convey coherent messages to help rally stakeholders in support of UNPF outcomes, maximize the value of the communication function across the UN system in the country and optimize investments in communication.

This chosen approach is fully in line with recommendations of the United Nations Development Group which is outlined in the [Guide to Communicating as One](#), and other guidelines and instructions.

Throughout the implementation period of this strategy, the UN Communication and Advocacy Group in Ukraine (UNCAG) will be operating in line with the Terms of Reference, approved by the UNCT Ukraine. The UNCAG ToRs will work closely with UNPF coordination structures and UN thematic working groups.

Communication Principles

LEADERSHIP-DRIVEN

Strategic communication is a leadership function. The UN Country Team is responsible for discussing and agreeing upon the strategic narrative – the big ideas, and setting the task for the joint communication team accordingly.

INFLUENCE AND IMPACT

Strategic communication is not just a numbers game. Its goal is to influence decisions and behaviours in order to positively affect people's lives.

MESSAGE DISCIPLINE AND FOCUS

With many programmes and projects being implemented by the UN in Ukraine at any given time, it can be tempting to focus on short-term priorities and conjuncture-based messages. However, to achieve consistency in communication and positioning of the UN brand, it is critical to resist that impulse and to stay on message. Similarly, there should not be more than 4–5 priorities at the same time, and they should be reflected in messaging and communication activities.

MEASUREMENT

What is not measured or monitored is not managed and cannot be improved.

CONTENT FIRST

A well-crafted story or a well-packaged message will find its way towards its audience, be it an emotion-provoking Facebook post or a masterfully written op-ed. Crafting attractive content is time-consuming, but worth the investment of time.

DIALOGUE

Communication should not be only about making others listen. It is also about listening and providing opportunities for feedback and conversation.

RESPONSIVENESS AND FLEXIBILITY

The UN is operating in a rapidly changing environment. Plans must be flexible enough to adapt to and reflect these changes, while keeping in mind the overarching strategic.

UN Ukraine Coordination Structures and Groups

Coordination structures and groups have a very important role in the joint communication and advocacy activities of the United Nations in Ukraine. Their ToRs often contain specific internal or external communication and/or advocacy objectives. It is important to ensure that the Chairs and Co-Chairs (as well as membership) of these coordination bodies are aware of the UN Joint Communication Strategy and take part in its implementation. It is also important that

each of the coordination bodies that is willing to organize a joint thematic communication or advocacy campaign in line with this Joint UN Communication Strategy and seeking support from the UNCAG, appoints a communication focal point who will inform UNCAG of their expectations, ideas and suggestions to generate discussion within the UNCAG about how potential joint communication or advocacy campaign might work.

THE LIST OF UN UKRAINE COORDINATION STRUCTURES AND GROUPS INCLUDE THE FOLLOWING:

MANAGEMENT BODIES – RESPONSIBLE FOR OVERALL COORDINATION AND OVERSIGHT OF THE UN'S WORK IN UKRAINE

UN Country Team

Chair: UN Resident Coordinator
 Secretariat: RCO
 Engaged agencies: (18+RCO):
 FAO, ILO, IMF, IOM, OCHA, OHCHR, UNAIDS, UNDP, UNDPA, UNDSS, UNHCR, UNFPA, UNICEF, UNODC, UNOPS, UNV, UN Women, World Bank, WFP, WHO

Humanitarian Country Team

Chair: UN Humanitarian Coordinator
 Secretariat: OCHA
 Bodies engaged: UNDP, UNICEF, UNFPA, UNHCR, FAO, WHO, WFP, UN Women, IOM, OCHA, OHCHR, UNDSS, ICRC, IFRC, MSF, DRC, Premiere Urgence Internationale, NRC, ADRA, Caritas Ukraine, SCM, Right to Protection

Operations Management Team

Chair: UNICEF Operations Manager
 Co-Chair: UNDP Deputy Country Director (operations)
 Secretariat: UNICEF
 Engaged agencies (18+RCO):
 FAO, IFC, ILO, IOM, OCHA, OHCHR, UNAIDS, UNDP, UNDSS, UNHCR, UNFPA, UNICEF, UNOPS, UNV, UN Women, World Bank, WFP, WHO

Security Management Team

Chair: Designated Official / DO
 Secretariat: UNDSS
 Engaged agencies: FAO, IOM, OCHA, OHCHR, UNHCR, WFP, WHO, UN Women, UNICEF, UNDP, UNFPA + NGOs

**UNPF COORDINATION
STRUCTURES – RESPONSIBLE
FOR COHERENT PLANNING,
IMPLEMENTATION,
MONITORING AND REPORTING
OF THE UN PARTNERSHIP
FRAMEWORK**

**Ukraine-UN Partnership
Framework Pillar 1 “Sustainable
economic growth, environment
and employment”**

Chair: FAO Representative and ILO
Representative
Secretariat: RCO
Engaged agencies: FAO, ILO, IOM,
UNAIDS, UNDP, UNECE, UNEP,
UNFPA, UNHCR, UNICEF, UNIDO,
UNOPS, UN Women, WFP, WHO

**Ukraine-UN Partnership
Framework Pillar 2 “Equitable
access to quality and inclusive
services and social protection”**

Chair: UNFPA Representative and
UNICEF Representative
Secretariat: RCO
Engaged agencies (13): FAO, ILO,
IOM, OHCHR, UNAIDS, UNDP, UNFPA,
UNHCR, UNICEF, UNODC, UNOPS,
WFP, WHO

**Ukraine-UN Partnership
Framework Pillar 3 “Democratic
governance, rule of law and civic
participation”**

Chair: UNDP Country Director and
Head of OHCHR Human Rights
Monitoring Mission
Secretariat: RCO
Engaged agencies (14): FAO, ILO,

IOM, OHCHR, UNAIDS, UNDP, UNDPA,
UNFPA, UNHCR, UNODC, UNOPS, UN
Women, WFP, WHO

**Ukraine-UN Partnership
Framework Pillar 4 “Human
security, social cohesion and
recovery with a particular focus on
Eastern Ukraine”**

Chair: IOM Representative and
UNHCR Representative
Secretariat: RCO
Engaged agencies (15): FAO, ILO,
IOM, OCHA, OHCHR, UNAIDS, UNDP,
UNDPA, UNFPA, UNHCR, UNICEF,
UNOPS, UN Women, WFP, WHO

Monitoring and evaluation group

Chair: UNDP Deputy Country
Director
Secretariat: UNDP
Engaged agencies (9+RCO): FAO,
ILO, IOM, UNAIDS, UNDP, UNFPA,
UNICEF, UN Women, WFP, RCO

UN East Team

Chair: IOM and UNHCR, UNCT
members (rotating)
Secretariat: RCO
Engaged agencies (18+RCO): FAO,
IOM, OCHA, OHCHR, UNDP, UNDSS,
UNFPA, UNHCR, UNICEF, UN Women,
WFP, WHO

**THEMATIC COORDINATION
GROUPS – RESPONSIBLE FOR
THE PROVISION OF TECHNICAL
GUIDANCE AND ADVOCACY
SUPPORT**

Youth Working Group

Chair: UNFPA Representative
Secretariat: UNFPA and RCO
Engaged agencies (13): ILO, IOM,
OHCHR, UNAIDS, UNDP, UNFPA,
UNHCR, UNICEF, UNODC, UNV, UN
Women, World Bank, WHO

Gender Theme Group

Chair: UN Women Representative
Secretariat: UN Women
Engaged agencies (15+RCO): FAO,
ILO, IOM, OCHA, OHCHR, UNAIDS,
UNDP, UNDPA, UNFPA, UNHCR,
UNICEF, UNODC, UN Women, WFP,
WHO, RCO

Joint Team on AIDS

Chair: UNAIDS Country Director
Secretariat: UNAIDS
Engaged agencies (11+RCO): FAO,
UNAIDS, UNDP, UNFPA, UNHCR,
UNICEF, UNODC, UN Women, World
Bank, WFP, WHO, RCO

Human Rights Working Group

Chair: OHCHR
Secretariat: OHCHR
Engaged agencies: tbc

**SDG & Programme Management
Team**

Chair: tbc

Secretariat: RCO
 Engaged agencies (13): FAO, ILO, IOM, OCHA, OHCHR, UNAIDS, UNDP, UNFPA, UNICEF, UNV, UN Women, WFP, WHO

UN Communication and Advocacy Group (UNCAG)

Chair: IOM Representative
 Secretariat: RCO
 Engaged agencies (20): FAO, IFC, ILO, IMF, IOM, OCHA, OHCHR, UNAIDS, UNDP, UNDP, UNFPA, UNHCR, UNICEF, UNODC, UNOPS, UNV, UN Women, World Bank, WFP, WHO

Humanitarian Communication Sub-Group (under Humanitarian Country Team)

Co-Chair: IOM Representative and R2P Representative
 Secretariat: OCHA
 FAO, ILO, IOM, OCHA, OHCHR, UNAIDS, UNDP, UNDP, UNFPA, UNHCR, UNICEF, UNV, UN Women, WFP, WHO, DRC/DDG, NRC, Save the Children, People in Need, NGO Forum, Caritas Ukraine, IMC, Halo Trust, Premiere Urgence Internationale, Polish Humanitarian Action (ICRC observer)

Contextual Analysis: Strengths, Weaknesses, Opportunities and Threats for UN Joint Communication and Advocacy

In order to evaluate the situation and needs for joint communication and advocacy, in December 2017 the UNCAG carried out online perception surveys among internal and external stakeholders (altogether 425 respondents). Eleven Heads of Agencies, funds and programmes were interviewed by an external consultant to learn about their expectations,

recommendations and ideas regarding joint communication and advocacy.

Twelve communication leads of UN agencies, funds and programmes provided answers to a comprehensive questionnaire aimed at sharing communication priorities and practices in their respective agencies, funds and programmes.

THE FOLLOWING SWOT GRID SUMMARIZES THE INFORMATION AND INSIGHTS COLLECTED:

STRENGTHS

- Newly adopted UNPF
- Strong reputation of the UN and individual agencies
- Strong relationships with stakeholders
- Strong professional UNCAG team
- Commitment to SDGs

WEAKNESSES

- Communication is often considered a technical and non-strategic function
- Lack of cooperation culture and information exchange among agencies, "silo thinking"
- Lack of resources for joint communication activities
- Disparity among agencies in terms of communication approaches and resources
- Lack of M&E system for communication activities
- Communication is output-oriented rather than outcome-oriented

OPPORTUNITIES

- Support from donors and partners, such as the EU
- Demand for UN's global and local expertise from media and other stakeholders
- Positive perception of UN overall
- Vibrant civil society in Ukraine

THREATS

- Conflict in the East
- Limited communication with NGCA
- Active exposure to propaganda/fake news
- Entrenched socio-cultural stereotypes and attitudes
- Low engagement of stakeholders outside of civil society
- Lack of independent media

Strategic Joint Communication Objectives

The team has set the following strategic objectives of the joint UN Communication Strategy 2018–2022.

STRATEGIC OBJECTIVE 1:

Increase coordinated communication and advocacy of the UN “speaking in one voice,” in particular with regard to SDGs, priorities of the Ukraine-UN Partnership Framework as well as selected and agreed UN themes and priorities.

STRATEGIC OBJECTIVE 2:

Improve the perception of the UN in Ukraine, increase trust, awareness and knowledge about the work of the UN, its priorities, capacities and results that support achievement of national

priorities and needs, contribute to a strengthened partnership and effective implementation of the Ukraine-UN Partnership Framework and SDGs progress.

STRATEGIC OBJECTIVE 3:

Improve partners’ understanding of roles, responsibilities and opportunities vis-à-vis the Sustainable Development Agenda and national commitments to international treaties to inform national reform processes.

While developing the Annual Work Plan to reach these objectives, the UNCAG will focus on a number of communication activities and products that contribute to the achievement of specific UNPF outcomes:

PILLAR 1.

Sustainable economic growth, environment and employment

Outcome 1.1. By 2022, all women and men, especially young people, equally benefit from an enabling environment that includes labour market, access to decent jobs and economic opportunities

Outcome 1.2. By 2022, national institutions, private business and communities implement gender-responsive policies and practices to achieve sustainable management of natural resources, preservation of ecosystems, mitigation, adaptation to climate change and generation of green jobs

PILLAR 2.

Equitable access to quality and inclusive services, and social protection

Outcome 2. By 2022, women and men, girls and boys, equitably benefit from integrated social protection, universal health services and quality education

PILLAR 3.

Democratic governance, rule of law and civic participation

By 2022, women and men, girls and boys participate in decision-making and enjoy human rights, gender equality, effective, transparent and non-discriminatory public services

PILLAR 4.

Human security, social cohesion and recovery with a particular focus on Eastern Ukraine

Outcome 4. By 2022, communities, including vulnerable people and IDPs, are more resilient and equitably benefit from greater social cohesion, quality services and recovery support

In the beginning of each year, the UNCAG will also identify common priority communication themes for the next twelve months in line with global communication priorities set by the UN Department of Public Information (DPI) and local priorities agreed with UN Thematic Working Groups.

Key Stakeholders

The United Nations agencies, funds and programmes constituting the UN Family in Ukraine work in the country on the invitation of the Government of Ukraine to help the Government and people of Ukraine achieve national priorities, build resilience and achieve prosperity and well-being. The success of work of the United Nations in Ukraine often depends

on the efficiency and quality of communication and advocacy with critically important groups of stakeholders. Given the limitation of financial and human resources for implementation of joint communication and advocacy activities, the UNCAG conducted a prioritization exercise and identified the following stakeholders' groups as the most important:

EXTERNAL STAKEHOLDERS

President of Ukraine and the Presidential Administration [Official website](#)

As the head of state, the President of Ukraine represents the nation in international relations, leads the foreign political activity of the state, conducts negotiations and concludes international treaties. While the President of Ukraine communicates directly with the most senior UN officials on critical issues of the state, it is also important to ensure that through mass media, newsletters, statements of the UNCT and HCT, and other channels, the key messages and position statements of the United Nations Country Team are delivered to the President and Presidential Administration.

Government of Ukraine (The Cabinet of Ministers of Ukraine) [Official website](#)

The Government of Ukraine is the key partner of the UN in Ukraine, with the Ministry of Foreign Affairs being the first point of contact and a key counterpart. It is also important to consider the following ministries and State Services while conducting joint UN communication and advocacy:

- the Prime Minister of Ukraine
- First Vice Prime and other Vice Prime Ministers
- Vice Prime Minister – Minister of Economic Development
- Vice Prime Minister for European Integration
- Vice Prime Minister – Minister of Social Policy
- Vice Prime Minister – Minister of Regional Development, Construction, Housing and Utilities
- Minister of Foreign Affairs
- Minister for the Temporarily Occupied Territories
- Minister of Social Policy
- Minister of Health
- Minister of Youth and Sports

The Verkhovna Rada (Parliament) of Ukraine [Official website](#)

The Verkhovna Rada, or the Parliament, is the sole body of legislative power in Ukraine. It is an important partner of the United Nations as the Parliament determines the principles of domestic and foreign policy, adopts laws, approves the state budget, ratifies and denounces international treaties, and exercises certain other control functions.

Oblast administrations and communities

Oblast, or Regional, administrations and local communities are the key partners of the UN when it comes to working on local level.

Development Partners (including donor community)

Bilateral partners are important not only to secure resources for implementation of UN programmes but as partners to achieve common results and advocacy. Considering the importance and leverage of certain partners, such as the EU, IMF, etc. the UN should work closely with them to support policy dialogue on shared values and norms and ensure development results are achieved.

Mass Media

Mass media, both local and foreign, are important partners of the United Nations in Ukraine, helping to raise awareness of key stakeholders around a set of priority UNPF and SDG issues, to influence leaders as well as to increase the visibility of the work the UN is doing in Ukraine.

Civil Society Organizations (CSOs): human rights activists, watchdogs of democracy, anti-corruption NGOs, youth organizations, gender activists, IDPs groups, organizations of people living with HIV/AIDS, etc.

The CSOs play the important role of change agents, reform drivers, and opinion makers and also represent the bridge between the UN and larger public and grassroots stakeholders. They can complement the UN's efforts by transmitting information, collecting citizens' feedback and advocating messages through their networks.

Youth

The United Nations will focus on evidence-based and inclusive national and subnational policies and programmes for young people that advance sexual and reproductive health, reduce risks and vulnerabilities, expand opportunities, and promote youth participation for the full realization of their potential, including in humanitarian settings. Young people will be the agents of change in the future, therefore it is important to encourage and motivate them to participate in the state and society decision-making process, and promote sustainable development.

INTERNAL STAKEHOLDERS

UN staff members in all UN agencies, funds and programmes operating in Ukraine, both resident and non-resident

The perception survey conducted in December 2017 amongst UN staff members illustrated that they would like to have more cross-agency knowledge about the work of different UN agencies, funds and programmes in the country. It is important to improve internal communication within the UN in Ukraine to ensure that staff members act as genuine advocates and ambassadors of the Organization.

UNPF coordination structures and thematic working groups

Members of the UNPF coordination structures and thematic working groups have all the expertise and knowledge to generate ideas, provide information and actively participate in designing joint communication and advocacy campaigns.

Senior management and colleagues in other UN country offices, regional and global UN centres

Information sharing reporting to improve regional and global knowledge base and sensitize UN staff based outside of Ukraine to the UN's challenges and opportunities in the country.

COMMUNICATION CHANNELS

In order to reach out to specific key stakeholders in the most efficient way, the UNCAG will use different communication channels and instruments, as listed below:

	President and Presidential administration	Cabinet of Ministers	Verkhovna Rada	Oblast administrations and amalgamated communities	Development Partners, donors	Mass Media	CSOs	Youth	UN personnel	UNPF coordination structures	Senior management
Public events	•	•	•	•	•	•	•	•		•	
Press conferences	•	•	•	•	•	•	•			•	
Press releases	•	•	•	•	•	•	•			•	
Joint UN statements	•	•	•	•	•	•	•		•	•	•
Information campaigns	•	•	•	•	•	•	•	•	•	•	
Mass media central TV, press and online	•	•	•	•	•	•	•	•	•		
Mass media oblast TV, press and online				•		•	•	•	•		
Series of op-eds	•	•	•		•	•	•		•	•	
Official websites	•	•	•	•	•	•	•	•	•	•	•
Social Media platforms	•	•	•		•	•	•	•	•	•	•
Visibility materials	•	•	•				•	•	•		
Monthly UNCT newsletters	•	•	•	•	•	•	•		•	•	•
Joint UN observances	•	•	•	•	•	•	•	•	•	•	
Reports and publications	•	•	•		•	•	•		•	•	
Information kits	•	•	•	•	•	•	•		•	•	•
Calendar of events				•	•	•	•		•	•	
SDG Trello Board with translated materials and terminology	•	•	•	•	•	•	•		•	•	
Lectures for students, UN Model								•	•	•	
Events for personnel									•		
Induction meetings for new staff members									•		

Key Messages

UN Ukraine mission statement

The United Nations in Ukraine works with the Government and the people of Ukraine to build a culture of dignity, through understanding of and respect for human rights, towards a peaceful and transformed Ukraine.

Tagline for visibility materials

United Nations in Ukraine: Together for Human Rights, Peace and Development

Hashtag for Social Media and the Web

All Social Media posts, news, and other materials related to the UNPF will be marked with the hashtag #UNforUA.

UNPF Narrative



- The Government of Ukraine – United Nations Partnership Framework (UNPF) is a strategic planning document that articulates the collective vision and response of the UN system towards national development priorities. It gives special attention to the needs and aspirations of the most marginalized and vulnerable populations in Ukraine.
- Each of the 18 UN agencies, funds and programmes operating in Ukraine has an important role to play in the implementation of the UNPF. The UNPF consolidates the efforts of the UN agencies and partners to address structural issues of poverty, inequality and vulnerability in Ukraine and aims to build stronger coherence between humanitarian, recovery and development programmes.

Overarching Joint UN Messages

- 'Leave no one behind' is the core premise of the UN development philosophy and a central pledge of the 2030 Agenda for Sustainable Development. In Ukraine, the UN – for more than 25 years – has been working with the government and the civil society to respond adequately to the needs of the most vulnerable populations, such as people living below the poverty line, people affected by the conflict in Eastern Ukraine, refugees and IDPs, young people and others.
- Endemic corruption, weak rule of law, economic challenges and the conflict in the East of Ukraine threaten the enjoyment of human rights and fundamental freedoms. The UN supports Ukraine in meeting its obligations under the UN Charter and international human rights treaties as well as in ensuring that international human rights norms and standards are integrated in the processes, policies, programmes and activities of the state at all levels.



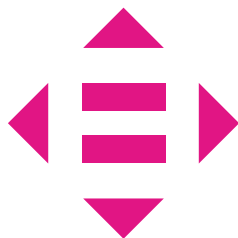
- Gender discrimination is widespread in Ukraine. The on-going conflict in Eastern Ukraine has deepened the pre-existing gender stereotypes that limit women's access to employment, income and career promotion. The UN works with the state and the civil society to increase commitment to programmes that protect women's rights, empower women and promote gender equality.
- Protection, humanitarian assistance and the emergency response through life-saving interventions remain a priority for the UN in Ukraine. The UN's development and humanitarian arms work in concert to strengthen capacities of Ukrainian institutions and communities to respond to social and economic shocks as well as natural hazards. UN shares its global experience in building resilient communities through national and regional policy.

Messages on Sustainable Development Goals



- The UN has a strong coordination and operations mandate to support the implementation process of the SDGs. Across all its activities, the UN helps Ukraine implement the Sustainable Development Goals.
- The 17 Global Goals aim to end poverty and inequality and set demanding targets, particularly on health, education, environmental protection and gender equality. These Goals are universal, applying to all countries and all people equally.
- For the SDGs to be achieved, everyone needs to get actively involved: governments, the private sector, civil society and the wider population.

Messages related to gender equality



- Women in Ukraine are under-represented in the political and economic sphere and negatively impacted by gender-based violence and entrenched gender stereotypes. They are also disproportionately affected by the conflict.
- The UN System has a critical role to play in ensuring that the gender perspective is properly reflected in national humanitarian, recovery and development processes, and a responsibility to address gender equality through operational activities at the country level. In achieving gender equality and eliminating all forms of discrimination, the UN applies a twin-track strategy of gender mainstreaming and women's empowerment.
- The UN gives a voice to women throughout all its activities; promotes equal participation of women in all democratic processes; and promotes the use of analytical evidence and data to support gender equality.

**Specific UNPF Pillar messages:
Pillar 1**



- The economy in Ukraine is on track for a slow recovery, yet there are still no durable structural improvements to help the country emerge from the current economic crisis.
- The UN is committed to working with the Government of Ukraine and other stakeholders to achieve an improvement of the legislative environment for development of sustainable enterprises, particularly small and medium enterprise; promotion of employment-intensive investments and equal access to entrepreneurship and employment for women and men including vulnerable groups; and improvement of funding schemes to support agriculture and business development in rural areas; support to sustainable and inclusive economic development that is environmentally responsive.

**Specific UNPF Pillar messages:
Pillar 2**



- Access to and use of quality services is a key national problem, especially in rural areas and for socio-economically disadvantaged or vulnerable groups. Whilst some services have improved in many areas, these problems have become more acute again in the context of the crisis.
- The UN is committed to working with the Government of Ukraine and other stakeholders to address the issues of social protection, inclusion and human development through three outcomes that focus on:
 - 1) support to the development of a National Integrated Social Protection System and provision of social services;
 - 2) support to implementing state health-care reform and access to medicines and vaccines; promotion of healthy life-styles, as well as active ageing;
 - 3) improving access to pre-primary education, especially for vulnerable groups and conflict-affected populations, and improving the quality of education that promotes life skills learning and safe learning environments.

**Specific UNPF Pillar messages:
Pillar 3**



- Despite a number of important steps towards a new quality of state-society relations and the proper functioning of institutions, the limited progress of public administration reform in Ukraine directly and negatively affects the technical capacity of Ukraine to develop and implement other reforms. Corruption remains a profound problem slowing down reforms in all areas.
- The UN is committed to working with the Government of Ukraine and other stakeholders to help strengthen decentralized governance structures and law enforcement bodies that are accountable, corruption free, where there is no impunity, and that guarantee peace and security, gender equality and protection of human rights and promote a more sustainable recovery process.

Specific UNPF Pillar messages: Pillar 4

- The conflict in the East over the past years has eroded people's coping capacity, exacerbating their vulnerabilities.
 - The UN has a strong mandate and the widest array of post-conflict, humanitarian, recovery and development experience, whether in peacekeeping, humanitarian, development, or peace-making dimensions.
 - The UN is committed to working with the Government of Ukraine and all parties in order to build resilience of communities, including women, men and children IDPs and the most vulnerable populations affected by the conflict in the East based on the core humanitarian principles of neutrality, impartiality, independence and humanity; and to strengthen social cohesion in conflict-affected communities.
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Joint Communication Approaches

JOINT MONITORING AND EVALUATION (M&E) SYSTEM

UN agencies, funds and programmes in Ukraine have different measurement systems to track progress and evaluate results of their communication and advocacy activities. However, to measure joint activities and campaigns and capture real changes in knowledge, attitude, information, and communication habits and preferences of the key stakeholders, the UNCAG members agreed to develop a joint set of indicators, in close collaboration with the M&E working group. These indicators will help monitor and evaluate implementation of the joint annual communication and advocacy workplans.

In line with this M&E system, the UNCAG will provide reports to the UNCT every six months

(mid-year and end-of-year). Information from UNCAG members will be gathered through the M&E form, circulated by the UNCAG Secretariat.

Information will also be gathered through regular perception surveys circulated among internal and external stakeholder groups once every two years (2020 and 2022), with the questions building on the 2018 baseline surveys for internal and external stakeholders. Additionally, information will be collected through feedback and satisfaction surveys among participants of the joint UN learning and information-sharing events among various stakeholders (collected at the events).

THE UNCAG WILL ALSO TRACK THE PROGRESS AND SUCCESS OF THE IMPLEMENTATION OF JOINT COMMUNICATION AND ADVOCACY ANNUAL WORKPLANS THROUGH THE FOLLOWING ANALYSIS:

- overall progress in execution of the annual workplan, delivery on planned items and budget;
- diligence in holding regular (monthly) UNCAG meetings throughout the year and completion of action point agreed by the team;
- diligence in providing regular reports on joint communication activities drafted by the UNCAG for the attention of the RC and UNCT every six months (mid-year and end-of-year).

STRATEGIC OBJECTIVES

M&E INDICATORS

STRATEGIC OBJECTIVE 1:

Increase coordinated communication and advocacy of the UN "speaking in one voice", in particular with regard to SDGs, priorities of the Ukraine – UN Partnership Framework, selected and agreed UN themes and priorities.

% of staff members familiar with the work of other UN agencies, funds and programmes;

% of staff members who believe that the UN is successful in its joint communication and advocacy;

of monthly visitors of the websites of the www.un.org.ua and respective website of the organizations (# of unique monthly visitors), # of friends and followers on social media accounts;

of recipients of the UNCT monthly newsletter.

STRATEGIC OBJECTIVE 2:

Improve perception of the UN in Ukraine, increase trust, awareness and knowledge about the UN work, its priorities, capacities, and results that support achievement of national priorities and needs, contribute to strengthened partnership and effective implementation of the Ukraine – UN Partnership Framework and SDGs progress.

of positive/negative reporting on the UN in Ukrainian mass media (to be identified through the regular monthly media monitoring);

% of surveyed internal and external stakeholders who think that the UN provides sufficient/prominent support to Ukraine;

% of surveyed internal and external stakeholders who think that the UN communicates clearly arounds its priority working areas;

% of surveyed internal and external stakeholders familiar with the results under specific Pillars;

of international days observed in joint manner, # of participants of these observances;

#of participants of events related to improvement of external stakeholders' understanding of the UN work, its priorities, capacities, and results that support achievement of national priorities and needs, contribute to strengthened partnership and effective implementation of the Ukraine – UN Partnership Framework and SDGs progress, #of media coverage of these events.

STRATEGIC OBJECTIVE 3:

Improve external stakeholders' understanding of roles, responsibilities and opportunities vis-à-vis the Sustainable Development Agenda and national commitments to the international treaties to inform national reform processes.

of participants of events related to improvement of external stakeholders' understanding of their roles, responsibilities and opportunities vis-à-vis the Sustainable Development Agenda and national commitments to the international treaties;

% of participants who consider events helpful and practical (identified through the brief participants satisfaction survey);

% of participants willing to contribute to decision-making related to their own well-being and the Ukraine transformational reform agenda (identified through the brief participants satisfaction survey).

MEDIA RELATIONS

As suggested in the analysis of the Mass Media Landscape in Ukraine, mass media remain an important source of information for most people of Ukraine. They also provide an opportunity to reach out to people in all parts of Ukraine. With the development of the new UNPF it is important to ensure that the messages related to the priority areas of work of the UN, as well as information about the progress and achievements under the UNPF Pillars are conveyed to the wider public. The UN will benefit from a more systematic

approach to Media Relations by agreeing on a joint editorial calendar. Once a year, the UNCAG will conduct a joint mass media campaign around UN Day to brainstorm and will update a dedicated Trello calendar collecting inputs from the UN agencies, funds and programmes, encompassing all channels. In addition to the existing UN website, social media accounts and newsletters, a joint media outreach program will operate strategically, generating content, such as op-eds, articles or interviews, based on UNPF campaigns and messages.

JOINT PRODUCTS AND ACTIVITIES TO ENHANCE MEDIA RELATIONS

- Creating a list of spokespersons and topics, which can be commented on by agencies, funds and programmes (2018)
- Localizing content for International Days observances (ongoing)
- Creating a list of media outlets in order to regularly invite UN experts (ongoing)
- A series of op-eds for the attention of government and policy decision makers around UN Day (2018–2022)
- Interviews with Pillar leads for the UNCT Newsletter (to be also published on the UN website), tbc
- Press club meetings or trainings (at least two per year), tbc
- Joint media contact list (ongoing)
- SDGs Media Awards and Training on SDGs topics (ongoing)

ANNUAL PLANNING

The UNCAG members will draft annual workplans in the period of 2018–2022 and present them for approval by the UN Country Team.

JOINT BUDGETING

Activities and products developed in line with this Joint Communication and Advocacy Strategy will be financed through cost-sharing. A cost estimate for joint UN communications and advocacy in Ukraine will be developed on a yearly basis during the period 2018–2022.

The amount contributed by different UN agencies, funds and programmes will depend on the size of the operations of respective agencies in the country and the amount of funds available in the UN agencies, funds and programmes.

THE BUDGET WILL SUGGEST TWO LEVELS OF COST-SHARING:

Core activities:

This level of financing will support core activities aimed at ensuring sustainability of the communication and advocacy processes, and will include:

- support of the UN in Ukraine and SDG Ukraine websites, as well as UN Ukraine social media platforms;
- graphic design and production of visual content and joint information items (such as monthly joint UNCT Newsletter);
- capacity building for the UNCAG members;
- social dynamics within the UN in Ukraine.

Thematic activities:

Specific activities relevant for the mandate of several UN agencies, funds or programmes, observances of UN Days will be cost-shared by participating agencies, funds and programmes.

At the beginning of each year, the UNCAG will develop an annual work plan listing suggested joint activities and products as well as an estimated budget. These plans and budgets will be presented to the UNCT for their review

and approval, as part of the annual planning process. The plans and budgets of the thematic activities will be presented to the UNCT by leading agencies separately.

Annexes

Annex 1.

Country Analysis

Ukraine is a middle-income country, which gained independence in the aftermath of the Soviet Union's break-up in 1991. As of January 2018, its population is 42,364,900 people, according to State Statistics Service of Ukraine.

The dramatic and turbulent events of the past four years have left Ukraine in a crisis unprecedented in its history as an independent state, and brought rapid change in its political, social, and economic landscape. However, these events have also presented opportunities for reform. The "Revolution of Dignity" ultimately precipitated a change in government. In May 2014, Mr. Petro Poroshenko won the Presidential election on a pro-Western reform and peace platform, and one month later, Ukraine signed the European Union Association Agreement.

The ongoing conflict has had severe impacts on the national economy and people's social capital. In total, from mid-April 2014 to 15 November 2017, the UN Human Rights Monitoring Mission in Ukraine (HRMMU) recorded 35,081 conflict-related casualties in Ukraine, including 10,303 people killed and 24,778 injured.

A direct consequence of the conflict has been the displacement of hundreds of thousands of individuals and families and, as of August 2017, some 1,586,439 people have registered as Internally Displaced Persons (IDPs) in Ukraine.

The financial and social strain of supporting the large number of IDPs has further exacerbated the challenges for authorities and communities alike in all areas from livelihoods to health and education.

Gender-based violence (GBV) and human trafficking became serious problems aggravated by the conflict. Women are disproportionately affected by the conflict and its consequences (74 percent of those affected) due to persistent gender inequality, discrimination, and reinforced stereotyping. Major gender gaps across the country include: women's low political representation and participation in decision-making; the gender pay gap and multiple constraints to entrepreneurship opportunities; unequal patterns of employment; and persistent gender stereotypes.

The conflict has created unprecedented challenges to the realization of children's rights throughout Ukraine, and especially in the conflict-affected areas.

Ukraine has the second-highest HIV prevalence rate in Eastern Europe and accounts for 8 percent of new infections. The life expectancy at birth in Ukraine is 76 years for women and 66 for men.

Reforms of 2014–2015 helped to stabilize confidence and some growth in the economy

was registered. However, according to the World Bank data as of September 2016, significant recovery and growth have not yet taken hold except in select sectors. Ukraine's development context is characterized by high dependence on imported oil and gas and its low domestic production rates. Ukraine has considerable natural resources, the most valuable of which are land and minerals. The country does not, however, have an all-encompassing natural resource management mechanism to ensure sustainable use and preservation.

In the international arena, Ukraine was elected to the UN Security Council as a non-permanent member for 2016–2017. Ukraine has supported the 2030 sustainable development agenda that defines the SDGs. In July 2016 Ukraine ratified the Paris Agreement adopted at the Paris Climate Change Conference. Ukraine ratified the Protocol on Water and Health to the 1992 Convention on the Protection and Use of Transboundary Watercourses and International Lakes in 2003. Ukraine is a party to most core UN human rights treaties. Ukraine went through two human rights reviews under the Universal Periodic Review procedure, and issued open invitations to the Special Procedures of the UN Human Rights Council. In February 2017 Ukraine was reviewed by the Committee on the Elimination of Discrimination Against Women (CEDAW).

Young people represent 15.2 per cent of the population of Ukraine. A significant proportion have left Ukraine in search of better opportunities, portending future fiscal and labour shortages as well as weakening the country's potential to invigorate itself economically, politically and socially. Youth from disadvantaged groups (whether by place of residence, income, displacement or disability status) are particularly at risk of being

left behind. The National Youth Programme 2016–2020 makes a clear case for investing in young people. The unemployment rate among young people aged 15–24 in 2016 was 23%, according to the ILO methodology.

Ukraine is a destination and transit country for persons with international protection needs as well as economic migrants seeking to enter the European Union (EU). Since 2011, Ukraine is offering two forms of protection: refugee status and complementary protection, though the recognition rate is low. As of March 2018, the number of refugees in Ukraine is 3,257 persons and the estimated number of asylum seekers is 5,500 persons. Refugees and asylum seekers have little chance of becoming self-sufficient. Racism and xenophobia, a generally poor economic situation, legislative discrepancies and corruption all hinder the integration of refugees. Existing weaknesses in the national asylum system are exacerbated by the ongoing conflict in eastern Ukraine and resulting internal displacement.

Significant geopolitical transformations impact each and every aspect of life of Ukrainian society, including migration. The signing of the Association Agreement and the path towards a visa-free regime between Ukraine and the EU led to a series of important reforms in the field of migration management. However, the annexation of Crimea and the conflict in the Donbas triggered massive displacement and exacerbated a deep economic crisis and fed into the intensification of labour migration. According to a survey, commissioned by the UN in 2017, there were about 900,000 Ukrainians working abroad. As of December 2017, according to the State Migration Service of Ukraine, there were 265,000 migrants residing permanently and 89,000 foreigners staying temporarily in Ukraine.

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Human Development Rank
in 2016

0.284

UN's Gender Inequality Index
of Ukraine in 2016

Ukraine ranked

131
out of 176 countries

in Transparency International's
2016 Corruption Perceptions Index

Ukraine is a
Middle-Income
Country.

2,115
USD

Gross Domestic Product (GDP)
per capita in 2015.

The slowdown in inflation is
contributing to some recovery in real
wages in select sectors.

The ongoing conflict has
had severe impacts on the
national economy and
people's social capital.

At least
3,023 conflict-related
civilian deaths

From 14 April 2014 to 15 May 2018, the UN Human Rights
Monitoring Mission in Ukraine recorded 3,023 conflict-
related civilian deaths, and estimates the total number of
civilian injuries to be between 7,000 and 9,000



1,586,439
people

have registered as Internally Displaced
Persons (IDPs) as of August 2017

Vulnerability in the Ukrainian humanitarian context is
exacerbated by the fact that the conflict occurs in areas mostly
affected by HIV and TB

2nd

Ukraine has the second-highest
HIV prevalence rate in Eastern
Europe

4th

in the world with multi-drug
resistant tuberculosis burden

25%

25 percent (or 33,000) PLHIV live in the
Donetsk and Luhansk regions

Annex 2.

UN Ukraine Commitment and Comparative Advantages

The United Nations is committed to working together with the Government of Ukraine to make a lasting contribution to national human rights and development priorities and to improve the living conditions of all people in the country, especially the most vulnerable and disadvantaged. Building on the results achieved under the Government of Ukraine – United Nations Partnership Framework (UNPF) 2012–2016, the GOU and the UN system will work towards achieving national development priorities, the Sustainable Development Goals (SDGs) framed by the 2030 Agenda for Sustainable Development, as well as the country’s international human rights commitments and the reform agenda linked to the European Union association process.

The UN Partnership Framework for 2018–2022 (UNPF) is a medium-term strategic planning document that articulates the collective vision and response of the UN system to national development priorities and activities to be implemented in partnership with the Government of Ukraine and in close cooperation with international and national partners and civil society over the next five years.

The strategic direction and vision of the UNPF is aligned with national development priorities and country needs. The UNPF serves as a framework for mutual accountability

between the Government of Ukraine and the United Nations in four thematic areas:

1. Sustainable economic growth, environment and employment;
2. Equitable access to quality and inclusive services and social protection;
3. Democratic governance, rule of law and civic participation;
4. Human security, social cohesion and recovery with a particular focus on Eastern Ukraine.

The UNPF priorities and strategies focus on fulfilling the rights of the most marginalized and vulnerable populations in Ukraine. This approach builds on the [core SDG principle](#) of “leaving no one behind”. It also underpins the efforts of the UNCT to assist the country to meeting its human rights obligations, ensuring healthy lives and wellbeing for all, and to enable the Government of Ukraine to increase its ownership of development processes. We aim to support the GoU’s responding adequately to the needs of the most vulnerable populations as the key pre-requisite for development of inclusive, peaceful and prosperous societies.

Challenges in security, political, economic and social spheres faced by Ukraine have a huge impact on the work of the UN Country Team. The crisis, instability, and profound development challenges required bringing global experience and expertise in the

areas where the UN has most comparative advantage. These include:

- The UN in Ukraine can be an impartial convener of dialogue among authorities, business and civil society stakeholders; the UN works with stakeholders at all levels: international, national, regional, local, and it can build powerful partnerships; the neutrality and objectivity of the UN can be used to strengthen the “facilitator or mediator” role of UN agencies in creating platforms for discussions among various government and non-government actors, especially with respect to the situation in the eastern part of the country;
- The position of the UN System is one of a promoter of global values, a coordinator of specific multi-party initiatives, a leader of humanitarian and early recovery response, a respected provider of specialized services and a “niche” provider of technical assistance in areas where there are gaps and particular national sensitivities;
- The UN is the custodian of international treaties and the global normative agenda. It knows how to apply human rights and gender equality instruments and the HRBA to enhance the fulfilment of rights for rights-holders and underline responsibilities and obligations for duty-bearers;
- The UN System has a critical role to play in ensuring that the gender perspective is properly reflected in national humanitarian, recovery and development processes, and a responsibility to address gender equality through operational activities at the country level. In achieving gender equality and eliminating all forms of discrimination, the UN applies a twin-track strategy of gender mainstreaming and women’s empowerment;
- The UN has access and uses international technical expertise and best practices that it acquired globally since its foundation. UN agencies bring specific expertise and have credibility in the country. They can promote approved standards and experiences that are vetted based on an international consensus among experts;
- The UN has a strong coordination and operations mandate to support the SDGs implementation process.

Annex 3. Ukraine's Media Landscape

According to the [Freedom of the Press Report 2017](#), Ukraine's media environment has significantly improved since the change of government in 2014, and ongoing reforms continue to strengthen the legal and economic framework for journalists and outlets.

The government adopted new media legislation in 2016, and implemented a number of positive reforms passed in the previous year. The country's State radio and television companies have been transformed into a public broadcaster, a process that began in 2014. The government also took steps to reduce State influence in the print sector in November, approving a list of 244 publicly owned local print outlets for privatization. Separately, to comply with legislation that came into force in October 2015, broadcasters began disclosing detailed information about the identities of their owners-including ultimate beneficiaries.

Since 2014, journalistic access to the non-government controlled areas of Donbas region remains restricted. Although violence against the press has significantly decreased since its peak in 2014, attacks on media professionals and houses nevertheless continue. Access of the Ukrainian media to audiences residing in non-government controlled areas remains problematic. In June 2017, the Deputy Minister of Information Policy of Ukraine stated that 70% people in annexed Crimea had access to

Ukrainian TV channels via satellite. In the East of Ukraine, authorities struggle to increase the broadcasting ability of transmitters to widen the audience of the Ukrainian media.

According to the [Media Consumption in Ukraine 2017 Survey](#) (conducted by InMind and commissioned by Internews as part of USAID's Ukraine Media Program (4,048 respondents), "television remained the main source of news" for 77% of all Ukrainians surveyed and 95% preferred to watch the national channels. Regional news channels reach 39% of the population, and 5% watch Russian television.

At the same time, television is losing some of its market share. While older audiences (46 years of age and older) remain loyal, younger audiences are shifting towards online media and prefer news portals such as ukr.net.

The popularity of social networks is also growing, with 43% of respondents using Facebook. With the Presidential Decree banning Russian social networks in Ukraine enacted in May 2017, the popular VKontakte and Odnoklassniki lost a large share of their audience, putting Facebook in first place. Unlike many other countries, Twitter lags behind.

According to the international social media company Hootsuite, there is a total of 21.93 million Internet users in Ukraine (49%

penetration), and in 2017 the country added 3 million or 13% of new users and 16.17 million people use social media. Hootsuite claims that 7.6 million Ukrainians use Facebook, 63% of whom access it via mobile and 36% access it daily.

Based on their ownership, Ukrainian media can be divided into the following categories:

- Most major television channels, general interest newspapers and popular radio stations belong to media holding companies, owned by a number of private owners;
- Consumer-oriented glossy magazines belong to media holding companies owned by or affiliated with international publishers (Hearst Shkulev Media, Burda-Ukraine, Edipress-Ukraine, etc.);
- A limited number of media outlets are considered independent – mainly, newswires (information agencies) and popular news websites: Interfax, RBC Ukraine, LIGA BusinessInform, pravda.com.ua, zn.ua; publishers – e.g. Blitz Inform, nv.ua;
- Media startups are struggling to build their own unique business models, platforma.ua, aristocrats.fm, thevillage.ua and some others among them;
- State-owned media, funded by Ukrainian or foreign governments (Persnyi Natsionalnyi (First National) TV channel, UKRINFORM, BBC Ukraine, Deutsche Welle, Radio Free Europe/Radio Liberty, RT, etc.);
- Media operated as NGOs and funded through donations and grants (Hromadske.ua, Nashi Groshi, Detector Media, VoxUkraine).



COMMUNICATING AS ONE

**JOINT UN COMMUNICATION
AND ADVOCACY STRATEGY FOR UKRAINE**

ALIGNED WITH THE GOVERNMENT OF UKRAINE
AND THE UNITED NATIONS PARTNERSHIP FRAMEWORK (UNPF)
2018–2022