



United Nations
Educational, Scientific and
Cultural Organization



The Republic of Uganda

UGANDA NATIONAL COMMISSION FOR UNESCO

A Communication Strategy for the Uganda National Commission for UNESCO (UNATCOM)

Uganda National Commission for UNESCO

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2020 - 2025



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9	Printing and distribution of quarterly newsletter	Stakeholders and partners updated on key UNATCOM activities, programs and events.	12,000,000	Can reduce if UNATCOM decided to do an e-newsletter alone.
TOTAL ILLUSTRATIVE COSTS....			UGX 135,000,000	
			USD 67,000	

3.3 Budget notes:

- The budget is mainly illustrative and indicates estimated prices.
- UNATCOM does not have to have all this money. They can work with partners to sponsor most of these activities either directly or in kind.
- The communication officer will review and harmonize the suggested activities in relation to the actual amount of money available.
- The budget does not include costs for hiring a Communications Officer.
- All the above activities are important and have been prioritized by this strategy as per the objectives. However, in case of shortage of money, all quantities and costs can reduce substantially to fit in the available budget. This budget offers the best and realistic way of implementing the strategy. Although the strategy can still be implemented by half of this budget, albeit with minimal results.

5	On-going distribution and dissemination of all produced IEC materials and branded items	Branding and recognition among partners and staff.	4,000,000	This budget can be reduced further if distribution of materials is integrated within the day-to-day program work by all staff.
6	Improvement and constant updating of UNATCOM website and dialoguing with publics	More content, regularly updated and interactive website	10,000,000	Need constant updating and management. Important gateway to internal audiences, and information seekers about UNATCOM.
7	Regular radio and TV talk shows	Increased awareness and knowledge about UNATCOM and UNESCO among partners and general public.	35,000,000	Budget can be reduced by developing partnerships with the media to get free talk shows and interviews, articles
8	Regular media briefings/ news conferences to update media on new developments and disseminate news releases, reports, best practices	At least two media briefings press conferences every year.	4,000,000	Pro-active approach to media relations. Will improve media relations and substantially reduce budget item 18 above.

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LIST OF ACRONYMS

BCC	Behavioral Change Communication
CSO	Community Society Organization
CMCs	Community Media Centres
EFA	Education for All
FGD	Focused Group Discussion
ICESCO	Islamic World Educational Scientific and Cultural Organization
IEC	Information Education Communication
ILLP	Instruction in Local Language Policy
IR	Indicative Results
IT	Information Technology
MDAs	Ministries, Departments and Agencies
MP	Member of Parliament
M&E	Monitoring and Evaluation
NATCOM	National Commission for UNESCO
NGO	Non-Governmental Organization
OIC	Organisation of Islamic Cooperation
UN	United Nations
UNATCOM	Uganda National Commission for UNESCO
UNESCO	United Nations Educational Scientific and Cultural Organization
USE	Universal Secondary Education

3.2 ILLUSTRATIVE IMPLEMENTATION BUDGET

Item	Activity	Output	Cost	Remarks
1	Designing of IEC materials and branding tools	Designed brochure, pull-up banner, newsletter template, folder, poster, T-shirts, pens, letter heads, etc.	12,000,000	Block figure for an ad agency or graphic designer to develop all soft copies of the above materials.
2	Printing of developed IEC materials	2,000 copies of each of the above materials	16,000,000	Estimate unit costs for each 5,000.
3	Documentation: Best practice documentation booklets and video fundraising and awareness drive; facts sheets, brochures and posters.	7 booklets and 15 minutes documentaries on best practices in UNATCOM service areas	30,000,000	Cost estimates. Can be reduced to focus on a few things
4	Needs assessments and training of staff in communication	Current and future staff of UNATCOM trained in communication	12,000,000	Estimate costs. Actual cost will depend on needs assessments and on the available skills within UNATCOM.

- Carry out other duties as assigned by the communications officer or head.

3.1 MONITORING AND EVALUATION

The strategy will be monitored and evaluated based on the output and outcome indicators spelt out in the communication strategy matrixes (pages 10-12). Some of them will include; -

- Number of UNATCOM staff trained in internal and external communication.
- Number of communication tools and materials developed and disseminated.
- Number of target audiences and stakeholders who are exposed to IEC materials from UNATCOM.
- Number of followers on social media.
- Number of UNATCOM's posts shared on social media.
- Number of posts and responses to inquiries on social media.
- Number of stakeholders/target audiences with increased knowledge and awareness about UNATCOM.
- Number of partners who participate and support UNATCOM activities.
- Number of media articles and mentions about UNATCOM in the media.
- Number of media activities such as talk shows, press conferences, tours organized by the commission.
- Number of media representatives/journalists who participate in UNATCOM activities and programs.

FOREWORD

Uganda's vision for 2040 aspires to have a country where the citizens live in unity amidst diversity and equal opportunities irrespective of gender, tribe, ethnicity or religion. Ugandans aspire for a progressive and developmental culture that blends traditional beliefs and national values. Ugandans aspire for a future in which men, women, youth, children, and persons with disabilities are empowered to participate as equal partners in development. They equally aspire to have a green economy and clean environment where the ecosystem is sustainably managed and the livability of the urban systems greatly improved.

In conformity with the above Vision for 2040, Uganda National Commission for UNESCO is happy to present to you its revised Communication Strategy for the period 2020-2025 as she plays her catalytic and advisory role to the country.

This Communication Strategy is a plan that is to be followed in addressing communication needs of Uganda National Commission for UNESCO as an autonomous institution of the Ministry of Education and Sports. It is to improve the visibility and image of UNATCOM among stakeholders and increase their knowledge, participation and support of the Commission's programmes and activities by 2025.

It has been reviewed through consultations with staff and the UNATCOM Governing Council Board members. UNATCOM commits herself to reporting annually to all her stakeholders in annual review of programmes which are held at the beginning of every financial year.

We are committed to ensuring that we keep open all the channels of communication with view to offering effective communication as per the mandate and roles specified in the strategy.

I therefore commend this strategy for effective use by the concerned staff so as to help us achieve our aim of continuous improvement and increased visibility of the National Commission.

Prof. Lugujo Eriabu

CHAIRPERSON BOARD

with target audiences.

- Plan for and prepare for communication activities across all UNATCOM programs and activities
- Develop a stakeholders list including; mass media and key contact persons, MPs, ministers, and a list of who is who as far as UNATCOM stakeholders are concerned.
- Develop work plan and budget for communication activities.
- Provide training to other UNATCOM staff in internal and external communication.
- Support the development and updating of UNATCOM website and ensure that it is updated on a regular basis.
- Carry out monitoring and evaluation of the strategy.
- Supervise consultants, trainers and other resourceful people while performing duties related to communication.
- Identify suppliers and other service providers for key communication activities and programs.
- Review the communications activities of the Commission to meet its needs from time to time.
- Manage the social media platforms of the Commission.
- Managing the website in conjunction with the Information Technology (IT) technician.
- Perform other duties related to the implementation of the strategy and as assigned by the head of the Commission.

Others;

- Provide support to the communication officer and the head in implementing the strategy.
- Develop IEC materials and communication tools.
- Participate in the pre-testing of IEC materials and communication tools.
- Carry out research to support, inform and guide the implementation of the strategy and development of materials.

PART III

3.0 IMPLEMENTATION OF THE STRATEGY

Implementation team

The strategy will be implemented by all current UNATCOM staff headed by the Secretary General who should also double as the Commission's official spokes person. The SG should also choose or hire a communication officer to support the day to day implementation of the strategy, development of materials, media relations and public relations advisory.

The Secretary General will;

- Act as the official spokes person of the Commission and address all important meetings, media briefings and stakeholder engagements.
- Address the media and press conferences on key UNATCOM activities.
- Designate or hire a Communications Officer to lead the day-to-day implementation of communication activities and programs.
- Hire consultants and other resource people to train UNATCOM staff in internal and external communication.
- Mobilize resources to support and fund communication activities.
- Review and approve all developed branding and IEC materials and communication tools.
- Supervise consultants and other resourceful people in provision of communication related services to UNATCOM.

The Communication Officer/Information Officer;

- Act as the lead technical support and provide day-to-day technical assistance in the implementation of the strategy.
- Develop all IEC materials and other communications tools.
- Pre-test all materials and tools and ensure that they are in line

PREFACE

Uganda National Commission for UNESCO is mandated to work with individuals, institutions, bodies, agencies and departments that exist locally and internationally. At the national level, UNATCOM works primarily with Government Ministries, Departments and agencies, including the Parliament of Uganda, local governments, NGOs, faith-based organizations, the media, cultural institutions and organizations, associations, universities, the private sector, embassies and individuals. At the international level UNATCOM collaborates with UNESCO and ICESCO and its affiliate institutions, other National Commissions for UNESCO/ICESCO, UN agencies, International NGOs and individuals. The various partners support UNATCOM in various ways to ensure the attainment of its mandate.

In line with our mandate, I have the pleasure of presenting to you the Uganda National Commission for UNESCO Communication Strategy. In the Strategy, we reviewed the challenges facing the National Commission and also the communication-related challenges in order to spell out the strategy and monitoring and evaluation plans for Years 2020-2025 in line with the UNATCOM Strategic Plan.

This Communication Strategy outlines UNATCOM's functions as spelled out in the UNATCOM Act 2014. There are clearly spelled out guiding principles and approaches for the strategy.

I therefore encourage the operationalization of the strategy along the laid down principles and responsibilities outlined therein so as to achieve the objectives for which the Communication Strategy has been developed.



Rosie Agoi

SECRETARY GENERAL UNATCOM

EXECUTIVE SUMMARY

The Communication Strategy for the Uganda National Commission for UNESCO (UNATCOM) presents a plan which will be followed in addressing key communication challenges and gaps within the Commission. The strategy was arrived at, following an exhaustive communication audit which included a stakeholder workshop. Prior to this, the Commission's retreat (November-December 2009) had identified low awareness, visibility and image of UNATCOM as one of its major challenges.

The overall goal of the strategy is to improve the visibility and image of UNATCOM among stakeholders and increase their knowledge, participation and support of the Commission's programmes and activities by 2025. The goal will be achieved through activities planned to increase awareness and visibility of UNATCOM, UNESCO and ICESCO among all stakeholders; and also improve communication capacity of the Commission.

The strategy is divided into four parts; part I looks at the introduction and background to the strategy focusing on UNATCOM's mission, vision and overall strategic approach. Part II presents the Communication Strategy starting with the purpose and goal of the strategy and places the strategy within the wider context of UNATCOM's overall strategic approach. It includes; objectives of the strategy, target audiences' channels, outcome and output indicators as contained in the implementation matrix. It also provides the guiding principles. Part III looks at the implementation of the strategy and includes; the implementation team and key roles, and monitoring and evaluation plan. Part 3.2 presents an illustrative implementation budget for the communication strategy over a period of five years.

increasing public knowledge and understanding of the Commission's programmes and activities and therefore support the realization of strategy objectives.

- **Training and capacity building**

The strategy is also based on the premise that training and capacity building of UNATCOM's staff in communication will be critical in implementing this strategy and realizing UNATCOM's objectives.

- **Partnership, collaboration and networking**

Similarly, because UNATCOM is an association of several members, it relies on the goodwill and support of members and staff. Therefore, in order to enhance team work, motivation and networking among teams and partners, partnership, networking and collaboration will be critical. It is important that UNATCOM stakeholders participate as much as possible in all communication activities for enhanced ownership.

- **Diversity**

The diversity of UNATCOM's stakeholders and audiences calls for a diversity of media channels to reach them. This is popularly known as, "multi-media" in communication, where key messages from UNATCOM are communicated through a wide range of mass media channels to cater for the diverse interests of various audiences.

letters and articles, speaking, presentations among others by both programme providers and audiences. Also, UNATCOM stakeholders such as; line ministries, UNESCO programme committees and specialized committee, statutory bodies and institutions, local governments, non government organizations and civil societies, Members of Parliament, Cabinet of the Republic of Uganda, United Nations agencies, cultural institutions, the media and the general public will all participate in the process of developing, delivering and sharing communication messages. Each of the above audiences will be an active participant and stakeholder in the communication process, allowing for immediate feedback, ownership and easy realization of communication objectives.

- **Two-step flow theory**

Two-step flow theory of communication notes that communication flows from mass media to opinion leaders and from them to a wider population. The theory first introduced by Paul Lazarsfeld et al. in 1944 and Elihu Katz and Lazarsfeld in 1955 states that mass media information and communication generally, is channelled to the “masses” through opinion leaders and the most influential members of society. In this case opinion leaders will be key UNATCOM audiences such as; MPs, journalists, individuals from UN agencies, government agencies and private sector. It is envisaged that when these influential personnel understand and appreciate the importance of UNATCOM programmes and activities, they can easily pass on the same information to others in society. Therefore, the more they know the better.

- **Awareness and knowledge building**

UNATCOM sees awareness creation as critical to increasing the understanding of its mission, values, objectives, and programmes among its various stakeholders. Awareness will be important to

The strategy also has a results framework illustrating the flow of outcomes from strategy implementation. The expected results include improved visibility, image, stakeholder knowledge, participation and support of UNATCOM; as well as the communication capacity of the Commission to communicate efficiently and effectively.

PART I

1.0 BACKGROUND

The Uganda National Commission for UNESCO (UNATCOM) works to involve in UNESCO's activities the various ministerial departments, agencies, institutions, organizations and individuals working for the advancement of education, science, culture and information. It is through the Commission that UNESCO and ICESCO's representation is manifested in Uganda as a Member State.

The Charter of Islamic World Educational, Scientific and Cultural Organization (ICESCO), stipulates that every full Member State of the Organization of Islamic Cooperation (OIC) shall become a member of ICESCO upon officially signing the Charter, and having completed the membership legal and legislative formalities and informed, in writing, the General Directorate of ICESCO. Uganda therefore being a member of OIC joined ICESCO in 2012. The Commission was established under the terms of Article VII of UNESCO's Constitution and is guided by the following objectives:

1.1 OBJECT OF THE COMMISSION

The object of the Commission is to contribute to peace, justice, security, the rule of law and maintenance of human rights and freedoms for the common welfare of humanity through-

- a) education, sciences, culture, communication and information in Uganda; and
- b) the involvement of Government ministries, departments and agencies, civil society organizations and individuals, in the affairs and programmes of the Commission, UNESCO and ICESCO.

2.7 GUIDING PRINCIPLES AND APPROACHES FOR THE COMMUNICATION STRATEGY

This communication strategy is guided by several principles of effective communication. These include; two-way communication, two-step flow communication theory, awareness and knowledge building, training and capacity building, partnership, networking and collaboration as well as diversity in terms of media, channels, audiences, messages and programs or activities. Effective realization and adherence to these principles will help in the realization of UNATCOM's objectives and enhance on-going stakeholder participation and support. Details on each of these principles is given here below; -

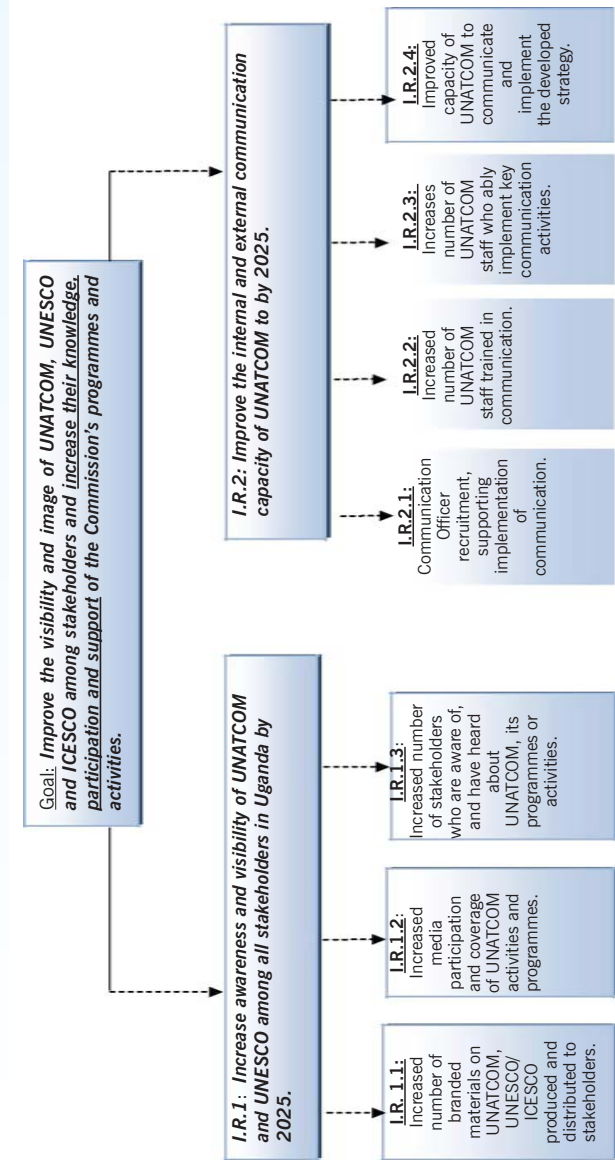
- **Two-way participatory communication**

The principle of two-way communication means communication that involves two equal parties sharing and exchanging ideas and meaning. It is based on the following ideas; dialogue, sharing, exchange, mutual understanding, respect, listening and consensus building, among others. That when organizations or individuals go out to communicate with their target audiences, they do not take on the role of an expert but instead, share and discuss with the audience. That sometimes, the audience is as informed and knowledgeable on a given subject as the organization. It is therefore important that both the sender and receiver are at the same level and actively participate in the communication process. Instead of "sending" or "delivering" messages to audiences, two-way communication emphasizes sharing, discussions, dialogue, exchange and dual participation of audiences and senders in the communication process.

This principle will be applied in; Focus Group Discussions, meetings, workshops, drama activities, interactive radio talk shows, writing of

2.6 RESULTS FRAMEWORK

The results framework above shows the chain of results accruing from the implementation of strategic objectives (S.0) 1-2. The overall goal of the strategy is, “improve the visibility and image of UNATCOM among stakeholders and increase their knowledge, participation and support of the Commission’s programmes and activities.” Expected results from implementing this strategy are displayed by “Indicative Results” I.R.1.1. – I.R.2.1 and can be measured from results I.R.1.1 – I.R.1.3 and I.R.2.1 – I.R.2.4 above.



The results framework above shows the chain of results accruing from the implementation of strategic objectives (S.0) 1-2. The overall goal of the strategy is, “improve the visibility and image of UNATCOM among stakeholders and increase their knowledge, participation and support of the Commission’s programmes and activities.” Expected results from implementing this strategy are displayed by “Indicative Results” I.R.1.1. – I.R.2.1 and can be measured from results I.R.1.1 – I.R.1.3 and I.R.2.1 – I.R.2.4 above.

The commission also has a resource centre that seeks to enhance universal access to information and knowledge and streamline the flow of information within the organization and with her stakeholders.

1.2 FUNCTIONS OF THE COMMISSION

Being a secretariat to both UNESCO and ICESCO, the following are the functions of the Commission;

- to promote understanding of the objects and purposes of UNESCO and ICESCO among the people of the Republic of Uganda;
- to advise the Government of Uganda on matters relating to UNESCO and ICESCO;
- to serve as a liaison agency between the Government of Uganda and the institutions concerned with working for the advancement of education, sciences, culture, communication and information;
- To approve and recommend all UNESCO and ICESCO activities and programmes in Uganda;
- To advise government ministries, departments or agencies, civil society organizations and individuals on the resolutions, recommendations and any other matter adopted by the organs of UNESCO and ICESCO, and follow up on their implementation;
- To participate in the planning and execution of activities entrusted to UNESCO and ICESCO which are undertaken with the assistance of the Government, United Nations agencies and any other international organizations or development partners;
- To disseminate information to the public on the objectives, programmes and activities of UNESCO and ICESCO;
- To collaborate with other National Commissions for UNESCO/ ICESCO, UNESCO field offices, United Nations agencies and other partners in fostering regional, sub-regional and bilateral

co-operation in UNESCO and ICESCO fields of competence, particularly through the joint formulation and execution of programmes;

- i) To participate in the search for qualified candidates for UNESCO and ICESCO posts and in the placement of UNESCO and ICESCO fellowship holders;
- j) To initiate, support, undertake, sponsor, promote and encourage activities in UNESCO and ICESCO fields of competence;
- k) collect relevant data relating to UNESCO and ICESCO fields of competence for the purpose of its wide distribution;
- l) To monitor and evaluate the progress of UNESCO and ICESCO programmes in Uganda and report to UNESCO and ICESCO head offices; and
- m) To perform any other function related to the Uganda National Commission for UNESCO Act, 2014 as the Minister may direct by statutory instrument.

The Commission may consult and co-operate with the Government ministries, departments and agencies, civil society organizations and individuals carrying out duties, aims or objectives related to those of the Commission.

The above functions are aimed at enabling Uganda as a Member State to contribute to the maintenance of peace and security and the welfare of mankind.

In addition, the Commission is charged with the responsibility of disseminating information on the objectives, programmes and activities of UNESCO and ICESCO and endeavor to arouse public interest in them. This requires a systematic approach to the communication aspect of the Commission's function.

Lack of effective Communication skills among staff.	Conduct communication Needs Assessment among UNATCOM staff. Develop tailored training program based on Needs Assessment. Some of the training areas may include; - Communication (internal & external), Public speaking and presentation, Media relations, Documentation and others needs as identified.	All UNATCOM staff	UNATCOM Management, Head of the Commission & Communication Officer.	As deemed appropriate by UNATCOM	Number of UNATCOM staff trained in each of the training areas.	Improved skills among UNATCOM staff in communication. Number of UNATCOM staff who ably implement communication activities.
Non-interactive website.	Re-design UNATCOM website to make it user-friendly and interactive with feedback, chats, blogs, links and other resources. Develop and document content on UNATCOM and upload it on the site. Update website regularly.	Overseas stakeholders. Other elite stakeholders across business and professional groups.	Communications Officer, IT person / consultant	Continuous	Web site redesigned And attractive.	Number of stakeholders who visit and use the website. Number of relevant materials and tools disseminated through the website.
Poor documentation of key activities and events.	Document all on-going activities and programmes through; reports, pictures, videos, best practices, tours and events. Develop materials, tools, messages from Documentation.	All UNATCOM stakeholders as above.	Communication Officer IT person	On-going until 2025	Number of activities documented.	Number of stakeholders who receive and share UNATCOM reports, pictures, and documents.

Strategic Objective 2: Improve the internal and external communication capacity of UNATCOM to by 2025.

Communication problem	Activities	Audiences	Responsible person	Time frame	Output indicators	Outcome indicators
Lack of communication and tools (IEC materials).	Develop communication tools. Orient staff on the new developed strategy Develop IEC materials and tools identified in the strategy; • Flyers/brochures • Slides • Pull-up banners • Short videos on UNATCOM programs and activities • Posters, among others.	Head of the Commission., Communication & Information Officer, All UNATCOM Stakeholders All UNATCOM audiences	Head of Commission, Communication & Information Officer, Consultants & Graphic designers	Start of each financial year	Number of communication on tools or materials developed.	Improved capacity of UNATCOM to communicate and implement the developed strategy. Number of target audiences and stakeholders who access UNATCOM materials and tools.
Lack of designated communication officer and spokes person.	Recruit Communication & Information Officer. Develop Communication Officer Job description. Orient communication Officer with developed strategy.	Head of the Commission	Number of targets audiences and stakeholders who access UNATCOM materials and tools.	Immediately	Communication & Information Officer recruited.	Number of communications activities done by the Communication Officer.

1.3 UNATCOM CHALLENGES

Over the years, UNATCOM has generated a number of initiatives that have contributed to the development of Uganda. Some of them include; Coordination of comprehensive teacher issues leading to the development of Teacher Policy in Uganda, supporting the development of Teacher Management Information Systems, mapping and zonation of protected areas, establishment of biosphere reserve, promotion of sustainable peaceful co-existence among postwar communities, safeguarding of intangible cultural heritage, establishment of Community Multimedia Centres, promotion of press freedom and freedom of expression, among others.

However, in spite of all its good work, the Commission is still lacking visibility among its own stakeholders and this has been attributed to the non-operationalization of the UNATCOM ACT of 2014 and the lack of Policy framework which is not in place. More capacity building is required to address this challenge.

UNATCOM stakeholders' consultation workshop on the communication strategy in Kampala (May 2010), a retreat in Jinja (November-December 2009) and most recently, a validation workshop on the communication strategy and clients charter in Kampala, Imperial Royale Hotel (September 2020) identified a number of challenges that UNATCOM faces. Some of them included; -

- limited knowledge and understanding of the NATCOM (UNATCOM) among key stakeholders like government and the media;
- funding constraints;
- lack of appreciation and inadequate UNATCOM secretariat staff capacity to guide and drive intellectual and research input in the development chain;

- Limited linkages among intelligentsia, policy and development;
- Limited knowledge documentation of various UNATCOM projects;
- Some of UNATCOM activities get overshadowed within the bigger Ministry of Education plans and activities;
- Limited knowledge and lack of appreciation of the dual mandate of UNATCOM;

1.4 COMMUNICATION RELATED CHALLENGES

In line with the above, most of the challenges point to the gap in communication that needs to be addressed to enable the Commission improve the efficiency and effectiveness of its communication function. A communication audit conducted during the process of developing this strategy identified key gaps in; knowledge and capacity that the communication strategy should address. These are outlined in the components/paragraphs below as knowledge gaps and capacity gaps.

1.5 KNOWLEDGE GAPS

- Limited knowledge on what UNATCOM is, among both internal and external stakeholders especially regarding the Commission’s relationship with UNESCO and ICESCO. This should be made clear to all staff and stakeholders through deliberate and consistent communication activities such as information brochures explaining the two and working relationship.
- Limited visibility of UNATCOM because its role is focused on generation and development of ideas that are then translated into services, standards or laws by the implementing institutions or government departments and its development partners. There is therefore urgent need to find a communication plan that will market this unique role of UNATCOM whenever ideas or intellectual

Lack of systematic and on-going media engagement in all UNATCOM activities and programs.	Develop contact list of all major national and district media houses and key contact people. Develop a list of all radio and TV programmes as well as newspaper columns that cover issues of concern to UNATCOM and UNESCO. Develop a calendar of major media events and ways of capitalizing on them to get coverage	Journalists, Media Editors, Media houses and influencers	Communication & Information Officer. Board Programme Officers	Continuous	Number of media activities organized by UNATCOM. Number of journalists or media representatives who participate in UNATCOM activities. Number of responses to online inquiries from the audiences. Number of programme committees held.	Number of articles and reports that cover UNATCOM programmes and activities. Number of stakeholders and audiences who have heard about UNATCOM Number of online queries and commendations received from UNATCOM from mass
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Poor visibility, branding, presence and participation of UNATCOM among stakeholders and target audiences.	Develop, manage and update the Commission's social media accounts such as Twitter, Facebook and YouTube Brand all UNATCOM materials with the Commission's logo and colors to enhance visibility and recognition among partners. Attend international, national and community events and exhibit UNATCOM materials Display UNATCOM pull-up banners during all major events. Make presentations about UNATCOM on all major partners meetings and conferences. Write news articles about UNATCOM and its activities on a regular basis.	Intellectual community, Journalists, Training institutions, Media houses ,Policy makers ,Research and development institutions, Advocacy organizations (CSOs) Activists, Development partners, Opinion leaders and the general public	Communication & Information Officer ,All staff and Partners	Ongoing until 2025	Number of materials and tools branded with UNATCOM logo and colors. Number of partners' activities and events where UNATCOM participates. Number of presentations made among key target audiences. Number of posts made on social media. Number of responses to social media inquiries.	Number of partners, stakeholders and audiences who have heard about UNATCOM, its programmes and activities. Number of social media followers. Number of UNATCOM's posts shared by the audiences.
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- resources are created and being implemented by other stakeholders.
- Limited knowledge and appreciation of the meaning and significance of national protected heritage sites such as Queen Elizabeth National Park and Kasubi Tombs. This is coupled with the limited efforts by the commission and government to make the public understand the idea behind such designations.
- Misconceptions about UNATCOM, with most stakeholders associating it with the United Nations (UN) agencies and hence having a lot of funds to give out or fund several activities. This arises partly from lack of understanding of UNATCOM's mandate in relation to the UN agencies and the nature of its association with UNESCO and government.
- Failure by stakeholders to appreciate the role of UNATCOM in generating ideas and intellectual resources as opposed to physical benefits provided by other UN agencies and Non-Governmental Organizations (NGOs). This misconception has often resulted into over-expectations from stakeholders and therefore, a lukewarm cooperation whenever expectations are not met.
- Misconception that UNATCOM is doing the work of other government ministries such Education and Culture, Communication and Information, hence the need to explain the exact role of UNATCOM in the education, science and cultural sectors as well as the benefits.
- Lack of clear relationship between communication and publicity and the various programmes within UNATCOM. Activities in each of the programme areas need to exploit communication opportunities to complement their interventions. For example, providing beneficiary communities and institutions with regular information on what activities are being researched into and solutions proposed is critical.

Therefore, although, the general public is not the primary audience for UNATCOM, it is important to recognize that social benefits accrue from realistic intellectual ideas and the intended benefits of public interests, ought to be made known to the public as well albeit in a simplified language. Also, because, when the intellectual ideas are finally accepted as beneficial, an informed public is better placed to demand for their rights and benefits.

1.6 COMMUNICATION CAPACITY GAPS

The efficiency of the communication process at UNATCOM is limited by:

- **Lack of the position of Public Relations Officer (PRO)** to perform the communication and public relations functions of the Commission. As the Commission grapples with the challenge of getting personnel to fill key positions such as the Communications Officer, it is important to treat information, communication and public relations as a core service area distinct from the information and communication programme and to have a person specifically assigned to communicating regularly to the external stakeholders especially the public about the activities performed by the Commission.
- **Limited skills;** According to Part III of this strategy, a number of Commission staff such as the Secretary General and Communication & information Officer and support staff will have key roles in implementing the strategy. They will therefore need to have the required skills to perform the stipulated tasks. A beginning point is to recruit a qualified Communications Officer who supports the Secretary General in implementing the strategy as well as training and supporting other staff.

2.5. THE COMMUNICATION STRATEGY AND MONITORING & EVALUATION PLANS

Strategic Objective 1: Increase awareness and visibility of UNATCOM and UNESCO among all stakeholders in Uganda by 2025						
Communication problem	Activity	Audiences	Responsible person	Time Frame	Output indicators	Outcome indicators
<p>Limited knowledge and lack of awareness about UNATCOM and its activities or programmes among stakeholders</p> <p>Misconceptions about the role of UNATCOM and its relationship with UNESCO/ ICESCO & UN agencies.</p>	<p>Produce tailored IEC materials on UNATCOM such as; pull-up banners, posters, brochures, newsletters among others.</p> <p>Disseminate developed IEC materials and tools on UNATCOM programmes and activities.</p> <p>Involve partners in programme activities e.g. workshops and meetings.</p> <p>Develop talking points for the Head to use during key events.</p> <p>Conduct sensitization workshops/seminars involving key stakeholders at national and district levels.</p> <p>Organize debates, quizzes and seminars.</p>	<p>Intellectual community</p> <p>Journalists</p>	<p>Head of the Commission, Communication & Information Officer, All staff & Partners</p>	<p>On-going until 2025</p>	<p>Number of information materials on UNATCOM produced and distributed.</p> <p>No. of audiences reached</p>	<p>Number of stakeholders who have participated in UNATCOM event</p>

have a right to know and participate in the Commission's work, programmes and activities.

- The line ministries departments and agencies

2.4 THE COMMUNICATION STRATEGY PLAN

The communication strategy, in the matrixes below is presented on the basis of; communication objectives, problems or opportunity, communication activity or required intervention, audience segmentation, responsible personnel, time frame as well as output and outcome indicators. The matrix format presents the logical flow of events and activities and allows for easy implementation as well as monitoring and evaluation for each intervention.

- In addition, staff will need **skills in documentation** throughout the process of research and generation of ideas. Proper documentation will help in engendering institution memory, ease information dissemination through; pictures, field reports and activities, stakeholder meetings and workshops, resolutions, minute and media reports, among others. Therefore, there is a need for regular best practice documentation to capture and demonstrate how ideas generated through UNATCOM initiatives have improved standards or service delivery in respective sectors. Documentation is also good for media coverage as the media likes to cover documented success stories.
- Another capacity gap is the **website** which requires regular update. Although there has been much improvement it still needs to be up to date with components of upcoming events and activities of the National Commission which must be incorporated to enable stakeholders to be informed about the current affairs at the Commission.
- **Funding** will become even more critical when communication and media relations assume its central role in the Commission. Besides catering for the position of Information Officer, funds will be required to carry out regular documentation and development of other publicity tools. Owing to funding problem, UNATCOM has often not been represented at celebrations or functions marking UN Days, a factor that has affected its visibility even among the UN community and their various national stakeholders.
- **Modern equipment** to meet the communication needs of the Commission in an ever-changing world reliant on new technology.

PART II

2.0 PURPOSE OF COMMUNICATION STRATEGY

In order to address the above key communication gaps in; knowledge, attitudes and capacity, there is need for a robust communication strategy. This strategy will chart a systematic approach to each of the above gaps and guide the UNATCOM communication process. This is due to the fact that each of UNATCOM's objectives requires communication to be clearly articulated to the stakeholders for maximum results. The communication strategy therefore deals with ways in which communication can be streamlined into the Commission's core functions and how it can support and link to all program areas.

Also, communication lies at the heart of all UNATCOM program themes of; education, natural sciences, social and human sciences, culture and communication and information. According to the Commission's strategic Plan, all these programs aim at having; *a learning, cultured, informed and peaceful nation*. The commission also has a resource centre whose core objective is to streamline the flow of information within the organization and with her stakeholders in order to bridge communication gaps, enhance cooperation and foster understanding. Communication therefore lies at the centre of the Commission's programmes and activities.

2.1 GOAL OF THE STRATEGY

Improve the visibility and image of UNATCOM among stakeholders and increase their knowledge, participation and support of the Commission's programmes and activities by 2025.

2.2 SPECIFIC OBJECTIVES

- i). To increase awareness and visibility of UNATCOM, UNESCO and ICESCO among all stakeholders in Uganda by 2025.
- ii). To improve the communication capacity of UNATCOM by 2025.

2.3 TARGET AUDIENCE

Although UNATCOM has diverse and varied audiences, it is important that audiences for this communication strategy are defined and limited to the above communication challenges and problems. Therefore, the following key audiences will be the focus of this communication strategy;-

- The intellectual community in various disciplines, including those in academic institutions, academicians and researchers, CMC's, MDA's.
- Journalists and media representatives who are strategic in transferring information to the general public.
- Internal audience or the staff of the Commission.
- Training institutions such as the Mass Communication Departments to improve curriculum, research and teaching.
- Media houses; owners, proprietors and editors to improve on the standards of public affairs journalism
- Research and development institutions.
- Advocacy Organizations (CSOs) in various sectors such as education, culture, science and technology.
- Activists - individuals and foundations.
- Development partners who support and prioritize various development initiatives.
- Opinion leaders – for example, religious and cultural leaders.
- The general public; - who are not only the tax payers but also