



The Royal Government of Cambodia



National Committee for Sub-National Democratic Development

Strategy
on
Communication

Implementation Plan 3 (IP3) of National Program for Sub-
National Democratic Development

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FOREWORD

Building upon the foundations established in the first three year implementation plan, under the National Program for Sub-National Democratic Development, the second IP₃ takes a fresh approach to decentralization. It focuses on service delivery, and equally important, it lays out a series of ambitious internal changes and reforms, reforms to how key government actors will operate and how change will be managed. For us to succeed, for decentralization to work, we will need to look inside, to do things differently. Improving our communications is an important element of these internal reforms.

This strategy takes a modern communications approach. It moves the NCDD from a traditional role of disseminating information, into a more strategic direction, where our communication targets a change in specific behaviors. This represents a major shift, which will be led by the NCDD's Monitoring, Evaluation and Information Division (MEID). For communications to be effective, this division will develop its capacity, will increasingly develop communications instruments which appeal to stakeholders, will restructure so that information provision is led by its library rather than its communications unit, and most significantly, it will communicate more strategically. MEID will do things differently. It will take a stronger lead in the communications process.

This strategy describes the importance of more clearly communicating what our reforms are about. It describes how this vision needs to be understood and adopted by both line Ministries and SNAs. It describes how we need clear and simple instruments explaining what we are doing and what we wish to achieve. Our regulatory environment is very detailed and we spend a lot of time and resources training SNAs to implement this regulatory environment. The second IP₃ describes our vision for SNAs—that they are adequately resourced, that they are autonomous, and that they take initiative. This is what our regulatory environment wishes to achieve.

Taking initiative is a desired behavior and strategic communications must use information to promote this change in behavior. For SNAs to take initiative we must clearly communicate what our expectations are and how initiative should be taken.

This strategy begins our move towards social media. It describes how social media must capture the imagination of our stakeholders, must promote their participation in our reforms. An IT (information technology) revolution is taking place, and we must catch up, make use of all the new tools and platforms available. Increasingly we must use social media to communicate more directly with citizens and with implementers of decentralization. Through social media our leaders need to get clearer picture of what is happening, how citizens perceive our reforms, and how we can improve our service delivery, in real time.

As functions are transferred to sub-national administrations, this needs to be clearly communicated. During 2016 the Ministry of Education, Youth and Sports will transfer pre-primary, primary and non-formal education to Districts and Municipalities. We have a big communications effort ahead of us, both in 2016 and in future years. Ministry staff must understand why functions are being transferred and what is expected of them. SNAs need to receive the functions, to know what their new responsibilities are, what changes they will need to make. Citizens will not only need to be informed, they will need to be encouraged to participate. As described in this strategy we will need to encourage citizen feedback, to find ways to listen to them and to better address their needs.

The NCDD is dedicated to implementing this communications strategy, to taking a fresh, modern approach to communications, to clearly explain D&D to people, to evoke a response and a change in behavior in our stakeholders. Our communications strategy will work more closely in partnership with others, particularly with civil society. I am confident that these changes in communication will better promote sub-national democratic development.

SAR KHENG

Deputy Prime Minister
Chairman of the NCDD

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ABBREVIATIONS

ABBREVIATION	DESCRIPTION
AWPB	Annual Work Plan and Budget
CD	Capacity development
CS	Commune/Sangkat
CSO	Civil Society Organization
D and D	Decentralization and Deconcentration
DM	District/Municipality
DMK	District/Municipality/Khan
DP	Development Partner
FAQ	Frequently Asked Questions
IP ₃	First three-year Implementation Plan of National Program
IP ₃ II	Second three-year Implementation Plan of National Program (2015 – 2017)
M&E	Monitoring and Evaluation
NCDD	National Committee for Democratic Development
NCDDS	Secretariat of NCDD
NGO	Non-governmental Organization
NP	National Program for Sub-national Democratic Development
PC	Provincial/Capital
RGC	Royal Government of Cambodia
SMS	Short Message Service
SNA	Sub-national Administration(s)
SNDD	Sub-national Democratic Development
TAF	The Asia Foundation
TOR	Terms of Reference

INTRODUCTION

This document outlines a communications approach for the three years Implementation Plan (IP₃) of the National Program. It aims to transform how communications is practiced, in order to:

- Clearly link communications to strategic objectives
- Increasingly meet the expectations of audiences
- Focus communications more directly on changing the behavior of audiences
- Employ a wider range of more appealing communications channels

All organizations use communications to meet these kinds of strategic needs.

This strategy will be used in the three years Implementation Plan (IP₃) of the National Program. It describes how the current, more traditional communications approach will be converted over time, to a more strategic one. The changes outlined are essential as the NCDD is faced with a growing range of communication requirements, both from national and sub-national stakeholders in the reform process, and in response to the vision outlined in the second IP₃ (see Figure 1).

WHAT IS STRATEGIC COMMUNICATIONS?

For the purpose of this document, **strategic communications** is a process which:

- Uses communications to achieve a clear and realistic goal, typically concerning how people or organizations behave or work, and in response to the information they receive. Objectives go beyond “understanding” to describe how messages will be used productively by the audience
- Develops messages from the audience’s perspective, delivered through the right mix of channels in order to capture the imagination and to motivate the audience

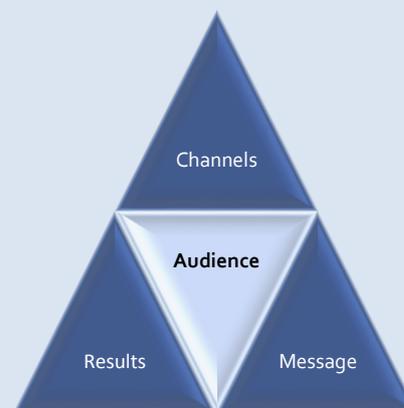
SCOPE AND LAYOUT

This strategy is anticipated to evolve slowly over time. It does **not** describe: (i) training processes or a review of the effectiveness of training (though training is frequently used as a means to communicate elements of

Figure 1: Communications in the IP₃-II

- The IP₃ will “improve communication and awareness and more actively use communication to: change behavior; clarify the vision of the reforms; improve the flow of information to and between the center and program implementers and; better involve civil society” (p 56)
- “A Communication Strategy [will be] in use focusing on information sharing between government institutions and between government and the public in a way that clarifies key messages and determines the best way to deliver them to different stakeholder groups” (p 13)
- “The vision of the SNDD reforms... needs to be more broadly disseminated and understood at national and subnational level and with the public. The distribution of legal documents and lengthy manuals is not sufficient for SNAs to understand what the reforms are about and what actions they are mandated to undertake. Efforts need to be made to review and simplify communication processes and information materials for specific stakeholder groups in order to promote independent initiative at all levels. A stronger social marketing approach is required (for communicating both with SNAs and citizens), and where possible implemented with Civil Society.” (p 14)

Figure 2: A Communications Model



- **Channels** are the manner or medium in which a message is sent. Using a mix of communication channels can help a message reach the audience

- **Messages** are simple, realistic key points users wish to make about their work. A well-developed message will: (i) be linked to

organisational objectives; (ii) be clear and simple; (iii) have a ‘call to action’ i.e. a way to move the audience, pushing them to take action; (iv) be prioritized, highlight something at the expense of others. Messages can include images and quotes as well as other data

- **Audiences** are someone with whom to communicate who has a vested interest in the message. Some audiences are more important than others. Typically communications aims to change an audiences’ perceptions or behavior
- **Results** are what you want to achieve, usually the desired change in the audience’s behaviour or actions

the reform), and: (ii) learning and feedback mechanisms, in particular from SNAs and performance feedback as part of human resources function.

THE CURRENT SITUATION

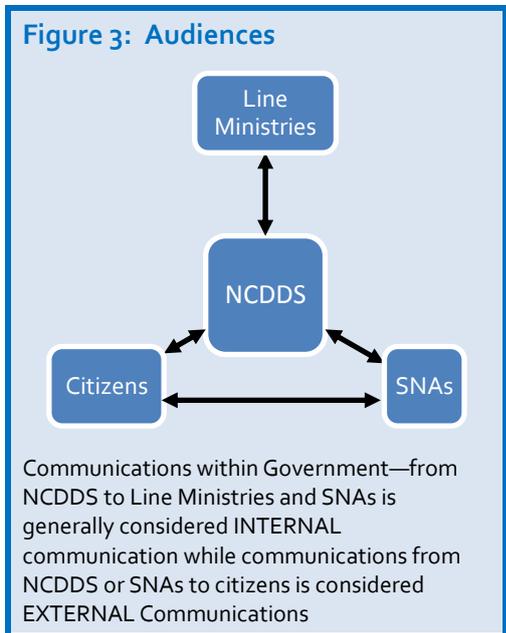
Currently communications focuses on the dissemination of information, with training being the main medium of exchange between the center and SNAs. Training largely describes practices—what SNAs should do—according to new guidelines or new procedures. Simple messages are not well integrated into NCDD activities including training events. Though there is a NCDD website, social media is not currently in use.

In terms of audience, communications can be between NCDD and Line Ministries, SNAs or Citizens; SNAs could also communicate with citizens, either directly or by implementing communications campaigns on behalf of NCDD (Figure 3).

Currently, there is a lack of depth of understanding of key audience characteristics including attitudes, opinions and behaviors, especially at Line Ministry and SNA level. This limited understanding affects the shaping of messages.

In general, existing messages tend to be complex. To be more effective they will have to be simpler, contain a more straightforward call to action, and will need to be written in a language that can be easily understood by councilors or average citizens.

Finally, communications is a basic skill that should be practiced by all IP₃ implementers. In the future, the communications team is expected to play an increasing role to effectively communicate with their audiences.



VISION AND OBJECTIVES

The overall vision is that:

Communications effectively influences key stakeholders to further D&D objectives by creating a meaningful and widespread understanding of D&D, meeting the needs and capturing the imagination of well-defined audiences, and making use of modern technology

To achieve this vision, this strategy has been divided into five objectives or components:

COMPONENT	RESULT/OBJECTIVE
1. CORE TOOLBOX	A core set of communications tools are in use that are consistently and effectively applied to a wide range of situations
2. CAPACITY	The NCDD has the capacity to implement a strategic communications approach
3. TRADITIONAL AND SOCIAL MEDIA	Traditional media and social media engagement builds support and understanding of reforms
4. DISSEMINATION D&D VISION	IP ₃ implementers understand and promote D&D reforms
5. CITIZEN ENGAGEMENT	Citizens are aware of SNA service delivery, especially transferred functions, and participate in governance and feedback mechanisms to improve service delivery performance

The remainder of this document describes each component (strategic objective).

1. CORE COMMUNICATIONS TOOLS

To effectively communicate, a core set of consistent tools is needed. This will foster greater brand and reputational management and value for money. Systems and templates will save time, and materials that can be used in a range of ways with different audiences will ensure message consistency and can be updated as need arises. The objective is to:

Develop a core set of communications tools that can be consistently and effectively applied to a wide range of situations

1.1 ACTIVITIES

The following activities will be implemented.

Table 1: Key outputs in developing core communications tools

OBJECTIVE / OUTPUT	
1	DEVELOP A CORE SET OF COMMUNICATIONS TOOLS THAT CAN BE CONSISTENTLY AND EFFECTIVELY APPLIED TO A WIDE RANGE OF SITUATIONS
1.1	Develop a communications toolkit with distinctive NCDD branding
	<ul style="list-style-type: none"> Develop a simple set of clear messages that can be used by all key stakeholders. An initial set of messages is outlined in Part II of this strategy (<i>Tips and Guidelines</i>, section #2). Develop one-page factsheets in key technical areas: e.g. what is functional reassignment; what is the DM fund; what is the general mandate; what is decentralized HR management; what do councilors do? Develop high quality logotype and branding guidelines Develop a branded format for Power Point presentations Develop support materials: Roller banners¹ and pop up stands: to be used at events and visits, in meeting rooms and reception areas at the NCDD office Develop case studies highlighting success in collaboration with SNAs, NGOs and relevant NCDD units Develop Frequently Asked Questions (FAQs) for the website and communications toolkit Test all of the above tools with target audiences to ensure they are interesting and credible Develop short biographies of key staff for the NCDD website and communications toolkit Utilize software (e.g. MS Access, Excel, or a free programme such as Mailchimp) to develop contact lists for newsletters and other information Develop a newsletter email template, with short news items, links to new publications and material, opportunities to attend events, watch presentations online etc. Develop a template for press releases Refocus all materials (website, newsletter etc) to NCDD's core purpose Each year, designate one month (i.e. January) to expand core communications tools
	WHEN: 2017 WHO: NCDD
1.2	Develop templates and guidelines for communications for NCDD departments and IP₃ implementers
	<p>Good communications is a basic skill and it should be practiced by all program implementers. Under this output, we will:</p> <ul style="list-style-type: none"> Require all key training programs and high level workshops (like the AWPB workshop) to develop 1 page brochures or leaflets summarizing the main messages (these can be distributed at the end of the training) or to describe and disseminate key messages to their audiences as part of their workshop sessions Develop processes of market testing, which will be applied to all major communications initiatives to ensure quality and that communication instruments capture the imagination of their audiences
	WHEN: 2017 WHO: NCDD

¹ See <http://www.popupstands.co.uk/shop/pro-roller-banner/>

OBJECTIVE / OUTPUT**1.3 Develop a set of high quality photographs and info-graphics**

- Commission photographs to support NCDD's key messages, involving a key activity in the field, and where the picture tells a story.² Promote the use of graphs or maps that help explain difficult concepts. Make photos available on the web-site, on social media, etc.

WHEN: 2017

WHO: Private contractor

COST: \$15,000

1.4 Upgrade the NCDD Website

The aim is to make the website less technical and more appealing to users. The website will contain basic messaging, case studies, FAQs, and a headline for documents. The menu system will be improved with short cuts to key pages and 'routes' for different users (citizens, government staff, Councilors). It will be fully optimized for smart phone use. Once sufficiently completed, the "upgraded" website will be actively promoted. An overview and some ideas for improving the website can be found in Part II of this strategy (*Tips and Guidelines*, section #3).

WHEN: 2017

WHO: Web Master

Developing a core set of communications tools and systems is not an end in and of itself. Instead, these tools support communications activities under strategic objectives #2 (communications capacity), #3 (vision) and #4 (functions). The risk is that much time and effort is spent developing building blocks without contributing to IP₃ results. In order to mitigate these risks, a deadline of February 2016 has been placed on the internal (NCDD-led) development of any core communications tools. Each year, one month will be allocated to expanding these instruments.

2. NCDDS COMMUNICATIONS CAPACITY

The NCDDS communications unit has the potential to implement a dynamic communications program, but its capacity needs to be strengthened. The objective is to:

Strengthen the capacity of the NCDDS communications unit so that it can effectively implement strategic communications initiatives

As described adjacently, the current terms of reference focuses on the provision of information rather than taking a more proactive approach to support the objectives and behavioral changes outlined in the IP₃-II. Three main strategies will be pursued to enhance capacity: (i) reorganize the unit and upgrade its staffing; (ii) develop a more customer oriented approach to communications, and (iii) enter into strategic partnerships to enhance capacity and implement communications activities.

Table 2: Communications Office (Terms of Reference)

CURRENT	FUTURE
<ul style="list-style-type: none"> • Develop systems to document and disseminate information related to the regulatory framework, the NP-SNDD and its implementation plans. 	<ul style="list-style-type: none"> • Design and implement communications activities to ensure internal and external stakeholders understand and are fully aware of the D&D reforms and their progress • Design and implement strategic communications and social marketing activities which change the attitude and behavior of key stakeholders and which support the realization of clearly identified D&D objectives • Develop communications capacities of IP₃ implementers and SNAs

NOTE: Official changes would have to be in an amended Prakas

2.1 STAFFING AND STRUCTURE

To implement a strategic communications approach, tasks need to be better allocated between the library and the communications unit. In the future, all information provision functions will be placed under the library, in order to enable communications officers to focus on strategic communication initiatives. To do this, a senior communications advisor will need to be recruited. In the longer term, if communications proves an effective means to realize D&D objectives, additional staff may be hired. The following staffing, as a minimum, is envisioned:

² Example - see <https://cambodia.savethechildren.net/news/children-demand-lower-stunting-rates-race-survival> and <http://www.bbc.co.uk/mediaaction/where-we-work/asia/cambodia/loyg>

COMMUNICATIONS UNIT	LIBRARY
Responsible for strategic communications	Responsible for information provision and dissemination
<ul style="list-style-type: none"> ● Director Communications Office (Government) ● Deputy Director Communications Office (3) ● Communications Advisor (1) ● Communications Officers (3) ● Web Master (1) ● Interns (1-2) 	<ul style="list-style-type: none"> ● Library Manager / Senior Information Officer (1) ● IT Assistant (1) ● Library Officer (1)

To implement this, job descriptions will be adjusted and interns will be recruited to develop networks and to undertake specific tasks, for example as part of their University internship.

2.2 MEETING CLIENT INFORMATION NEEDS

The provision of information—often upon request, and meeting the information demands of key stakeholders, will be undertaken by the library. The intention is to enhance engagement and responses to queries and requests, especially from SNAs and Line Ministries. Specifically, this will aim to:

- Improve customer service systems and orientation, positioning NCDDS as responsive to SNA information needs
- Address and solve problems in a way that is helpful and in the spirit of the reforms
- Improve access to information
- Tailor responses to the needs of SNAs
- Facilitate well-informed SNAs
- Track common requests and alert the Communications Unit to reduce the number of problems that arise, providing better service from the start

As described below and in Part II to this strategy "*Communications Tips and Guidelines*", Section 4) key elements will include: (i) the help hotline, operated from the library, has friendly staff who can help with information queries and requests; (ii) SNAs and Line Ministries can phone or SMS queries and (iii) concrete and tailored responses will be addressed promptly, with an explicit deadline for response (for example, within one working day).

2.3 PARTNERSHIPS

Forming partnerships is considered an integral part of the communications strategy. Partnerships may focus on capacity development—for example mentoring—or the joint implementation of communications activities or programs. While joint implementation may have financial benefits (i.e. cost sharing), the real purpose is to develop capacity in an environment of learning by doing. Background information on possible partners can be found in "*Communications Tips and Guidelines*", Section #5.

2.4 ACTIVITIES

The following activities will be implemented:

Table 3: Key outputs in developing communications capacity

OBJECTIVE / OUTPUT	
2	<p>STRENGTHEN THE CAPACITY OF THE NCDDS COMMUNICATIONS UNIT SO THAT IT CAN EFFECTIVELY IMPLEMENT STRATEGIC COMMUNICATIONS INITIATIVES</p>
	<p>RESULT</p> <p>Communications budget increases by at least 15% per year³</p> <p>At least 75% of all activities in this strategy are implemented on time⁴</p>

³ An increase in budget will show a broadening of the mandate of the communications unit (from traditional information dissemination to strategic communications) as well as increased prominence of the communications unit

⁴ Implementation of a broader range of activities is interpreted as an indication or improved capacity

OBJECTIVE / OUTPUT

<p>2.1 Reorganize the communications unit and expand staffing to acquire more expertise</p> <ul style="list-style-type: none"> Review and revise all job descriptions and adopt an account holding system so that specific officers are responsible for SNAs, some for Line Ministries and one for press liaison Review and revise the Office's TOR to transfer information dissemination tasks from the communications unit to the library Hire 1 communications advisor Employ communications interns on a regular basis 	<p>WHEN: by March 2017 WHO: NCDDS COST: \$0</p>
<p>2.2 Develop a client-driven information dissemination system This is described in more detail in "<i>Communications Tips and Guidelines</i>", Section 4</p> <ul style="list-style-type: none"> Develop and promote help hotline – including callback service to ensure economical responses for SNAs to phone; include a prompt response policy in terms of staffing hours and response times (for example guarantee a response within 24 hours) Link hotline to the e-library and web-site 	<p>WHEN: by March 2017 WHO: NCDD COST: \$0 RESULT: at least 10 queries addressed within one working day per month</p>
<p>2.3 Enter into strategic partnerships to develop capacity and implement joint communications activities This is described in more detail in "<i>Communications Tips and Guidelines</i>," (Section 5). The NCDDS communications unit will identify and contact potential partners. Dialogues will be held about working together, capacity development, networks, joint financing and other areas of mutual benefit.</p>	<p>WHEN: 2017-9 WHO: NCDDS COST: \$0 RESULT: NCDDS enters into at least 1 strategic partnership agreement per year from 2017 onwards</p>

3. TRADITIONAL AND SOCIAL MEDIA

The participation of leaders is essential for any communications campaign. These leaders become "the face" of the organization and actively promote its vision and objectives. In this strategy leaders are expected to focus on two channels: (1) engagement with the traditional media, like the press and (2) social media. Social media messages should not be released without leadership input and approval.

3.1 TRADITIONAL MEDIA ENGAGEMENT

A two-way structured media engagement program will include:

- **Capacity building with NCDD staff** to enable them to engage with the media (e.g. to provide factual briefings). Given the popularity of **radio**, it may be useful to develop one or two staff who have clear, friendly radio voices and a degree of confidence, to appear at short notice for factual interviews and phone-ins and so forth
- **Background media briefing and engagement** by senior echelon staff with a small number of trusted media. This has the longer term aim of ensuring media understands the more technical issues and benefits of the reform, and encourages a wider range of 'editorial' coverage of NCDD including short news items, coverage of case studies, speeches etc. Leaders are expected to be comfortable appearing on television or in interviews with newspapers and radio

3.2 SOCIAL MEDIA ENGAGEMENT

Using social media such as facebook, telegram, whatapps, etc. can forge new relationships between government and citizens. It promotes two way communications and ensures IP₃ implementers are engaging, participating, and influencing others. Leadership involvement motivates implementers and increases the probability users will spread key messages. Social media can reach stakeholders interested in D&D and provide a mechanism to listen to and respond to them.

The following activities will be implemented:

Table 4: Key outputs in social media and structured engagement

OBJECTIVE / OUTPUT	
3	ENHANCED ENGAGEMENT BETWEEN NCDDS LEADERS AND THE MEDIA BUILDS SUPPORT AND UNDERSTANDING OF REFORMS
	RESULT: Enhanced senior level communication with media, government officials and citizens
3.1	Develop and implement a structured media engagement program
	WHEN: by March 2017
	WHO: Strategic partner
	COST: \$0
	RESULT: at least 2 senior staff supported to liaise with media
	<ul style="list-style-type: none"> Build the capacity of two senior NCDDS staff who have friendly radio voices, to appear at short notice for engagement with key media e.g. phone-ins, factual interviews Regularly arrange television and newspaper interviews and coverage for top level management
3.2	Develop and implement a social media presence which stimulates the participation of citizens and government officials
	WHEN: March 2017
	WHO: Designed by a consultant
	COST: \$20,000
	RESULTS:
	At least 1000 active Facebook users;
	At least 2000 Facebook likes
	<ul style="list-style-type: none"> Develop a TOR and hire a consultant to develop a Facebook page and other platforms Create social media objectives and goals Institute an editorial review process for content authorization from senior leadership Identify which platforms are most desirable (options, strengths and weaknesses); review social media platforms used by other Ministries Identify target audiences and what they are looking for in a social media campaign Develop a Facebook (or other suitable) page, checking with prospective users to ensure it is likely to generate interest Develop a calendar of social media events (for example, when to post pictures, when to blog, etc.) Evaluate effectiveness of social media engagement

4. VISION OF THE D&D REFORMS

All IP₃ implementers need to understand what the reforms are about; they need to share a common vision. All implementers should be able to explain the reforms, in simple language, to their colleagues and to citizens.

Currently, the IP₃ contains a wide range of technical documents. These were used to access external funding, to develop plans, and to monitor performance. Although the second IP₃ is significantly shorter than the first, there is still a need to simplify its content, to clarify what it is about and what it intends to achieve.

Upon the completion of any technical and/or regulatory document, staff members are responsible for providing simple one page explanations, in accessible non-technical language. These clear messages will need to be highlighted and integrated into meetings, training, emails, and other communications materials. The objective is to ensure:

NCDDS, SNAs and Line Ministries understand and promote the D and D reforms

To achieve this goal, three broad steps are required.

1. Utilize tailored communication materials.
2. These materials will need to be integrated into everyday events and workshops, for example, training, the AWPB national workshop, newsletters, emails, and others.
3. Activities will implemented and evaluated

Integrating strategic communications materials and activities into IP₃ activities and events represents a major challenge. The communications unit requires technical capacity to develop such materials (i.e. to explain the reforms in simply and accurately).

4.1 ACTIVITIES

The following activities will be implemented:

Table 5: Key outputs in terms of internal communication of D&D vision

OBJECTIVE / OUTPUT	
4 IP₃ IMPLEMENTERS UNDERSTAND AND PROMOTE THE D&D REFORMS	
4.1 Implement targeted SNA communications engagement <ul style="list-style-type: none"> Develop an action plan, describing which materials will be incorporated into IP₃ workshops and other events Identify and tailor required materials, based on the communications tool kit Identify success stories and case studies; make field visits to SNAs to observe, photograph and write news and web stories about what is happening in the field, especially any best practice examples Develop newsletters, press releases, emails and disseminate to SNAs Meet information demands of SNAs and other clients, through hotlines and other mechanisms. See Part II (<i>Tips and Guidelines</i>, section #3 on meeting client demand for information) Evaluate the effectiveness of the internal communications practices 	WHEN: 2017 WHO: NCDDS COST: \$0 RESULTS 80% of all information requests are met within 24 hours NCDD communication tools are used by a range of NCDD staff (and, increasingly, requested by SNAs for local use)
4.2 Develop and implement structured Line Ministry engagement <ul style="list-style-type: none"> Tailor communications materials to Line Ministries e.g. supporting evidence for messages, key NCDDS contacts, success stories, fact sheets, FAQs Disseminate newsletters and press releases to key Line Ministry contacts Develop an experimental contacts program with Line Ministries by NCDD senior staff e.g. private briefings, advance notice of external events, invitations to NCDD events, emailing positive news items and links, engaging with relevant policy teams, or hosting larger briefing sessions. 	WHEN: ongoing WHO: NCDDS COST: \$0 RESULTS Line Ministry contacts say they have the information they need to speak with authority about the reform process

5. CITIZEN ENGAGEMENT

The focus of the second IP₃ is on service delivery. Communications can play an important role in making citizens aware of the SNA services they will receive and how to provide feedback in order to improve SNA performance. While some citizen engagement will take place through social accountability initiatives, the social accountability framework is far from exhaustive. This component envisions “social marketing” or communications campaigns being implemented in the following possible areas:

- Functional Reassignment**, citizens should be made aware of the transfer of functions and the changes in responsibilities. In some cases this may happen through NGOS supporting the social accountability framework (for example primary education) yet in other instances the mass media or group based activities may be used. In addition to citizens, a wide range of government officials will have to understand what is happening and why, and how their roles and responsibilities may be changed.
- Other services delivered:** SNAs also implement a wide range of permissive functions, under the general mandate. Examples include local infrastructure projects. The IP₃ describes the importance of promoting social service delivery. Citizens can be made aware of the possibility of using the DM and CS Funds for these types of services, to ensure these priorities are reflected in SNA plans. A campaign might also be implemented raising awareness about services that can be provided to the ID poor.
- .

The objective is:

Citizens are aware of SNA service delivery, especially transferred functions, and participate in governance and feedback mechanisms to improve service delivery performance

5.1 IMPLEMENT A MEDIA CAMPAIGN PROMOTING THE DECENTRALIZED SERVICE DELIVERY OF TRANSFERRED FUNCTIONS

5.1.1 Objectives

The primary objective is to alert citizens and civil society to specific service transfers and the benefits of this reform. This will establish a set of stakeholders as advocates of decentralization and to persuade citizens to participate in providing feedback. Specifically the campaigns objectives are:⁵

- At least 100,000 citizens understand the transfer of functions
- At least 5 Civil Society Organizations participate in the campaign

5.1.2 Timing

Campaign timing is the key to success. The best time to run a media campaign is around the time of transfer of functions and resources. Citizens relate best to concrete actions rather than conceptual ideas. Television timing should coincide with when most districts are involved in the transfer.

5.1.3 Target audience

The target audience will vary according to the service that is being transferred. For example, audiences may consist of:

- Potential users of the decentralized service, for example, parents and families with children in primary school or about to start primary school around the time of primary school education transfer or people using or about to need to use health centers, e.g. pregnant women
- Councilors, as representatives of citizens

Line Ministries and SNA implementers are secondary audience targets.

5.1.4 What is the most important thing to say or show?

Concrete examples should be provided, for example:

- Primary schools are now managed locally. Councillors are responsible for ensuring free schooling, managing budgets, and teacher performance.
- There is a social accountability campaign which supports the decentralization; participate in it so you can have a say how your schools and health centers are managed.

5.1.5 Media channels

A combination of media channels is proposed to optimize reach. A partner will be hired to assist with the design of the campaign. The following options will be considered:

Table 6: Possible Media Campaign for Functional Transfer

CHANNEL	BENEFITS	KEY ELEMENTS
Television	Reach large audiences simultaneously	TV spots with simple messages Messages in Saturday Night Live (comedy) News stories (including media interviews)
Radio	Reaches large audiences, able to be interactive and respond to people's questions	Local or community radio (according to listenership data and radio production skills) Radio spots with pre-scripted simple messages

⁵ Monitoring and Evaluation is against these quantitative targets.

CHANNEL	BENEFITS	KEY ELEMENTS
Loudspeaker	Reaches citizens in community	Interactive talkback radio with district and commune Councillors and/or radio drama Pre-scripted messages alerting citizens to group activities/meetings, relevant radio programs, activity kiosks etc.
Leaflet	Explain specific benefits and how to participate	Visuals and messages tailored to service transfer
Community group meetings	Good for specific information exchange with small groups at local level	Trial campaign to determine which messages work Village meetings, Group activities, listening clubs
Activity kiosks	Local level reach	To coincide with local events and festivals Includes posters, leaflets, games
Integrate into Social Accountability	Strong presence already existing at field level	Incorporate decentralization into supply and demand side activities; enter into MOU with NGOs
Social media	Possibly accesses a younger audience; more immediate	Integrated into the social media component

In implementing this campaign, a wide range of supporting materials will be required such as a message set (to ensure consistency), discussion points and leaflets (for example to be used by councilors and local officials), a press kit and news releases, and internal communications tools (informing key stakeholders about the media campaign)

5.2 IMPLEMENTATION OF COMMUNICATION STRATEGY TO IMPROVE THE TRANSFERRED FUNCTIONS

Communications can be used to increasingly improve the transferred functions. Communications can be implemented strategically as below:

- Citizens increasingly support the functional transfer.
- SNAs release potential results of the functional transfer.
- Ministries and relevant institutions transferring the functions can release the benefits of functional transfer.
- Development partners and civil society can advocate to have functional transfer.

5.3 ACTIVITIES

The following activities will be implemented:

Table 7: Key outputs in implementing a communications campaign around functional transfer

OBJECTIVE / OUTPUT	RESULTS:
5 CITIZENS ARE AWARE OF SPECIFIC SERVICE TRANSFERS, ITS BENEFITS AND PARTICIPATE IN FEEDBACK MECHANISMS TO IMPROVE SERVICE DELIVERY	At least 100,000 citizens are aware of functional transfer or other key SNA services At least 2 ministries declare publicly the positive of functional transfer

OBJECTIVE /OUTPUT**5.1 Implement a social marketing campaign to highlight functions which have been transferred**

- Develop a TOR and hire a consultant / partner with Civil Society to implement a social marketing campaign
- Create objectives and goals (or revise existing ones)
- Identify target audiences and key messages
- Identify which channels (see Table) is likely to be most effective
- Develop materials, checking with prospective users to ensure it is credible and likely to generate interest
- Evaluate the effectiveness of the campaign

WHEN: by December 2017, but implemented annually
 WHO: NCDDDS in partnership with Civil Society or other implementers
 COST: about \$50,000 to \$400,000

5.2 Implement communication campaign to push the ministries and relevant institutions to transfer functions

- Identify which services and which governance related behaviors to change
- Work in partnership with Civil Society or procure consulting services to develop the intervention (scope, audience, message, channel, etc.)
- Implement the intervention

WHEN: 2018
 WHO: NCDDDS in partnership with Civil Society or other implementers
 COST: about \$20,000 to \$100,000 depending on scope of campaign

6. SUMMARY WORK PLAN

A summary work plan is provided on the next page.

Table 8: Summary Communications Work Plan

Objective / Output	2017		2018				2019			Budget	
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3		Q4
1. Develop a core set of communications tools that can be consistently and effectively applied to a wide range of situations											
1.1. Develop a basic communications tool kit with distinctive NCDD branding	■	■	■				■				\$20,000
1.2. Develop templates and guidelines for communications for NCDD departments and IP ₃ implementers	■	■	■								\$0
1.3. Develop a set of high quality photographs and info-graphics			■	■			■				\$15,000
1.4. Upgrade the NCDD Website	■	■	■	■	■	■	■	■	■	■	\$0
2. Strengthen the capacity of the NCDD communications unit so that it can effectively implement strategic communications initiative											
2.1. Restructure the communications unit and expand staffing to acquire more expertise			■	■	■	■	■	■	■	■	\$24,000/year
2.2. Develop a client-driven information dissemination system	■	■	■	■	■	■	■	■	■	■	
2.3. Enter into strategic partnerships to develop capacity and implement joint communications activities			■				■				
3. Enhance engagement between leaders and media to build support and understanding of the reforms											
3.1. Develop and implement a structured media program	■	■	■								\$0
3.2. Develop and implement a social media presence to stimulate the participation of citizens and government officials			■	■	■	■	■	■	■	■	\$20,000
4. IP ₃ implementers understand and promote the D&D reforms											
4.1. Implement targeted SNA engagement			■	■	■	■	■	■	■	■	
4.2. Develop and implement structured Line Ministry engagement											
5. Citizens are aware of specific service transfers and benefits and participate in feedback mechanisms to improve their service delivery											
5.1. Implement a social marketing campaign to highlight functions which have been agreed upon by Ministries for transfer ⁶					■	■	■	■	■	■	\$50,000 to \$400,000
5.2. Implement a citizen-focused communications campaign to improve SNA service delivery through information and good governance							■	■	■	■	\$20,000 - \$100,000

⁶ The cost of social marketing campaigns very much depends on the scope of the campaign and the media used (for example television as opposed to radio). As is the case in the IP₃-II figures are indicative only.