Part C4

Project Management & Coordination

A	**Introduction to the Shire Valley Transformation Program** Program Overview Financial Summary Results Framework
B	**Institutional Arrangements** Government Organization Roles Structure of the Project Management Team Stakeholder Identification and Processes
C1	**Irrigation Service Provision** Infrastructure Development Irrigation Management, Operation and Maintenance
C2	**Land Tenure and Natural Resource Management Support** Preparing Local Governance for Securing Land Tenure in the Project area Natural Resource Management
C3	**Agriculture Development and Commercialisation** Scope of activities; SOCFEs establishment; Technical Design Choice; Agricultural Development; Integration with other agricultural development initiatives; Summary of Agricultural Development and Commercialisation Technical Assistance ToRs
C4	**Project Management and Coordination** Project Management Arrangements Monitoring and Communication Strategy
D	**Compliance Procedure and Safeguards** Financial Management Procurement Social and Environmental safeguards Grievance Redress Mechanism

1. Component Overview

A project of this scale has multiple coordination and management needs and the activities under Component 4 provide for the project leadership and administration support to achieve the SVTP goals. The component description is focused on project management arrangements, mainly regarding the SVTP Project Management Team (PMT). A description of the higher level organizational structures is provided in Part B and financial and procurement details are set out in Part D. Component 4 includes:

Project Management, Monitoring and Evaluation

- Managing the project on a day-to-day basis.
- Overseeing the project's management, monitoring and evaluation procedures.
- Providing professional and support staff to strengthen the PMT and making provision. for workshops, meetings and short training courses.
- Developing and implementing a communications strategy rollout.
- Project change management

Communication, Partnerships,and Support for Parallel Investments

- Long-term planning for the successful transition from project-based support to a sustainable institutional setup.
- Sector and cross-sector coordination of thevarious sector plans and frameworks.
- Facilitating inter-ministerial collaboration on tackling implementation challenges.
- Stakeholder management that includes users.

A taskforce has been established and an MoU between implementing agencies is in place. This needs to be reaffirmed with specific project implementation mandates at the start of implementation.

Financial Management

- Financial management of the project.
- Financing the project management structures.

Grievance Redress Mechanisms

- Establishing and managing a grievance redress mechanism to facilitate the timely resolution of program-related grievances.
- Supporting local arrangements for grievance resolution and land tenure disputes.
- Supporting the new Land Tribunals.

Safeguards Measures

- Financing the implementation of all safeguards measuresas described in the ESIA and RPF, including compensation for resettlement.
- Supporting the resettlement and compensation mechanism prior to canal construction.

2. The Project Management Team

2.1 Role and structure

The Project Management Team (PMT)will be **responsible for the day-to-day management and coordination of the project.** The PMT will be a fully-integrated teamled by the Project Coordinator (PC) from MoAIWD and will include experienced professionals with diverse technical and administrative skills (Figure C4-1). These personnel will be drawn from the main government agencies involved in SVTP-I and will work full-time on the project. Professional consultantswill be also be recruited,as needed, to provide technical assistance particularly with project planning, IT, management, coordination and monitoring and evaluation.

The PMT will have project offices in Chikwawa & Blantyre. It will report directly to the Permanent Secretary of the MoAIWD and, *as detailed in the PIM Part B*, will act as secretary to the two oversight structures; the Project Steering Committee (PSC) and Project Technical Committee (PTC).
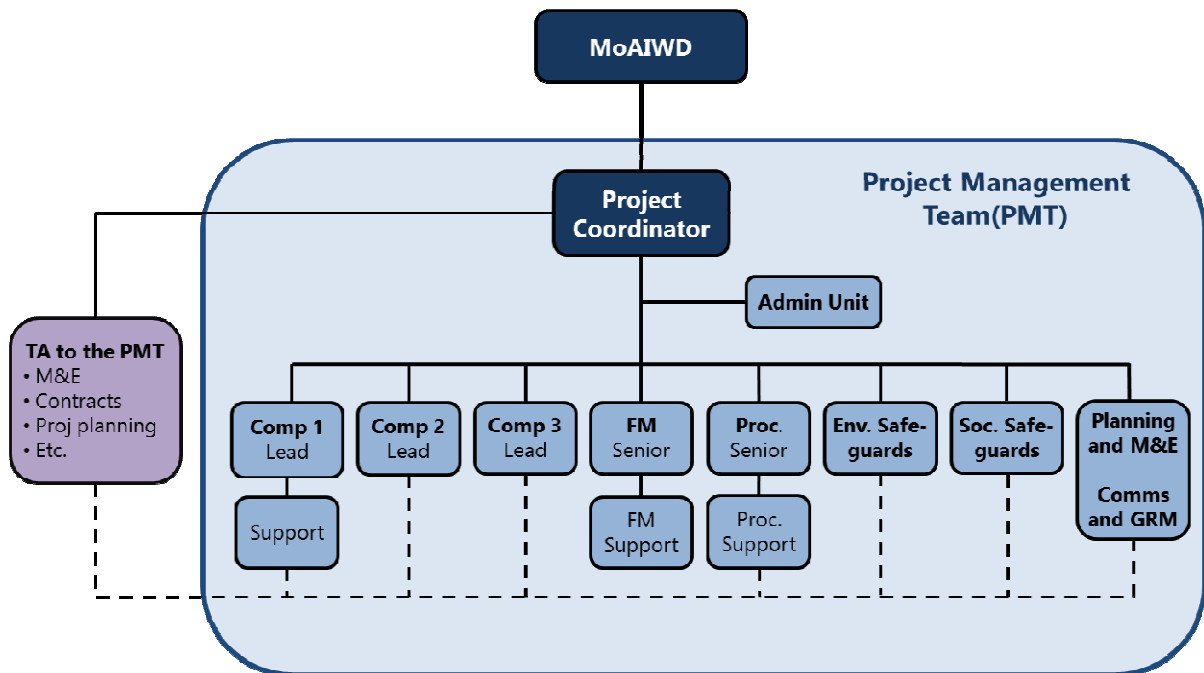

Figure C4-1: Organisational overview of the Project Management Team

The PMT incremental operating costs, as well as incremental operating cost budgets by sub-component will be administered by the PMT, based on annual work plans and specific activity plans.

2.2 Internal Communication Protocols, Quality and Document Control

Protocols for letters and e-mails

1. All written communications (letters, e-mails and faxes) that are sent to parties outside the Project Management Team are to be signed by the Project Coordinator, unless written delegations have been issued by the Project Coordinator.

2. Public relations interactions or communications must be cleared by the Project Coordinator.

3. Internal communications by component leaders must be copied (cc'd) to the Project Coordinator. To avoid e-mail overload, minor operational e-mails that do not require the attention of the Project Coordinator do not need to be circulated.

4. Component leaders must copy minutes of all meetings to the Project Coordinator.

5. Component leaders should use their discretion and communicate with other government agencies or departments on operational issues only. This will avoid a bottleneck of day-to-day operational communications going through the Project Coordinator.

Quality control

> All documents generated by the PMT
> must follow an internal review process
> before being submitted to the Project Coordinator.

The intention of internal review is to generate fully-functional documents that are fit-for-purpose (as opposed to creating "perfect" documents), and to maximize the efficiency of processing documents through the PC's office.

- The internal review process should be quick and easy.
- The reviewer should be a colleague (a specialist is not necessary), who reads the document as a competent peer, with an eye for:
  → obvious inconsistencies
  → problematic numbering and grammar
  → obvious layout errors
  → omissions
- A simple **Quality Assurance** form should be included at the back of each document (e.g. progress reports and technical instructions) with the following information (Figure C4-2):

Name of Document:	Date:
	Version:
Prepared by (name):	Initial:
Reviewed by (name):	Initial:
Authorised by (name): Position:	Signature:

Figure C4-2: Quality assurance form

Reports– timing and formats

An overview of routine reports to be prepared by the PMT is shown in Table C4-1.

Table C4-1: The timing and formats of project reports

Monthly reports	- prepared monthly by the Component Leader to the Project Coordinator - set out the work situation of the component in brief - expand sufficiently on matters of importance to inform discussion and subsequent decisions by the PMT
Reporting formats (for standard technical meetings)	• prepared and updated as needed by the appropriate Liaison Officer • include (but not limited to) the following headings: → **Component Name** → **Progress notes** comparing *actual* progress against *planned* progress as set out in the current GANTT activity charts → **Progress photos** to complement the report and add to the database for wider project use → **Issues and challenges** faced executing the previous month's work → **Solutions or options** to challenges and the resources needed to implement solutions (i.e. people, costs, time extensions) → Key activities to be carried out in the next 4 weeks
GANTT chart	→ an updated GANTT chart to be submitted at least quarterly to the component leader or liaison officer, or more frequently as required by the Project Coordinator.

Information management

An information- and knowledge-management system must be established to ensure that a full, official set of documents is housed under the control of the Project Coordinator and permanently accessible. The system must be developed by a member of the PMT with appropriate administrative experience and project-management software capability (such as MSProject) in collaboration with all necessary PMT members.

The system:
- → must include both hardcopy and digital filing systems
- → ensure that digital filing system has a backup facility which is instituted and maintained by an officially delegated officer
- → digital backup must be done *at least* once a week
- → must be in a structuredlibrary with logical document-retrieval system.

Table C4-2: Report and document filing by category

Document Categories	Filing
Project progress reports	• filed in chronological order • compiled from component project reports
Contract documents	• filed by component
Contract-related & contractually binding correspondence	• filed by component
Technical & routine correspondence	• filed in chronological order • filed by component
Technical reports	• filed by component
Submissions from contracted parties	• filed by component
Component progress reports	• filed by component

2.3 Recruitment Guidelines

All recruitment for key staff positions on the PMT must be duly **advertised in two national daily newspapers** as well as **internal circulars of MOAIWD**. Technical Assistance positions must be advertised internationally.

Table C4-3: Recruitment steps and guidelines

	Basic recruitment steps for each position to be filled	
1	Develop TOR	the TOR must emphasize the following key requirements: → cognate (similar/related) experience in specific areas of interest → relevant qualifications → credible and verifiable referees
2	Seek clearance	Seek clearance for the TOR and advertisement of this position (No Objection) from the World Bank through the Project TTL.
3	Advertise position	Advertise the positionin 2 major/local newspapers and internal circulars for at least 2 weeks.
4	Ensure gender equality	Ensure that recruitment processes encourage gender equality.
5	Screen applications	Screen all applications to identify a top tier of individuals who meet all minimum requirements.
6	Identify best candidates	Review their work experience, key accomplishments, education, background, experiences & knowledge and identify those who best match the job requirements.
7	Conduct interviews	Conduct the initial interviews. Use the same interview questions/topics for each position to ensure the process is fair and consistent.
8	Check references & notify WB of finalist selection	Check two or three of the professional references for one or more of the finalists. Notify the Bank through the TTL of the selection of finalists.
9	Shortlist best candidate	Shortlist the best candidate and invite for contract negotiation.
10	Forward results to WB	Forward interview results to the World Bank for consideration and No Objection.

2.4 Project Staff Code of Conduct

A project staff member can only be removed from office if found guilty of **gross abuse of office causing serious disruption of the project activities**, and after no objection from the Bank. Gross abuse of office includes corruption, incompetence and negligence of duty.

Due diligence must be exercised to establish the guilt of such a staff member in accordance with the rules of the Government of Malawi.

Staff members who err must be queried. After two (2) queries of the same staff member, that person should be presented to the disciplinary committee for investigation, and appropriate disciplinary measures must be determined. For project drivers, careless and dangerous driving causing accident or damage to project vehicles shall attract disciplinary actions (e.g. withdrawal of yearly bonus and/or suspension of salaries).

2.5 Annual Project Review and ImplementationPlan

Project Implementation planning is a systematic activity that enables the project team to reflect and review its progress, to re-establish clarity on its goals and put in place specific actions and revised budgets to achieve them. It describes milestones, conditions for success of activities, and defines what will be put into operation during the next fiscal year. The implementation plan is the basis fortheannual project budget and is closely linked to the procurement plan and to revision of the PIM, particularly the activity sequencing and the GANTT program chart. The project implementation plan should establish the activities and budgets for each part of the project for the next year in detail, but extended at least to a 3 year timeline at a lower level of detail.

Substantial detail will be provided to the project implementation review process from ongoing consultancy contracts, including: evaluation and monitoring, land tenure interventions, technical engineering, organizational and agricultural development, communications, environmental. RAP and GRM activities among other. The process of developing the operational plan would aim to addresses four questions:
- Where we arenow compared with the targets set in the previous year?.
- How much has been spent and how does it compare with the achieved work?
- Any foreseen risks and hindrances and how do we intend to manage them?
- Where do we want to be at the end of next year, and in 3 years' time?
- What do we need to do to get there? (activity planning, estimation of human/financial resources)
- How do we measure our progress and what additional indicators or milestones are needed in addition to the SVTP project indicators?

The plan would be prepared annually by the PMT in a workshop setting, with reflection on progress and challenges based on input from key stakeholders and consultants involved in implementation. The output of the operational plan would be as a minimum:
- Review of program performance against indicators for each component;
- Updated procurement plan and related annual budgets for components;

- Revised GANTT activity charts (detail 1 year but extended to the full project horizon);
- Revisions of the organizational and program structure chart; and
- Data for PIM revision with emphasis on implementation processes and activity sequences.

PIM revision would follow the annual internal review and operational planning process.

3. Monitoring and Evaluation

3.1 Overview

A detailed monitoring and evaluation (M&E) system will be established to track progress and measure impacts over the lifetime of the program. The project-specific M&E requirements are detailed in the TOR for the M&E TA included in Annex 2 of the PIM and development of the M&E system will be their core function. This section of the PIM aims to provide a conceptual framework for the M&E approach to be adopted.

A **result-based monitoring approach** will be used to ensure that progress and support to project implementation is in accordance with international best practice. Results coming from the M&E system will be presented and discussed with stakeholders (primarily future water users). The approach will also be **multilevel**, which will ensure that partners take timely corrective measures when required, and will also enable joint accountability for achieving the project objectives.

> **The monitoring approach will be _result-based_ & _multi-level_ in accordance with international best practice.**

Elements of the M&E system

1. Detailed project progress monitoring (input-output) using project management software and a dashboard for management action.

2. Community-based monitoring and evaluation techniques.

3. The use of geotagging to monitor progress with infrastructure and other project developments – integrated in the GIS-based MIS.

4. Internal learning reviews and information dissemination.

5. Impact evaluations for identifying and assessing the effects of interventions on project beneficiaries.

Information management system

The project will use a **web-enabled management information system** to manage information and report progress. The database will be available on an **open-access basis** to support greater transparency, collaboration and improved project governance. Outcomes will be presented to the different management and consultative bodies of the project.

Responsibility for M&E

The PMT will be responsible for monitoring, evaluating and reporting data on the key performance indicators. M&E functions will be a core element of the M&E specialist (individual Technical Assistance appointment) who is engaged for the project period. The management support firm will also:

- assist the PMT build on the existing M&E framework;
- help the PMT develop a plan for data collection;
- assist in further roll-out of the project management information system;
- facilitate regular joint monitoring exercises;
- oversee the data collection for impact evaluations; and
- report and provide feedback on lessons learned to ensure learning and continuous improvements in project implementation.

Results framework (see also PIM Part A)

The results framework for the program has long-term higher-level indicators, as well as specific indicators for SVTP-I. The results framework includes indicators on social inclusion and citizen engagement, as well as the performance of the grievance redress mechanism.

Socio-technical research

As a separate feature, the program will finance a socio-technical research project involving local & international universities.

- **Focussed on processes of social change, livelihoods, socio-economic impacts and vulnerabilities during program implementation.**

- **Longitudinal surveys and qualitative action-oriented research will be conducted, with possible documentation of life stories (written, spoken and filmed) to provide context to the changes.**

- **While independent from program management, regular exchanges on findings will be facilitated and utilized to adapt implementation strategies.**

3.2 M&E Fundamentals

Monitoring and evaluation involves three main activities:

Developing an Information System to monitor and evaluate the project. A simple but effective monitoring and evaluation system will be put in place. It will be fed by the GIS system and complemented by participatory approaches to monitoring.

Conducting complementary studies and analytical work. This activity will also support the development of a communications strategy and its implementation, and other studies deemed necessary to support project implementation. The approach to identifying stakeholders is described in Part B, and a systematic approach to developing a communication strategy is included after this section in the PIM, Part C4.

Developing an Electronic Records and Document Management Systems (ERDMS). The PMT will be supported in information management with expertise in digitization, record management and Electronic Records and Document Management Systems (ERDMS). The ERDMS will improve the archiving system for reports, studies, maps, drawings, monitoring information, etcetera.

3.3 Monitoring and Evaluation Approach

A comprehensive and innovative M&E system will be used at periodic points throughout the project. The system is based on two main components: **concurrent progress monitoring** (the ongoing assessment of inputs, outputs and results, and key processes), and **discrete monitoring** (outcome and impact evaluations). It will also include three additional approaches designed to assess performance against key indicators: **participatory monitoring**, **thematic and case studies**, and **action learning**.

Concurrent progress monitoring

Concurrent progress monitoring (results monitoring, and process monitoring and pathway analysis) will assess implementation progress against *timescales* and *targets*, and resource-use against *budgets*.

Results monitoring

- Input-output monitoring (updated monthly, and reported quarterly and annually) will track the efficiency and effectiveness of project interventions.

- Inputs (investment costs and quantities of specified inputs) will be compared with achieved outputs against annual targets.

- Shortcomings in target achievement will guide further analyses to determine how performance can be improved.

- Findings of internal input-output monitoring will be validated by analyzing samples of collected data on a quarterly basis.

Process monitoring and pathway analysis

This will deal with critical processes directly related to the project's objectives, e.g.:

- the process of establishing land tribunals and village land committees essential for participative reform, future localized land administration and safeguarding landholdings of the potentially marginalized;
- training of MLHUD and MOAIWD personnel in relation to future land and water administration responsibilities on the SVTP;
- The land consolidation process where landholdingsare transferred from the existing individual customary right to the 'Group' holding under the Customary Land Act;
- The SOCFE formation process, business planning and success of their agricultural efforts.

Monitoring these types of processes will be combined with 'pathway analyses' in order to study and analyze the factors leading to achievement or non-achievement of project intermediate outcomes more systematically.The performances of the implementing agencies and key partners at different levels will be measured through regular surveys and participatory methods whereby activities can be assessed according to agreed standards.

Outcome and impact evaluation (discrete monitoring)

Outcome and impact evaluation *determines the net contribution of the project and its interventions towards targets and broader goals* within the project area by using a set of indicators, baseline values, and a counterfactual group.

Impact evaluations

These will be designed to answer the following types of operational research questions and/or issues:

- What is the impact in terms of income growth and food security for the target population, (ie. the small farming households), and what are the trends over time?
- What are the economic and social impacts of the interventions on households and all other non-irrigation water-using sub-sectors, including the environmental water needed to sustain the biodiversity and productivity of diverse habitats?
- How does the impact of the SVTP interventions compare with those carried out under alternative institutional arrangements?
- What mechanisms can be employed to mobilize and sustain community interest (especially WUAs) and participation in the project?
- Does the impact of SVTP spread geographically to areas outside the zone of interventions?
- What is the impact of SOCFE development efforts on trade and access to markets?
- Can the use of community monitoring and crowd sourcing to document the progress of investments increase accountability?
- Which category of intervention has the largest impact, why does it work or not work, and what are the mechanisms through which it produces an impact?

Monitoring and Evaluation Approach

MAIN COMPONENTS

ADDITIONAL COMPONENTS

1 Concurrent Progress Monitoring

IMPLEMENTATION PROGRESS   assessed against   → timescales
                                                → targets

RESOURCES   assessed against   → budgets

Results Monitoring
- track efficiency & effectiveness of interventions
- compare inputs with achieved outputs
- shortcomings guide performance analysis and improvement

Process Monitoring & Pathway Analysis
- deals with *critical processes* directly related to project objectives
- factors leading to achievement or non-achievement of project outcomes analysed

2 Discrete Monitoring (Outcome & Impact Evaluation)

NET CONTRIBUTION OF
PROJECT & assessed against   baseline values   → indicators
INTERVENTIONS   → counterfactual groups

3 Participatory M&E
- used to gather info on *institutional performance* and *major physical works*
- methods & tools include *citizen report cards, self-assessment process* and *simple IT approaches*

4 Thematic Studies & Case Studies
- supplement other monitoring components through information validation
- provide additional analytical inputs

5 Action Learning, Documentation and Reflection
- ongoing documentation to support internal learning and responsiveness to ongoing monitoring
- learnings used to raise awareness and build support for project activities
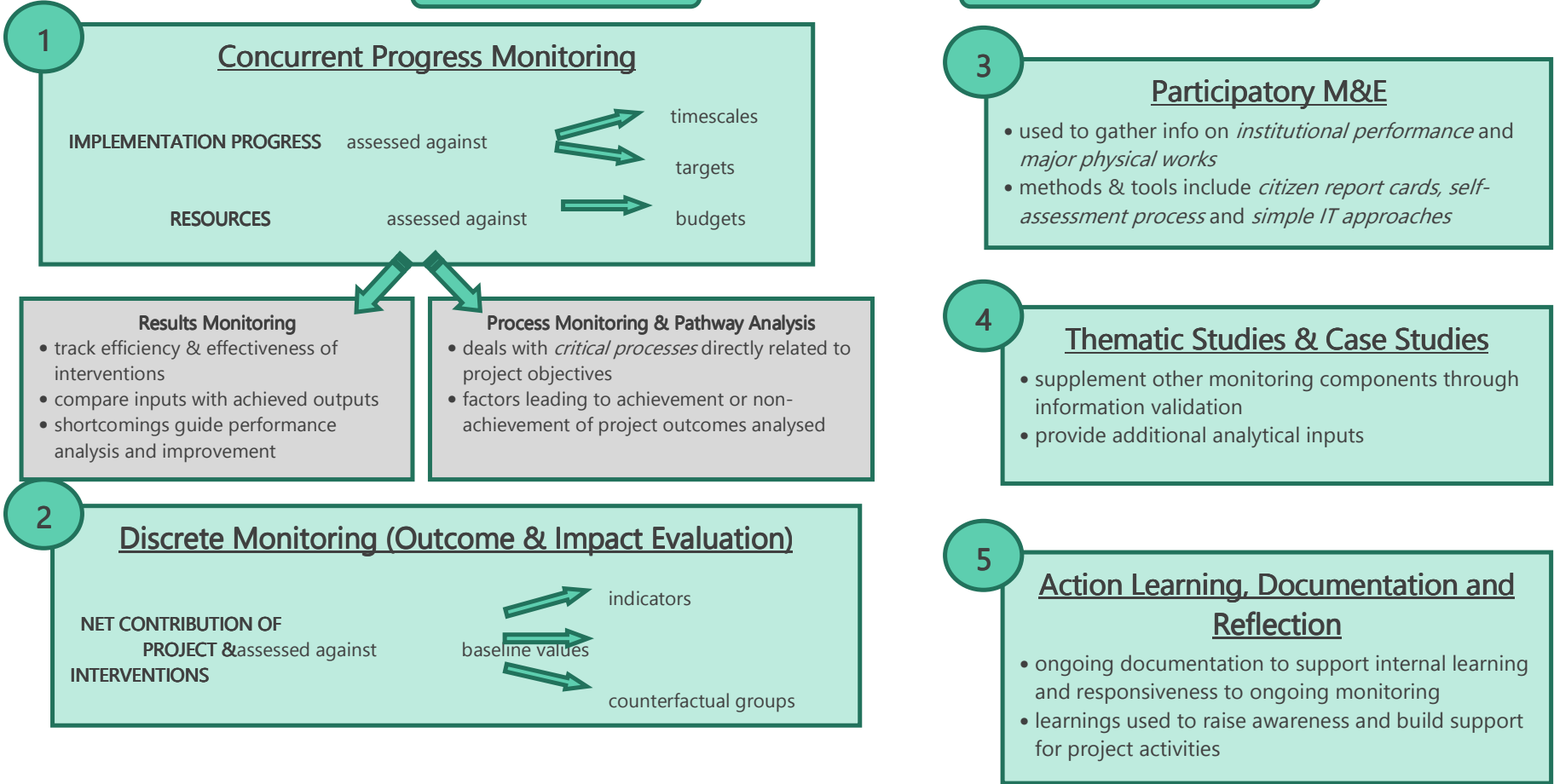
Figure C4-3:Summary of the Monitoring and Evaluation Approach

Participatory M&E

Participatory M&E tools will be developed and used to gather local information on institutional performance, level of participation in critical consultation processes, and on major physical works such as canal construction and on-farm irrigation development. Proposed methods for participatory monitoring of institutional performance include:

Citizen Report Cards

These will be used to assess the performance of key implementing agencies at field level. Specifically, report cards can be used to:

- generate citizen feedback (e.g. WUAs) on the degree of satisfaction with the project-related services provided by various public service agencies;

- establish credible benchmarks to track project implementation progress over time;

- catalyze citizens to adopt pro-active stances to request better accountability, accessibility and responsiveness from project service providers, contractors, and implementing agencies;

- serve as a diagnostic tool for service providers, external consultants and analysts/ researchers, to facilitate effective prognosis and therapy; and

- encourage public agencies in the project to: adopt and promote citizen-friendly practices; design performance standards; and facilitate transparency in operations.

Care needs to be taken to ensure that citizen report cards are themselves produced with a degree of transparency, yet protect citizens' privacy to avoid potential retaliation against low scores.

Self-assessment

Implementing agency self-assessment processes can be used to:

- evaluate performance effectiveness relative to project-related functions;

- gauge institutional maturity;

- gauge inclusiveness; and

- develop capacity-building strategies.

Results will be used to develop capacity-building strategies.

Thematic studies & Case studies

Thematic studies will supplement and complement other monitoring components by:

- validating information on indicators of the results framework; and

- providing analytical inputs which go beyond routine monitoring functions.

Study themes will emerge as the project progresses, based on monitoring results. Specialized organizations with expertise in the thematic areas will be invited to plan and conduct these studies, and will be supervised by the PMT.

Action learning, Documentation and Reflection

- The proactive documentation of processes, case-studies, best practices and lessons learnt from project experience will be undertaken. These will be shared with stakeholders and political institutions to raise awareness and build support for project activities.

- Documentation will be a continuous process throughout the duration of the project, and across all project personnel.

- Documentation will support internal learning and will help project authorities be responsive to ongoing monitoring.

- The effectiveness of internal learning will depend on a systematic institutionalization of learning within the project organization and the communities.

- A considerable amount of learning will take place through a structured set of participatory workshops associated with quarterand annual reviews at various levels.

- The SVTP will raise the capacity of the country to collect, store, share and manage data related to irrigation development and investments. Data will be transformed into usable information upon which stakeholders can underpin and plan their actions. This requires forming and sustaining data partnerships between actors, instilling a culture of open information and mutual learning, and shifting toward more evidence-based decision-making on investment and policy.

4. Communication Strategy Fundamentals

4.1 Overview

A Communication Specialist will be appointed to head the SVTP communication strategy.

The National Communication Specialist will also work at national and local levels, working closely with Government departments and all identified stakeholders (*see Stakeholder Analysis in the PIM Part B*). An intensive and sustained community mobilization and participation approach is supported under Components 2 and 3, which includes communication work at all local levels; from individual landholders at village level, to customary leadership within the Traditional Land Management Areas. Professional support will be secured to interact with participating communities.

All Communication and Mobilization activity or sensitization plans and designs should be forwarded to the Communication Coordinator (on the PMT) for necessary inputs and assessment prior to implementation.

4.2 What is Communication?

Communication is an instrument for partnership and participation where people interact on an equal footing leading to improved understanding by all.Yet, if ten people sit down in a room they will likely all agree on the need to communicate, but will have different ideas of what that means.

The ability to communicate is seen by some as the ability to convince other people more quickly, so that they fall in with one's own plans as quickly as possible. More commonly though, people share the view that communication is a two-way process which involves *listening* and *talking*. The most powerful communicators know that developing strong listening skills leads to better, more attuned responses, and sometimes even wholesale change to their thinking.

Figure C4-4: Communication involves both talking and listening

Essentials of communication and mobilization

Effective communication strategies[1]must to be cognizant of the policy and legislative environment, and be linked to specific implications that are relevant to the target audiences. While many communication initiatives have succeeded in enhancing public awareness, they have failed in going beyond awareness to stimulate positive changes in attitudes and practices that lead to lasting social change.

To impact on sustainable behavior-change among individuals and groups on a large scale, communication needs to be strategic, participatory, based on research evidence, results-oriented and well-funded. These are key considerations for donors and governments in theirendeavor to achieve the UN Millennium Development Goals.

Communication objectives

An objective is a specific target that will help achieve an aim. For a communication strategy, objectives should be **SMART**:

Specific	Define the focus of the effort (who and/or what) and what type of change is intended.
Measurable	Include a verifiable amount or proportional change that can be expected.
Appropriate	Is sensitive to audience needs and preferences and societal norms and expectations.
Realistic	Include a degree of change that can be reasonably achieved.
Time-bound	State the time-period for achieving these changes clearly.

Objectives should have a single, key result. If more than one result is desired, there should be more than one objective.Each result should contribute to achieving the aim.

When establishing communication objectives,consider the following:
- What do you want your communications to accomplish?
- How can communication activities help you contribute to the projectobjectives?
- Is the desired outcome achievable?

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[1] *The communication strategy in Part C4, Section 4, is based on Phillips K. 2013 (unpublished). A Generic Communication Strategy for Development Projects. Katrina Phillips, Harare, Zimbabwe.Used with permission.*

- Does the desired outcome match the commitments and activities of your target audience?

- Are there barriers to change that may make the aim of the objective unrealistic?

- Are there conditions under which the objective occurs that may affect the result, such as social, economic or political factors?

4.3 Stakeholders and Target Audiences

A detailed approach to identifying stakeholders is described in the PIM Part B. Stakeholders are the groups or individuals with interest in the project. Stakeholders are defined and grouped according to their involvement in, and influence on, the project.

A **targetaudience**comprises groups of stakeholders with common characteristics.The stakeholder groups of the target audience will vary at different times, either in relation to a specific issue, or by virtue of their level of participation in ongoing planned processes.Women, (such as in Figure C4-5) are key stakeholders given their dominant role in agriculture at present and their potential for marginalization.

Figure C4-5: Women are key stakeholders in any community development process

Understanding the target audience is important in deciding the **content** of the message, and how it will be **communicated**. When completing the target audience template (Table C4-4), consider the following factors:

- Can the audience be reached as a group (i.e. receive the same set of messages through the same set of communication channels), or do they need to be segmented? In most cases, the audiences will benefit from being grouped into logical interest groups (ie. 'segmented'), and your communication activities will be more effective.

- If the audience requires different types of information or motivation to promote behavior change, split the audience and categorize it according toinformation or motivation needs. If audiences are likely to identify with different spokespersons, split by effective sources of information.

- Rank audiences according to their:
  - likelihood of moving to the next behavior change;
  - reachability; or
  - receptiveness to hearing messages.

- When ranking audiences, note that a target audience that already practices a behavior in line with the communications objective can be encouraged to advocate the same/similar behavior to others.

- When the target audiences are identified, the next step is to define audience attitudes and perceptions, and the measures to influence behavior through strategic messaging.

Table C4-4: Target audience template

Rank	Audience	Description	Objective
1			
2			
3			
4			
5			
6			
7			
8			

4.4 Key Messages

To producedefined messages tailored to the needs of the target audiences,ask the following:

⇒ What do we want the target audience to know?
⇒ What perception do we want to create?
⇒ What do we want to change?
⇒ What do we want them to do / what actions do we want them to take?

The message development template (Table C4-5) provides a structured format to establish messages by ranked audiences for a communications objective. To complete this, follow the steps below:

1. List the **communications objective** for the messaging exercise.

2. Identify the **audiences** relevant to achieving the objective (by order of influence and priority) and categorize as Primary, Secondary, and Partner/Allies. If necessary, segment the target audiences further. Gather this information from the Target Audience Template.

3. List the current, **existing attitudes** and perceptions of the audience.

4. Identify the **behavior objective** –what must the perception/opinion of the audience be, in relation to the aim of the communications objective?

5. **Messages** – What messages will achieve the identified behavioral objective?

6. **Tactics and Tools** – What tools, resources and tactics are available now, and what is needed to initiate the messaging?

Table C4-5: Message development template

Objective:_____

_____

_____

Audiences	Existing Attitude/Behavior	Behavior Objective	Messages	Tactics and Tools
Primary: 1. x 2. x				
Secondary: 1. x 2. x				
Partners and Allies: 1. x 2. x				

When completing the template in Table C4-5, consider the following questions for each audience:

Content

⇒   What are the key messages to be shared with this audience?

⇒   How much information needs to be provided to this audience?

⇒   What level of detail do they need?

⇒   What level of detail do they want?

⇒   What are they actually able to use?

⇒   What reading level and degree of complexity should be aimed for?

Format

⇒   Would they be more receptive to a printed or an electronic guide?

⇒   Will both types of guides be needed?

⇒   Will different formats be required for different audiences?

⇒   Will other alternative formats be needed?

Distribution and Support

⇒   When will the audience need the information?

⇒   When are they most likely to use it to help guide their decisions?

⇒   How will the information be disseminated?

⇒   What media is most likely to attract the audience's attention?

⇒   Where is the audience most likely to look at this kind of information?

Promotion

⇒   What will most effectively make the audience aware of specific issues of importance?

⇒   What will motivate the audience to look at the information and use it?

4.5 Communication Tools

Having derived a prioritized list of audiences, it is important to consider the most appropriate channels to reach them. This will helpthe frame the main communications activities defined in the strategy. The Communication Tools Template, in TableC4-6, provides the structure to detail this.

For each target audience, it is necessary to consider the communication channels available and the mix of these, which may include:

- internal documents;
- publicity material;
- mass media (reach a large audience in a short space of time);
- events;
- telecommunications;
- electronic;
- interpersonal communication (one-to-one communication); and
- community-based communication (reach a community/village/neighborhood with common interests and characteristics).

The focus of the communication channel mix will depend on whether the target audience needs to be reached quickly, frequently, or both.

Communication channels: To reach a target audience quickly where individuals are spread over a large area, the best communication channels are those which reach large numbers of people in a short time-period, such as radio, television and community events.

Local languages: Whichever communication tools are used, it is important to consider local and any alternative languages which should be included for translation.

An effective communication channel mix balances factors, such as the **size of the audience** reached with the **cost** of reaching this audience. It is important to choose channels that fit the message brief, have the greatest impact, and reach the largest portion of the target audience.

For each channelselected, communication tools can be defined. **Tools are the tactics used to send messages through the channels to achieve the objectives.** It is important to considerand evaluate the following:

- How do the tools work?
- What tools work best to achieve the objective?
- When should the tools be used?
- Are there sufficient resources to finance these tools?
- Can the stakeholders (target audience, partners, etc.) to use and manage these tools?

The evaluation process should be used to strengthen and broaden the tools, so that they are continually improved. A sample communication tools template is included in Table 5.

Table C4-6: Communicationtools template

COMMUNICATION TOOLS TEMPLATE		
Audience	Communication Channel	Communications Tools
1. Audience	Internal Documents	*List as appropriate*
	Publicity Material	*List as appropriate*
	Media Relations	*List as appropriate*
	Events	*List as appropriate*
	Electronic	*List as appropriate*
2. Audience	Internal Documents	*List as appropriate*
	Publicity Materials	*List as appropriate*
	Media Relations	*List as appropriate*
	Events	*List as appropriate*
	Electronic	*List as appropriate*

When developing performance indicators to assess the communication strategy's ongoing performance, consider the following:

- Have the objectives been achieved? [e.g. Was awareness create/increased?]
- Was the correct audience reached?
- Were the right tools used?
- Did the audience understand the message?
- Were decisions taken as a result?
- Were the communication costs on budget? If not, why not?

Communications template

The communications template shown in Table C4-7is developed as the final output from the approaches outlined in this section, and coversall elements necessary for pulling together the strategy. Full detailsof communications activities are developed into a working project plan, includingspecific deadlines and responsibilities. The communications plan is a living document and needs regular review and update.

> **The communications template presents a concise proposal for action, for setting objectives, developing messages, prioritizing audiences, choosing channels, planning activities, and evaluating success**.

4.6   Success Criteria

Performance indicators are measures of the strategy's inputs, outputs, impacts and outcomes that are monitored during strategy implementation to assess progress toward strategy objectives. Performance indicators are applied as a logical means to review and refine the strategy and keep it a living, flexible document that supports the overall communication objectives. The PMT and support consultants must establish and review indicators as shown in Figure C4-6:
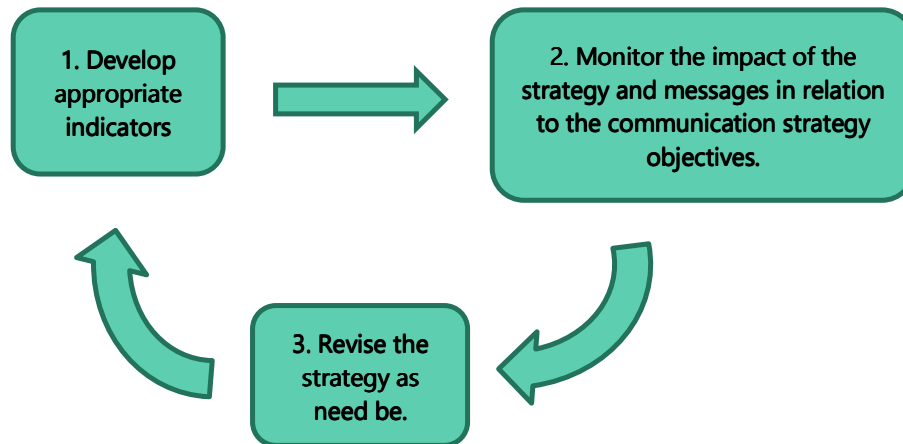

Figure C4-6: Cycle of indicator establishment, monitoring and revision

Indicators are also used later to evaluate the success of the communication strategy. Indicators organize information in a way that clarifies the relationship between the expected inputs, outputs, impacts and outcomes, and help to identify problems along the way that can be resolved to increase the chance of project success.

Table C4-7: Communications template

COMMUNICATIONS TEMPLATE

1. Objective
Summary/statement of objective – concise, clear, engaging and user-friendly.

2. Key Messages
A clear detailed statement of the key messages, aligned with the objective.

3. Key Audiences
Detailed description of key audience.

4. Target audience ranked by importance	Channel of communication

5. Achieving objectives – working project plan

Activity	Budget /resources	Deadline/timeframe	Success criteria
Internal documents			
	Subtotal		
Publicity material			
	Subtotal		
Media relations			
	Subtotal		
Events			
	Subtotal		
Telecommunications			
	Subtotal		
Electronic			
	Subtotal		
	TOTAL		

6. Evaluating Success

Performance Indicator	Outcome	Next steps