Communications & Outreach in Social Safety Nets

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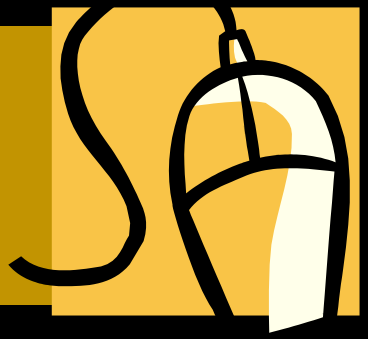
This session will explore how can communication and outreach facilitate reform, enhance policy, inform project design, results and sustainability?

1. Development Communication Framework
2. Communications Strategy, Plan and Process
3. Communication & Outreach in SSN
4. Mapping Stakeholders
5. Communications Along the Delivery Chain
6. Country examples

CLICKER QUESTION 1



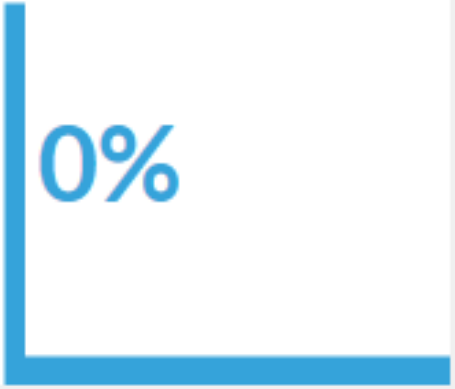
“The social program that I work with:”

Your answers:

A. Has an active communication strategy
B. Has an active communications team
C. Has a Logo and/or Tagline with clear messaging
D. All of the above
E. None of the above

The social program that I work with

A. Has an active communication strategy



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Development Communication Framework – Broad Principles

What for?

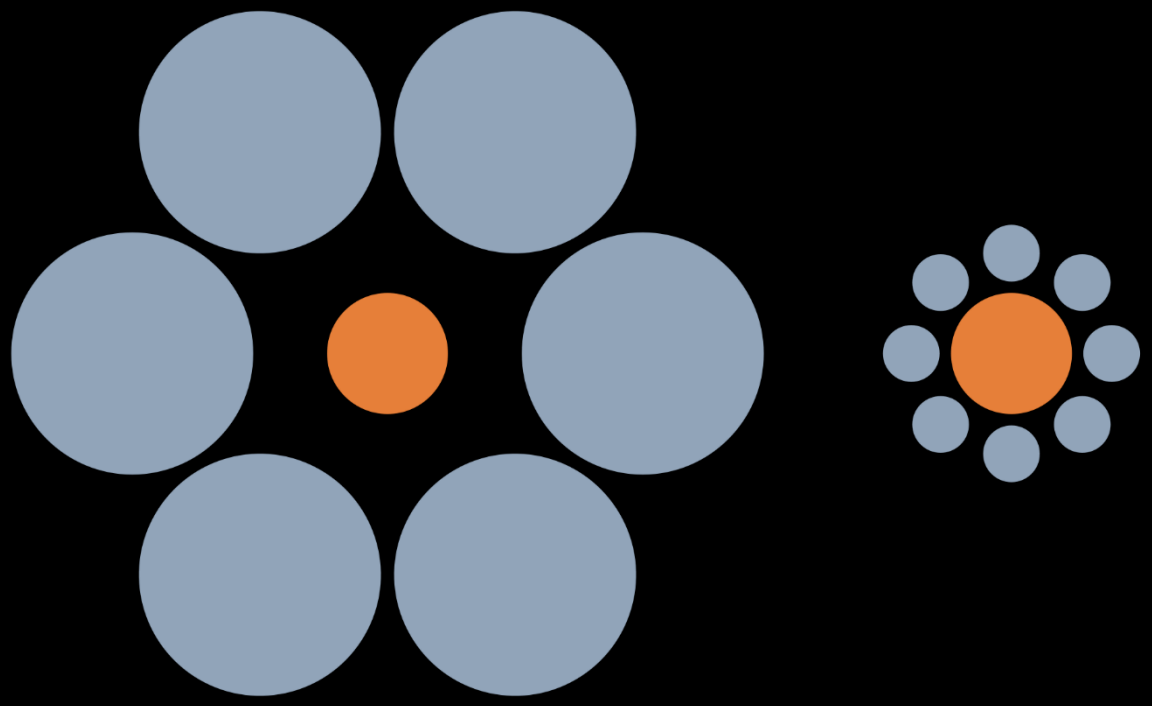
Communication is about:

Information
Messaging
Awareness
Support
Dissemination
Outreach
Persuasion
Behavioral Change

...It is also about:

Building Trust
Listening
Mutual Understanding
Involving Stakeholders
Exploring & Assessing Issues
Enhancing Program Design
Promoting Social Change
Reconciling Realities

Perception or Reality?



The two orange circles are exactly the same size; however, the one on the left *seems* smaller.

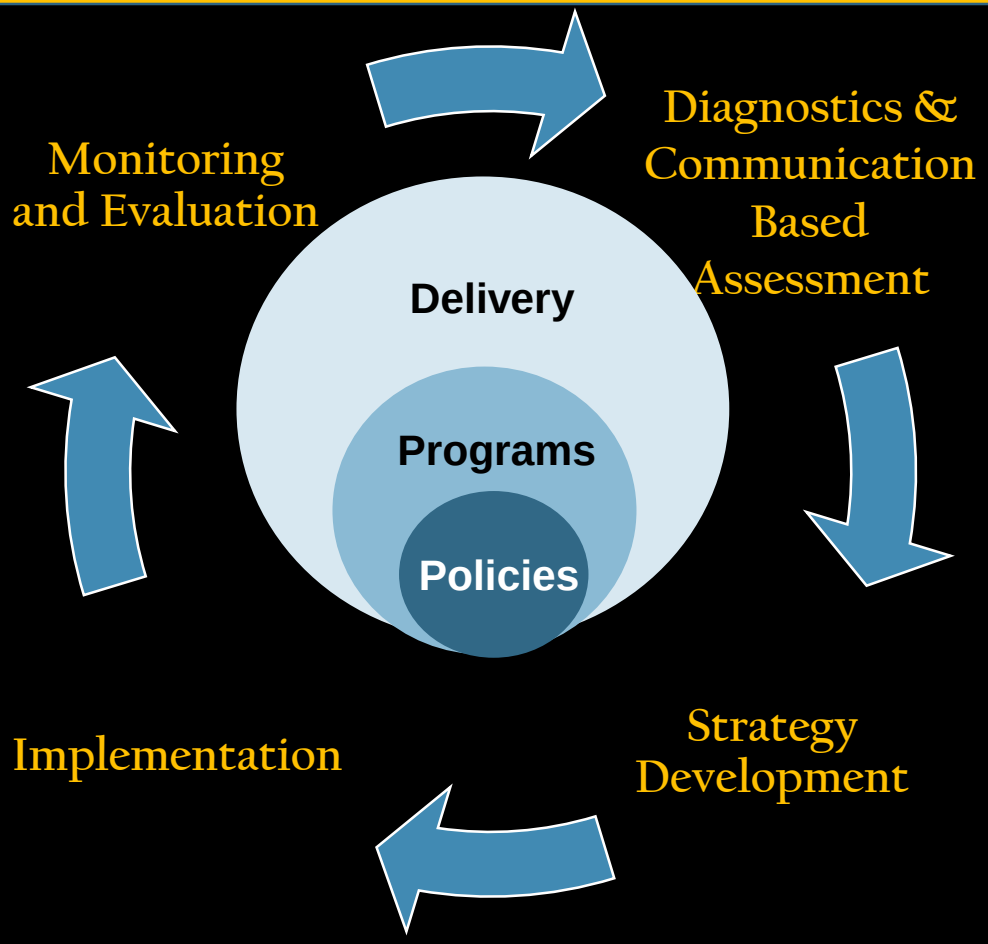
Context Perceptions Local Realities

Risks of Misinformation

- Risk of Negative Spiral
- Lack of Credibility
- Reversal of reforms
- Program failure
- Divisiveness, Politicization
- Manipulation
  (SMS text example in Brazil)

=> Can’t assume understanding

Development Communication Approach



Social policies, programs, and DELIVERY have to be accompanied by an effective *communication strategy* that would engage, empower, and enable

Diagnostics (CBA)

Define Problem Statement

Conduct Situation Analysis
(perception surveys,
Qualitative studies, etc.)

Analyze Risks,
Identify Opportunities

Identify Audiences
& Map Stakeholders

Assess Communication
Capacity

Communication Strategy Development

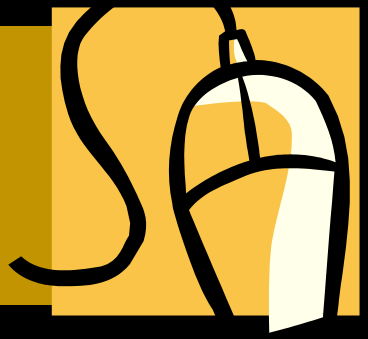
1. What are the communication objectives?
2. Who are the primary stakeholders and secondary audiences?
3. What type of change is needed (awareness, attitude, behaviors)?
4. What information is important for them?
5. What communication approaches would be effective?
6. What are the communication channels?
7. What are the messages for each stakeholder?
8. What results do we expect?

Sample Template for Developing a Communication Strategy

Communications Strategy matrix									
Communications Context									
Project Objective									
	Strategic Elements					Work Plan Elements			Evaluation
Objectives	Key Risks	Audience	Current and desired behavior	Messages/ Info needs	Channel/ Activity	Timing	Responsible	Resources	Expected Outcomes

Communication & Outreach In Social Safety Nets

CLICKER QUESTION 2



In Social Programs, the following types of communication are needed:

Your answers:

A. Participatory communication with applicants and beneficiaries
B. Operational communication among and across implementing agencies
C. Strategic communication with the media, general public
D. Strategic communication with politicians (supportive and opposition)
E. All of the above

In Social Programs, the following types of communication are needed

A. Participatory communi... 3%

Source:
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Communications in Social Safety Nets

Key Stakeholders: SSN Programs

Objectives

Messages

For each stakeholder

Channels

Monitoring, Evaluation, Feedback

?

Communication by Who?

Many “Spokespeople”

- Politicians
- Ministry officials
- Official spokesperson / COMMs team (central, local)
- Local officials as points of contact & communicators
- Hotlines, official website

Communications Protocols

- Clear & consistent messaging
- “Talking Points” (including the “tough ones”)
- Official Use of Logos, etc.

WHEN to Communicate?

Design Phase

Better inform design

Reach out to Potential Clients

Prepare Implementers

Build awareness & understanding

Build public support

Reach out to Influencers

Implementation

(delivery)

Promote Outreach

Respond to Applicants, grievance redress

Support Implementation

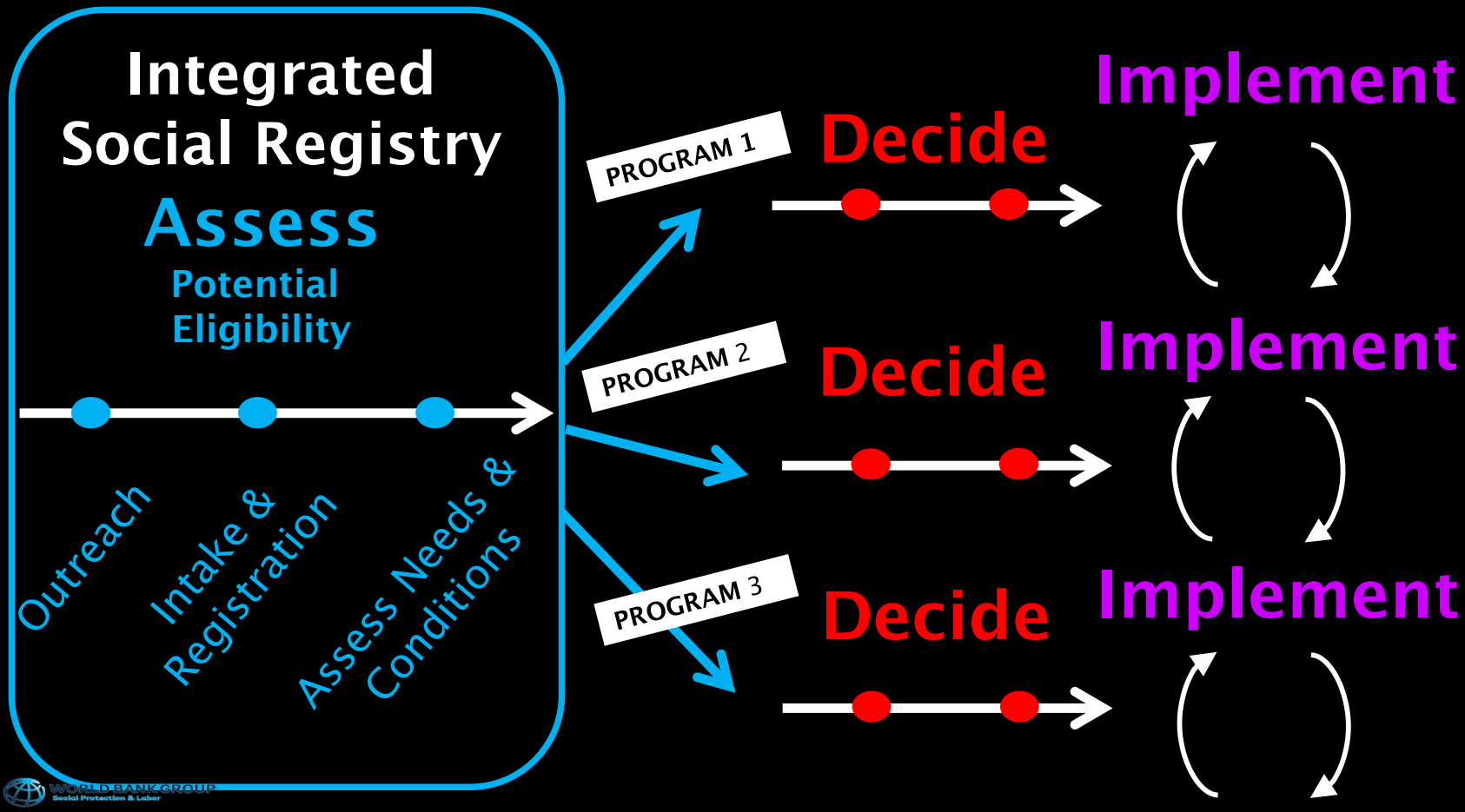
Respond to media

Continue the narrative

Monitor & evaluate

Continuous!

Communication is crucial In all phases of the Delivery Chain for Social Programs (with "clients," delivery agencies, etc.)



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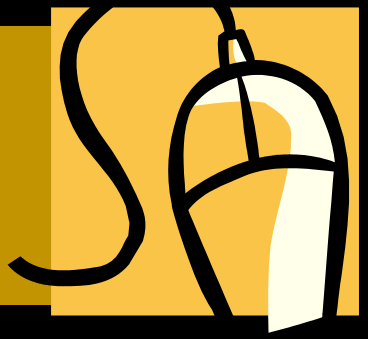

"For the social program that I work with, the <u>main</u> channel <u>for applicants or beneficiaries</u> to communicate with the program (and vice versa) is through:"

Your answers:

A. Direct contact with program officials at home or in own community
B. Direct contact with officials at local office
C. Online
D. Through a hotline / call center
E. Other?

For the social program that I work with, the main channel for applicants or beneficiaries to communicate with the program (and vice versa) is through?

Source:
https://api.cvent.com/polling/v1/api/

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Communicating with Clients
(potential & eventual beneficiaries)

How will the program help me?

How, when & where do I have to recertify?

Who should I contact about the program?

What is expected of me & my family / children?

How, when & where can I apply for benefits or services?

When & how will I receive the benefits or services?

What documents do I need to apply?

How & when will I be notified of the decision?

How & where can I appeal or file a complaint?

Communicating with Clients:
Challenges & Solutions – Pakistan Example

Media Habits & Profile of SSN Beneficiaries*

Word-of-mouth primary source of information

More than 50% penetration of mobile phones - 20.45% own a phone, 52% have access

Familiar with vernacular & informal tools of outreach, e.g mosque announcements

Minimum use of radio, newspaper, banners, TV

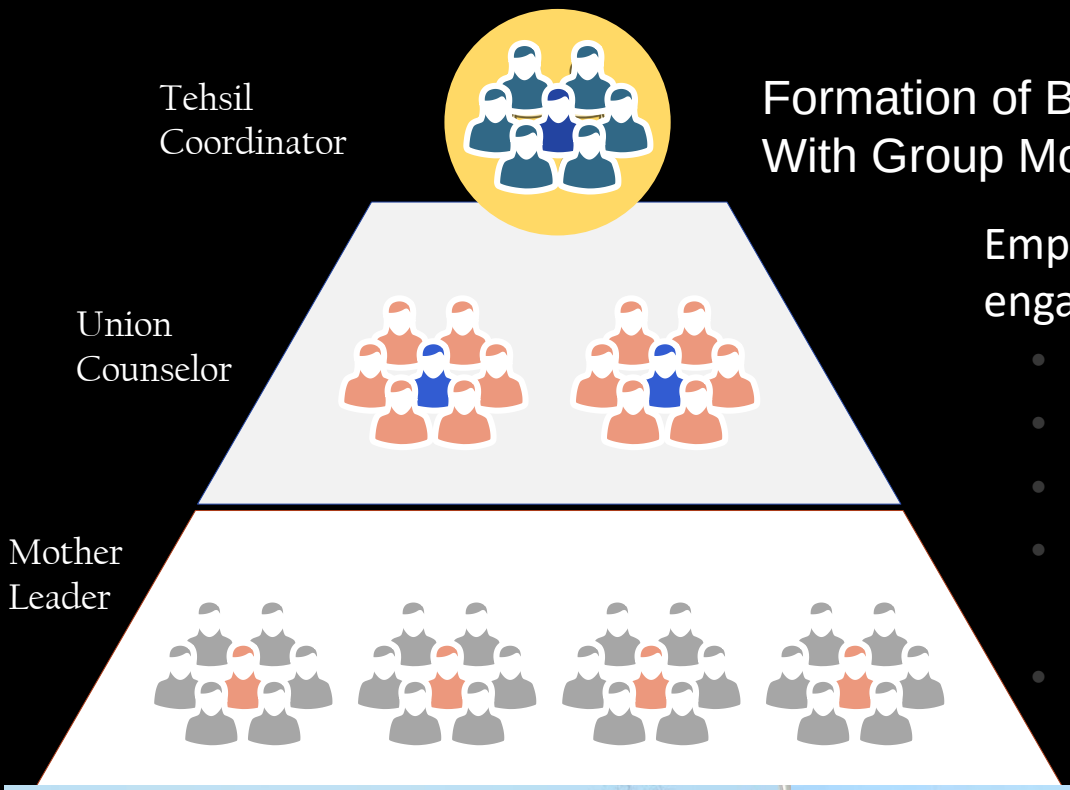
Low recall of IEC Material. Relate to non-verbal, visually strong materials

Limited level of financial literacy and knowledge of the operation of electronic payment system

Ultra poor – 68% of beneficiary households under the poverty line
Low literacy – Majority cannot read, write or numerate (96.43% report they could not read)
Marginalized – Lack of mobility and life-skills; cultural, ethnic and language barriers

*Mott McDonald Spot Check Report Dec 2014

Communicating with Clients:
Participatory Outreach – Pakistan Example



Formation of BISP Beneficiary Groups (BBCs) With Group Mother Leaders

Employing Tactical tools of beneficiary engagement such as:

- Outreach through mother leaders
- Town hall meetings/launch seminars
- Mosque announcements
- Leveraging from ICTs – Robo Calls through mobile phones
- Street theatre

Communicating with Clients:

Niger CT with "Accompanying Measures for Behavioral Change"

Behavioral Change Component:

* Positive Parenting
* Nutrition & Health
* Psycho-social stimulation

Structured Implementation & Communications:

* Monthly meetings by NGOs, community educators
* Home visits
* Intensity: 3 activities per month
* Animation techniques

Lessons Learned

* Structured content & delivery
* Participation & interest very high
* Quality focus is essential (continuous training, oversight)
* Repetition of messages!

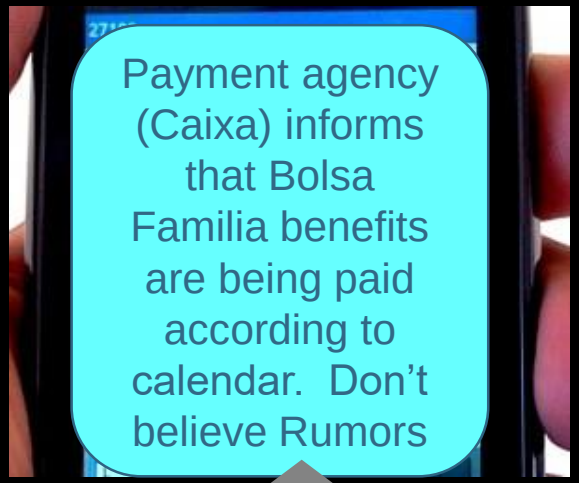
LINK TO VIDEO:
https://www.youtube.com/watch?v=QR5009bqjHU

Communicating with Clients:

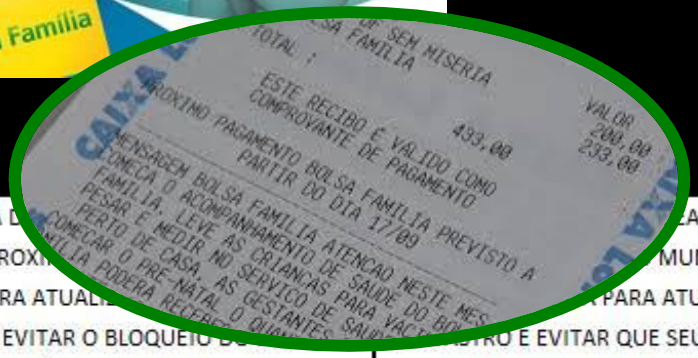
Brazil's Example of "Active Outreach" (Busca Activa) & Importance of Culturally-Appropriate F2F Communications

Communicating with Clients:

Brazil Example: Digital Communications (Messages on withdrawal receipt + iphone APP + SMS texts)



Payment agency (Caixa) informs that Bolsa Familia benefits are being paid according to calendar. Don't believe Rumors



SUA D	EADO.	BENEFICIO BLOQUEADO.
SE APROXI	MUNICIPAL	LIGUE PARA O NUMERO 156
PARA ATUALI	PARA ATUALIZAR SEU	E AGENDE ENTREVISTA PARA ATUALIZAR
E EVITAR O BLOQUEIO D	TRO E EVITAR QUE SEU BENEFICIO	SEU CADASTRO E NAO TER SEU BENEFICIO
BENEFÍCIO EM JANEIRO DE 2013.	SEJA CANCELADO EM MARCO DE 2013	DO BOLSA FAMILIA CANCELADO

Downside Risks…

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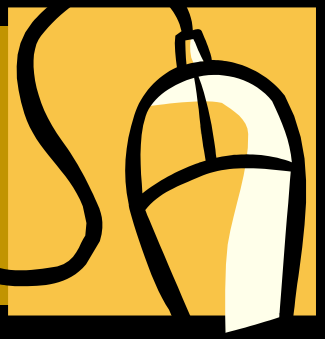

The following are examples of communication with implementing agencies:

Your answers:

A. A directive from the Social Ministry to all local agencies about a change in recertification protocols

B. Focus group discussions among local coordinators to surface implementation bottlenecks and solutions

C. An hotline that local agents can call to trained operators with technical questions

D. Electronic communications between coordinators and data entry operators regarding delays in reporting on school attendance conditionalities

E. All of the above

The following are examples of communication with implementing agencies:

A directive from the Socia...

Source:
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Communication with Implementing Agencies @ Local Level

Key Messages

- Objectives of Program or Reforms
- Own roles as “communicators,” points of contact
- Business policies & processes
- Information flows, ICT
- Piloting, training, roll-out

Communications Channels

- 2-way communications (horizontal & vertical)
- Operational manuals
- Updates, announcements
- Electronic bulletins
- Regular reporting
- Seminars, training updates, training videos, capacity building
- Help-line for Technical Questions
- FAQs and tough FAQs.

Communicating with Implementing Agencies @ Local Level

Example: Introducing New Technologies

What do the changes mean for them?

Photos from Azerbaijan

Photo from US

Communicating with Implementing Agencies @ Local Level

Brazil Example – "Novela-Style" training videos

https://wwp.org.br/en/https://wwp.org.br/en/video/bolsa-familia-and-the-unified-registry-training-for-managers-and-technicians/

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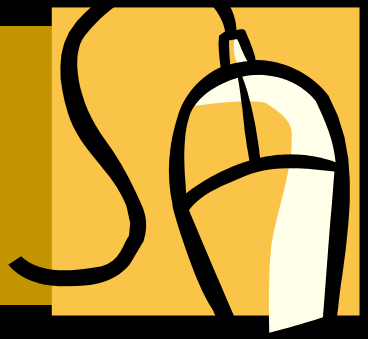

What topics would attract more attention in the press?

Options:

A. A woman named Adriana using cash benefit card to pay for fancy restaurant after parking her car

B. Single mom Erika with 5 kids who doesn’t receive benefits despite obvious conditions of poverty

C. The leakage rate for the Family Benefit program is only 5% to the top quintile of the population

What topics would attract more attention in the press?

A woman named Adriana ... 0%

Source:
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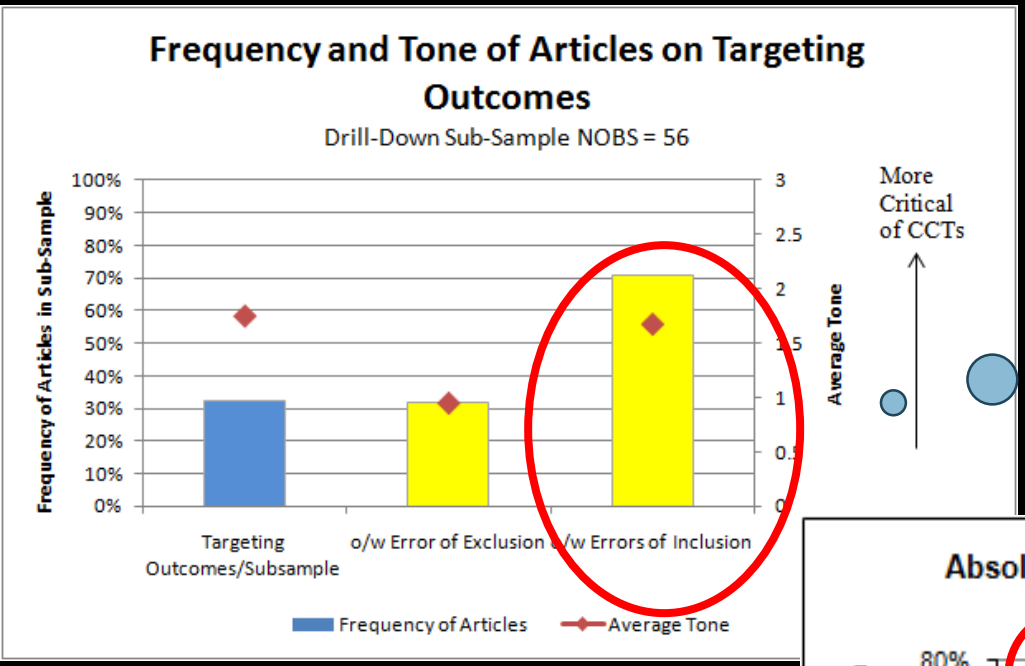
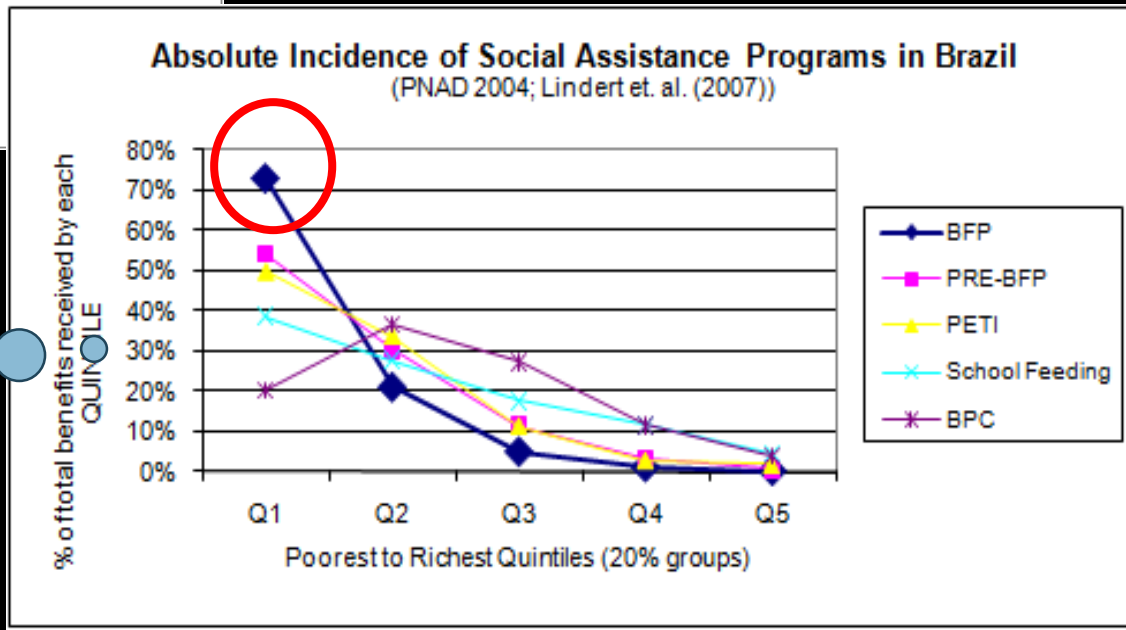
Answer: Errors of inclusion get more attention in the press (Brazil Example)



Errors of Inclusion receive far more press coverage (and more critical attention)

Despite the fact that the Bolsa Familia Program is very well targeted to the poor (low errors of inclusion)



Proactive Communications

"The battle for public opinion isn't won with arguments.

It's won by controlling the agenda."

Build a working relationship with the media:

- Provide steady stream of info (stories!)
- Respond promptly and accurately to queries (positive or negative)
- Reach out to both supportive & adversarial media
- Invite media to key events (SSN Program launches, anniversaries)
- Invite to meetings with beneficiaries in successful areas (testimonials)
- Provide media training (e.g., on impact evaluations, O&C)

Branding

- Product recall, awareness
- Recognizable Name!
- Logo, taglines
- Build a narrative (people remember stories Not information)
- Characterize the brand (convey core values)

Building a brand for the social registry in the Philippines

National Household Targeting System for Poverty Reduction ("NHTSPR")

- Core social policy tool
- Main "spinal cord" of the CCT and other social programs / services
- Operated by the DSWD
- Scientific, Accurate

Communication Assessment showed:

- Confusion on the field of what NHTSPR means
- Limited to association with Pantawid
- NHSTPR as an acronym is difficult to recall

New Brand needed to help with:

- Launching the next round of poverty targeting & registration
- Informing people, improving understanding and appreciation for what the NHTSPR really is
- Promoting unity and consistency nationwide

Market Testing: Branding, Logos, Taglines (Philippines Example)

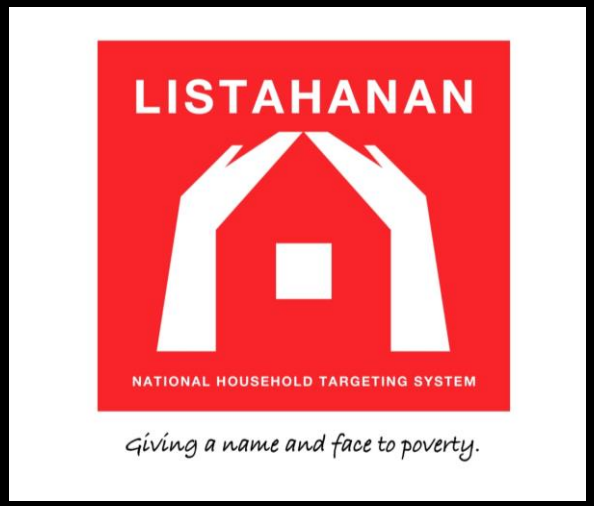
Tamang bilang. Tamang tulong.
Listahanan
NATIONAL HOUSEHOLD TARGETING SYSTEM

- **Visuals:**
  - Checkmark = symbol of accuracy
  - House instead of tick-box
- **Tagline:**
  - “Correct Number, Correct Support.”
  - Emphasis on accuracy & response
  - Not over-promising
  - Simple, easy to understand
  - Universal

Tamang bilang. Tamang tulong.
TAMAPINAS
TALAAN NG MAHIHIRAP SA PILIPINAS

- **Visuals:**
  - Checkmark = symbol of accuracy
  - Sun = offers hope, uplifting
  - Nationalistic (colors of flag)
- **Taglines:**
  - “Correct Number, Correct Support.”
  - & “Philippines’ national registry of the poor”
  - Not over-promising
  - Simple, easy to understand
  - Universal

Market Testing: Branding, Logos, Taglines (Philippines Example)



- **Visuals:**
  - House shaped by “caring hands”
  - Prevalent color = red, a “feeling color” & from palette of DSWD
- **Tagline:**
  - Conveys “what it is” (NHTS)
  - Caring message on purpose “Giving a name and face to poverty”

- **Visuals:**
  - Arrow = “Targeting”
  - Dark blue & red = DSWD palette
- **Tagline:**
  - Conveys “what it is” (NHTS) but simpler acronym
  - Conveys ultimate goal: aim to reduce poverty

Which do you think is most effective?

A.

Tamang bilang. Tamang tulong.
Listahanan
NATIONAL HOUSEHOLD TARGETING SYSTEM

B.

LISTAHANAN
NATIONAL HOUSEHOLD TARGETING SYSTEM
Giving a name and face to poverty.

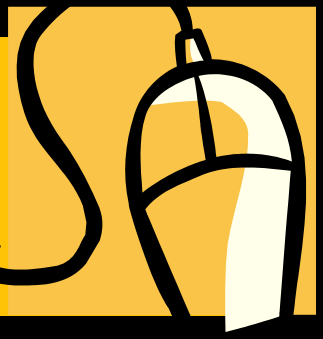
C.

Aim right to reduce poverty.
NHTS
NATIONAL HOUSEHOLD TARGETING SYSTEM

D.

Tamang bilang. Tamang tulong.
TAMAPINAS
TALAAN NG MAHIHIRAP SA PILIPINAS

Clicker Question 6:
The Social Safety Nets program I work



Your answers:

A. has a brand name that talks to its beneficiaries
B. has customized a responsive beneficiary outreach strategy
C. has accessible local team
D. makes use interpersonal sources of information
E. All of the above
F. None of the above

The Social Safety Nets program I work

has a brand name that talk...

Source:
https://api.cvent.com/polling/v1/api/

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Lessons in branding and beneficiary outreach of SSN programs from Kenya and Pakistan

Kenya

National Safety Net Program (NSNP)
Brand name: Inua Jamii

Serves approx. **1.2 Mn** beneficiaries across all 47 counties

Cash transfers to uplift and improve welfare of the poor and vulnerable households in Kenya

Beneficiaries: Older persons; OVCs; PWSD and food insecure HH

Developed an inclusive Beneficiary Outreach Strategy

Pakistan

National Social Protection Program (NSPP)

Brand name: BISP

Serves **5.4 Mn** beneficiaries across all provinces and regions

Cash transfers & education CCTs for the poor to enhance human capital and access to complementary services

Beneficiaries: Women head of the beneficiary households

Has an active Beneficiary Outreach Strategy

KENYA: CHALLENGE

How to position and communicate Govt of Kenya's flagship National Safety Net Program (NSNP) that brings together country's four cash transfer programs under a common (harmonized) operational platform?

OPCT	PWSD	OVC	HSNP
Older Persons Cash Transfer (OPCT)	Persons with Severe Disabilities (PWSD-CT)	Cash Transfer for Orphans and Vulnerable Children (CT-OVC)	Hunger Safety Net Programme (HSNP)

NATIONAL SAFETY NET PROGRAM

Inua Jamii

OPCT PWSD OVC HSNP

UPLIFTING LIVES

SOLUTION:

- **Swahili** brand name **Inua Jamii** means **'to uplift the society'**
- **Emotive**, **compelling** and **transformative**
- Makes instant '**verbal**' and **visual**' connection
- **Speaks to hearts and minds** of vulnerable and marginalized beneficiaries
- Branding is **not just the logo** – but communicates essence of the program through ways and means it reaches out to beneficiaries to stay **relevant, sustainable** and **impactful**
- **Brand visibility** recognizes the **spirit of 'harmonization'** through the use of relevant visuals and language

PAKISTAN: CHALLENGE

How to rebrand a program narrative strongly associated with persona of a popular leader to communicate role of government, while retaining brand equity

SOLUTION:

- **Retain** and **build** on the **brand footprint** and **brand equity** of the name **Benazir Income Support Program (BISP)**
- **Dynamic, robust and nationalistic spirit** – through revamping the visual story to **apolitical** imagery
- Makes instant **'verbal'** and **visual'** connection
- Celebrates a decade of achievement
- **Symbol** of 'women empowerment' – human-centric

Effective branding contributes to design and implementation of a responsive Beneficiary Outreach Strategy

Relevance through mechanisms driven by **accessibility**, **association** and **cost-effectiveness**

Differentiation through appropriate **channels**, **format** and **content**

COMPARABLE ELEMENTS FROM KENYA AND PAKISTAN:

- **Beneficiary mobilization: Women leaders** of **BISP Beneficiary Committees** in **Pakistan** & **members** of **Beneficiary Welfare Committees** in **Kenya**
- **Vernacular tools of engagement:**
  - **Street theatre by local communities** for mobilization of beneficiaries in **Pakistan** & **Community Barazas by local Chiefs** for mobilization in **Kenya**
  - **Faith based organizations - Imams through mosque; priests through church for announcements**
- **Radio – a popular tool for community outreach: Public service announcements**
- **Mobile telephones – SMS and IVR technology**

LESSONS:

- Role and support of collaborative leadership and accessible local teams
- Inclusive and consultative processes of engagement and outreach
- Build incrementally through testing and learning
- Planning and timeliness in sync with program cycle and work plans
- One size does not fit all - Identify beneficiary preferences and media habits
- Acceptability of vernacular and traditional tools of communication
- Efficient use of technology and ICTs –e.g. mobile telephony; robo-calls; toll-free helplines; biometrics for enhanced accountability and transparency

SOME TECH MYTHS BUSTED

- Illiterate and less exposed would be challenged with technology (people do find the ways when its in their interest)
- Connectivity would be a problem (not necessarily-- NADRA was able to establish one-stop- registration centers connected with backend databases even in remote areas of Pakistan)
- Banking sector will not be able to cater to large numbers (not really– the branchless banking and use of POS made the transactions easy to manage)

Communication for reform in FCV Iraq context (cash transfer, CCT, pensions, social development fund, e.g.)

Emergency Social Stabilization and Resilience Project | ESSRP

(i) Increase livelihood opportunities in liberated areas through Cash for Work
(ii) Increase access to psychosocial support services in liberated areas
(iii) Strengthen the systems to expand the provision of resilient social safety nets

Implementing Agency: **Ministry of Labor and Social Affairs**

Cash for Work

Labor-intensive public works

IN URBAN COMMUNITIES

- street sweeping
- painting public buildings and crosswalks
- rehabilitating recreational spaces and schools
- health posts and community buildings

IN RURAL COMMUNITIES

- brushing bushes along access roads
- clearing non-private agricultural land
- breaking rocks for road rehabilitation
- cleaning and replacing culverts
- drainage clearance along roads

150,000 households benefiting from this program

10-million-person work days
30 percent women

Livelihood Opportunities

Psychosocial Support

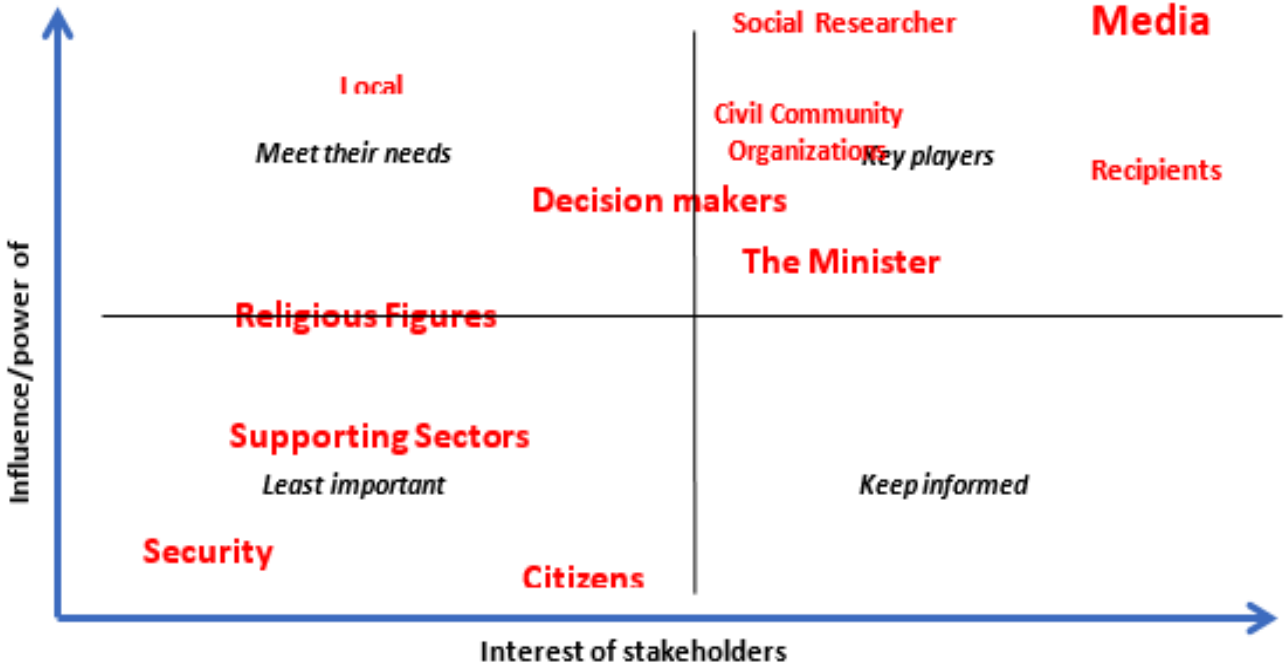
- Interventions to help address the mental health among the vulnerable population
- Capacity building for health and social workers

150,000 direct beneficiaries (improved mental health)

15,000 indirect beneficiaries from capacity building

Mapping stakeholders and citizens engagement

Mapping Stakeholders



Iraq CCT monitoring forms for beneficiaries

إعانة إضافية لمستقبل أفضل

البرنامج التجريبي للإعانات النقدية المشروطة لمنطقة الصدر ٢

هذا البرنامج التجريبي لا يؤثر على استمرار منحك راتب الإعانة الإجتماعية.

هيئة الحماية الاجتماعية

تهانينا لشمولك في برنامج الإعانات النقدية المشروطة. هذا البرنامج سيزيد مبلغ إعانتك مع ضمان الصحة والتعليم لأسرتك. للحصول على الإعانة المالية المقررة، يجب عليك الإلتزام بالشروط التالية.

إسم الطفل _____ سنة الميلاد _____

جدول اللقاحات الدورية للاطفال

التلقيح الأول بعد الولادة خلال الأسبوع الأول	التلقيح الثاني العمر: شهرين	التلقيح الثالث العمر: ٤ أشهر	التلقيح الرابع العمر: ٦ أشهر	التلقيح الخامس العمر: ٩ أشهر	التلقيح السادس العمر: ١٥ شهر	التلقيح السابع العمر: ١٨ شهر	التلقيح الثامن العمر: ٤ - ٦ سنوات
تاريخ الزيارة	تاريخ الزيارة	تاريخ الزيارة	تاريخ الزيارة	تاريخ الزيارة	تاريخ الزيارة	تاريخ الزيارة	تاريخ الزيارة
☐ لقاح التدرن (السل) البي سي جي	☐ اللقاح السداسي - جرعة أولى (الخناق، السعال الديكي اللاخلوي، الكزاز، المستديمة النزلية نمط ب، إلتهاب الكبد الفيروسي نمط ب صغار، شلل الأطفال الزرقي)	☐ اللقاح السداسي - جرعة ثانية (الخناق، السعال الديكي اللاخلوي، الكزاز، المستديمة النزلية نمط ب، إلتهاب الكبد الفيروسي نمط ب صغار، شلل الأطفال الزرقي)	☐ اللقاح السداسي - جرعة ثالثة (الخناق، السعال الديكي اللاخلوي، الكزاز، المستديمة النزلية نمط ب، إلتهاب الكبد الفيروسي نمط ب صغار، شلل الأطفال الزرقي)	☐ لقاح الحصبة للنفردة	☐ لقاح الحصبة للختلطة - جرعة أولى (لقاح الحصبة، لقاح الحصبة الألمانية، لقاح النكاف)	☐ اللقاح الخماسي الثاني - جرعة منشطة أولى (الخناق، السعال الديكي اللاخلوي، الكزاز، للستديمة النزلية نمط ب، لقاح شلل الاطفال الزرقي)	☐ اللقاح الخماسي الأول - جرعة منشطة ثانية (الخناق، السعال الديكي، الكزاز، المستديمة النزلية نمط ب، التهاب الكبد الفايروسي نمط ب صغار)
☐ لقاح شلل الأطفال الفموي - جرعة صفر	☐ لقاح شلل الأطفال الفموي - جرعة أولى	☐ لقاح شلل الأطفال الفموي - جرعة ثانية	☐ لقاح شلل الأطفال الفموي - جرعة ثالثة	☐ فيتامين أ ١٠٠,٠٠٠ (مائة ألف وحدة دولية)		☐ لقاح شلل الأطفال الفموي - جرعة منشطة أولى	☐ لقاح شلل الأطفال الفموي - جرعة منشطة ثانية
☐ لقاح التهاب الكبد الفيروسي - نمط ب صغار	☐ لقاح الفيروس الدوار (الروتا) - جرعة أولى	☐ لقاح الفيروس الدوار (الروتا) - جرعة ثانية	☐ لقاح الفيروس الدوار (الروتا) - جرعة ثالثة (فقط إذا كان اللقاح خماسي الجينات (روتاتك))			☐ فيتامين أ ٢٠٠,٠٠٠ (مائتا ألف وحدة دولية)	☐ لقاح الحصبة المختلطة جرعة ثانية (لقاح الحصبة، لقاح الحصبة الألمانية، لقاح النكاف)
	☐ لقاح للكورات الرئوية المقترن - جرعة أولى	☐ لقاح للكورات الرئوية المقترن - جرعة ثانية	☐ لقاح المكورات الرئوية المقترن - جرعة ثالثة				☐ فيتامين أ ٢٠٠,٠٠٠ (مائتا ألف وحدة دولية)

البرنامج يتم تنفيذه بالتعاون مع: وزارات العمل، التربية، الصحة، المالية، مجموعة البنك الدولي ومنظمة يونيسيف

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هل لديك سؤال أو شكوى؟

اتصل بالهاتف للمجاني: ١٨٠٨ أو للراسلة على البريد الإلكتروني: info@molsa.gov.iq

هيئة الحماية الاجتماعية

Key Messages

- Well-planned and consistent communications are critical to the success of any reforms.
- Allocating adequate budget for communications is an intelligent investment in risk mitigation
- Communications professionals should be engaged before the reform program begins and throughout implementation to conduct research, analyze results, and plan and implement the strategic communications program.
- Early risk assessment, informing the public in accessible ways, explaining mitigation measures to protect poor and vulnerable households, creating public understanding and building goodwill for a reform process.
- Communications plans must be flexible enough to accommodate

Thank You

Community of Learning for Communications, Social Marketing, & Outreach

https://www.youtube.com/watch?v=FnmKMehl1oM