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Iraq Governance Strengthening Project

LG Communications and Outreach Report (En)

Iraq GSP Collateral Presentation (En)

Iraq GSP Final Report Presentation (Ar and En)



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IRAQ GOVERNANCE STRENGTHENING PROJECT

Iraq GSP Communications & Outreach Report and Presentations

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Iraq GSP Communications & Outreach Report and Presentations
Final
October 2012

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Iraq GSP Local Government Communications and Outreach Report

22 August – 14 September 2012

1. Objectives

The Iraq Governance Strengthening Program (GSP) set the following objectives for this short term assignment:

- 1.1. Assess effectiveness of the current communication tools and instruments utilized by provincial government actors.
- 1.2. Assess PC's and GO's communication and reporting needs, challenges and priorities.
- 1.3. Assess provincial governments' current messaging protocol.

2. Additional scope

The work carried out during this assignment related primarily to the objectives and deliverables listed in the original scope of work, but was accompanied by additional workshops involving training sessions for staff members of GOs and PCs.

Deliverables

The Scope of Work document lists four main deliverables to be submitted at the end of the project. These include:

- Research
- Communications Plan and Strategy (template)
- Develop STTA plan
- Report

3. Methodology

Due to limited access to elected officials, the selected methodology focused on auditing GO and PC media team members through workshops.

3.1. Workshops – These were designed to include two types of session. The first centered on sessions structured to serve as focus groups, with plenty of time given for participants to explain their challenges and needs and share lessons learned.

The second category of session included training elements, and introduced exercises designed to help participants put to use some of the questions asked of them at the start.

These officials represent the technical end of provincial government communications and not the policy setting or strategic planning side. As the 'engine room' of provincial government communications they are responsible for the day-to-day activities and are able to give an insight into how plans are implemented and what tactics are favored.

3.2. Interviews - In addition to the workshops, one on one interviews were conducted with two PC members and the head of communications and outreach teams for Baghdad GO.

3.3. Group discussions – these were also held with GSP hub offices.

Notes for meetings with the following individuals and groups are included in the appendix:

- Mohammed Al-Rubaye
- Shada Al-Obeida
- International Republican Institute
- GSP Team in Baghdad
- GSP Team in Hilla

3.4. Questionnaire – a two-page questionnaire was created and filled out by participants. The purpose of this questionnaire was to gain an entry level understanding of the technical sophisticated of PC and GO media team operations.

Questionnaire documents, in English and Arabic, are included in the appendix.

4. Materials created

The workshops required a series of powerpoint presentations in English and Arabic to be created.

These were:

Introduction to communications

- Participant experiences
- Messaging and the Story Grid
- How to run a Press Office
- Stakeholder mapping
- Creating a strategic plan

These documents are attached as part of the appendix.

5. Geographical Scope

Research and training workshops were carried out in GSP hubs in Baghdad, Hilla and Erbil and covered all regions of the country.

Participants came from GO and PCs in the following provinces: Baghdad, Anbar, Basra, Karbala, Najaf, Babil, Wasit, Diwaniyeh, Dhi Qar, Maysan, Kirkuk, Sulaymaniyeh, Ninawa and Erbil.

6. Research Scope

Due to travel restrictions and access, it was only possible to speak to a small number of provincial government stakeholders in addition to GO and PC staff.

Addition research into GO and PC activities and processes is required in order to complete a more thorough audit.

Not having any research capability with citizens or media meant that the scope of this audit was limited to PCs and GOs.

7. Communications Effectiveness Model for Governor Offices and Provincial Councils

It was not possible to conduct a communications effectiveness audit of GO and PCs due to three main reasons:

- Lack of time – would require at least one full week
- Travel restrictions – would require
- Permission – was not granted to meet with Iraqi journalists

A suggested model is included in the STTA scope of work.

8. Situational Analysis of GOs and PCs

There are significant differences between the communications effectiveness of GOs and PCs. In general it can be said that GO are more effective with more professional team members.

The most important reasons for this relate to internal effectiveness, and clear roles and responsibilities according to Law 21.

GOs have effective communications functions when the Governors are forward thinking, put their faith in their heads of departments, and listen to feedback. This is the case in a number of the major cities, such as Najaf, Basra, Baghdad and Kirkuk. It is not the case in other provinces with smaller cities.

GOs also benefit from greater continuity with senior employees being retained even with the change of Governor following elections.

GO news flow is based largely on the implementation of projects, which is a process relatively free from Law 21 ambiguities. The roles of monitoring by PCs and their budgeting are less publicized.

PCs in general are hampered by the competing members who make up the committee. Competition can be on an individual level, but is most often organized along political party lines. There is little effective internal coordination between members, and process are based on individuals and are not institutionalized. In Baghdad for example the weekly meeting on Wednesdays is confirmed with less than 24 hours notice, by text message.

Many PC members consider the central government an obstacle to their work and believe that the council's should have more than an oversight remit.

9. Messaging protocol

Very little attention is given to the preparation of messaging and the implementing of a controlled system.

Anecdotal evidence from the workshops indicated that there are no messaging documents in circulation, and that at best messaging protocol involves the Governor or PC member sitting with a communications team member in advance of an interview.

The importance of messaging to organizational identity and internal communications was not picked up during the workshops.

Messaging remains to be seen as an ad hoc activity, carried out primarily as part of a media relations activity.

10. Challenges within Provincial Councils

10.1. Individual not institutional – coordination inside the councils, and between its members and outside bodies, takes place on an individual basis. Relationships are not build along institutional lines and are therefore more susceptible to challenges. If one key member is taken out of a process the entire chain fails to operate.

10.2. Conflict between political parties – the major political parties dominate deal-making within councils. Even in a situation such as Basra's, where the candidate with the most votes ran as an independent, political parties are able to maneuver their members so that the chairs of committees are taken.

Mohammed Al-Rubaye also described how council members with allegiance to an opposition party are given limited resources within the council and have their actions restricted.

10.3. Lack of internal communications – apart from the general council meetings, which take place up to two times per week, and the committee meetings there is little coordination between the members. Emails do not appear to be in wide use, and correspondence takes place via text message or phone call. As a result members feel out of touch with developments and not belonging to a cohesive organization. This also results in a failure to maintain discipline with keeping 'on message' and has led to contradictions in the media between member statements.

10.4. PC members not seen as capable – many council staff members remarked that not all PC members are regarded as very competent or professional.

11. Challenges within Governor Offices

In general Governor Offices run more smoothly than PCs due to their central management structure. The word of the Governor is all that matters, and staff members have a high level of loyalty to him.

The major challenge facing GOs is the lack of sufficient numbers of qualified professionals needed to carry out the implementation projects. The low rate of budget spend can in part be explained in light of this challenge, as GO staff lack the skills and abilities to carry out all of the approved projects.

Central Ministry staff in the Directorates are seen as being more senior and more experienced, in general.

12. Needs

Provincial government communications teams have a wide range of needs, but these can be categorized into five main areas:

12.1. Messaging – as described in the section on messaging protocol, there are no formal systems for messaging in the majority of offices. Low levels of internal communication and coordination add to the lack of consistency in external communications.

12.2. Planning – a number of offices stated that they do have plans, but that they struggle with change and unexpected events and news. Most offices would benefit from a series of planning tools to help structure their communications and plan ahead.

12.3. Research – very little research is currently being carried out. Participants expressed an interest in learning about focus groups and polling, and had a high level of engagement during the stakeholder mapping session. This should be built upon.

12.4. Social media – many offices have begun communicating via social media and their interest levels are extremely high. The level of their communication however is low and they would benefit from training that gives them a deeper understanding of how social media can be most effective, and also on technical skills to allow a higher quality of product.

12.5. Professionalism – workshop participants had varied backgrounds and were of different ability levels. In general old participants had a sense of their function limited to previous job roles – for example, ex journalists still viewed themselves as journalists. There is a need to create a sense of identity and professionalism as ‘communications experts’.

13. Effectiveness of tools

In general it can be said that most participants had a good knowledge of all the tools available to them.

The most commonly cited tools and channels included:

13.1. Provincial government media (newspapers and magazines)

All PCs and GOs have their own publications. Many publish weekly newspapers and monthly magazines that are of varying standards. In addition to these some of the more active offices publish yearly reports.

Publishing has three main stages: editorial, production and distribution. Conversations conducted during the workshops, and review of several publications, indicate that the effectiveness of these publications is limited by the editorial and distribution stages.

Editorial processes for provincial government media varies from province to province. Several participants remarked that, "government media's role is to provide the good news stories, while the private media focuses on the bad news". This understanding lies at the heart of a widespread perception that government media is propaganda and is only useful to learn of policies and measures taken by PCs of GOs.

During the workshop session on participant experiences success stories were shared. Participants from GOs in Basra and Kirkuk told how their respective governors had taken advice from the head of publications that the newspaper would enjoy greater credibility and readership should the content be balanced, and photos of the governor and his news limited. This advice has taken and apparently the newspaper has become an effective tool in reaching the general population. A study of media consumption in each city would be required to validate this view, but a quick inspection of the newspapers did confirm that the look and tone was not overly official.

Distribution channels are limited mostly to government institutions and there are no figures for circulation or impressions. If provincial government officials are serious about reaching all parts of Iraqi society then new channels are needed to deliver their publications to citizens not employed by the state or province.

13.2. Print (Independent / Private)

Iraq is renowned in the Arab world for having high literacy rates and for being a cultural center for the region. While culture has undoubtedly suffered as a result of many decades of conflict, print media has remained a significant and influential channel of government communication.

Independent newspapers and magazines are heavily influenced by the political parties, which either directly fund their operations, or are aligned with the proprietors' interests. The majority of political parties have a sectarian nature.

This has resulted in Iraqi citizens reading newspapers or magazines that support their sectarian or political stance. PC participants related how PC members will give the majority of their interviews to newspapers that belong to their political parties. GO participants added that newspapers belonging to opposition parties are generally very critical regardless of circumstance.

Baghdad PC member Mohammed Al-Rubaye listed the following newspapers as the most influential:

- Zaman
- Al-Sabah
- Dustour
- Makhfarat Al-Islam
- Al-Bayaneh
- Al-Sabah al-Jadid
- Al-Mashreq
- Al-Adala

13.3. Radio

During the day radio is a popular medium for housewives and citizens travelling by car (congestion is terrible in Baghdad and other major cities). It has a more mixed audience in the evenings and provincial government officials have taken advantage of this by creating slots where a member of the PC is invited in each week to talk about the council news and take questions from citizens calling in.

The lack of media lists suggests that radio producers are not broadcasting provincial government news except for call-in programs and recorded interviews.

13.4. TV

TV remains the medium with the widest reach. Governor offices have developed a strategy that makes use of TV in two ways.

Firstly, most GO have their own internal TV team (normally 3-6 individuals) that works on producing a 30 minute news bulletin dedicated entirely to the Governor. This bulletin is then distributed to three of the leading channels (ie for Baghdad, Monday evening is on Iraqieh, Tuesday evening is on Afaq, and Thursday evening it is on Baghdadiyeh). The three channels are selected to ensure that all sectarian groups and major political parties are reached.

The second use of TV is inviting reporters to press conferences and major events.

Participants in the workshops expressed the view that TV is a powerful channel for reaching large audiences, but its use is mainly restricted to important news events. For other GO or PC related information it is less effective.

13.5. Social Media

Social media was seen by all participants as an important and growing channel for communications. Due to lack of statistics many participants grossly overestimated the number of citizens that they are reaching via the Internet. When pressed on estimates, participants gave figures between 20 and 50 percent of citizens while figures obtained by the US Embassy indicate an Internet penetration rate of barely more than three percent of the population of Iraq.

Social media is limited mostly to Facebook. Very few PCs or GOs use Twitter, which is consistent with its use among other groups in Iraq. The politician with the biggest following on Twitter in Iraq has barely more than 15,000.

There is a need for social media training, to improve use of Facebook and introduce Twitter. Many of the Facebook accounts that I was shown were using individual profiles instead of pages or groups, and were limited in the features exploited.

The majority of accounts were not linked to websites and so had low visibility through search engines.

13.6. Website

Every GO and PC has a website, with some updated on a daily basis and constructed to a high level.

Websites have become important sources of information for breaking news, especially in provinces far from the capital that don't have an active press corps in residence. The participant from Rammadi explained how many citizens visit the PC website when a bomb explodes as it is often the first to carry the story.

As with social media, the major drawback to websites is the lack of Internet penetration.

13.7. Advertising

Some PCs and GOs use advertising for particular campaigns in order to increase their visibility. The provinces that have an advertising spend are mostly those with a petro-dollar budget, or additional provincial revenue such as income from tourists to holy sites (Najaf).

In general though not many PCs or GOs use advertising.

13.8. Phone calls

Mobile phones are used by many PC members and Governors to contact people and coordinate activity. Calls are preferred to other channels because they are direct, targeted and are more likely to result in an action being taken.

There does not appear to be a central database of contacts in many PCs and GOs. The closest there is to such a database is the records that admin assistants maintain.

13.9. Mobile phone text messages

Some PCs and GOs use text messages to blast announcements to many audiences. The use of mobile texts is costly which limits its frequency.

The other drawback is the limited text that can be carried in each message. As a result participants spoke of text messages as a useful tool for major announcements, no more than several times per quarter.

13.10. Open meetings

Open meetings, or town hall meetings, have been encouraged as part of training delivered to Community Action Groups. The International Republican Institute has also given training on town hall meetings, with most discussed Law 21 and women's issues.

Participants relayed how PCs gave greater access to the public in the past but had limited occasions of direct meetings in recent years due to security concerns and reluctance to meet with a dissatisfied public.

In some provinces PCs conduct their general meetings twice a week, and open doors to the public. In others, such as Baghdad, meetings are restricted to a maximum of once per week and are closed to the public.

There was a consensus among participants that direct meetings are a good tool for two way discussion and should be utilized more often.

13.11. Emails

Emails are not used with the same frequency as in parts of the developed world. There are a number of reasons for this.

From an infrastructure regard, electricity is often limited to four hours per day in many provinces, and cannot be relied upon. In addition, access to the Internet is costly and difficult to install, meaning penetration rates are low. There is also a cultural reason with many Iraqis more comfortable using mobile phones to make calls.

14. Stakeholder analysis for GOs and PCs

A session on stakeholder mapping was included in the workshop. The session presented participants with the correct definition of a stakeholder (a term that was foreign and new) and discussed various ways of thinking about how to prioritize and categorize them.

Participants were asked to draw up their own list of stakeholders, and as a first exercise give each group a rating from 1-5 according to their perceived influence over GO / PC activities (with 5 being the most influential, and 1 the least).

This exercise resulted in very lively conversations, often on the basis of difference between each province represented in the room. Participants gave their reasons for the given ranking, and then presented their ideas for how each group could be communicated with, bearing in mind the issues held most dearly to them.

The following table lists the main stakeholder groups identified in all three workshops, along with an average rating given to them. Ratings differed between each workshop.

Stakeholder Group	Influence rating
Tribal leaders	5
Religious leaders	5
Central Government	5
PC / GO members	5
Political parties	4-5
Teachers	4
Youth	4
Media	4
Businessmen and investors	3-4
NGOs	3
Intellectuals and artists	2
Celebrities (footballers and singers)	1-2
Women and women's groups	1-2
Poor and disadvantaged	1-2

15. Communications Documents

- Draft Communications and Outreach Plan and Strategy
- Stakeholder mapping
- Story Grid for messaging

16. Appendices

- Interview notes
- Questionnaire
- Workshop ppt presentations



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Provincial Government

Collateral

October, 2012

Iraq Governance Strengthening Project



Baghdad GO gifts





Karbala GO newspaper



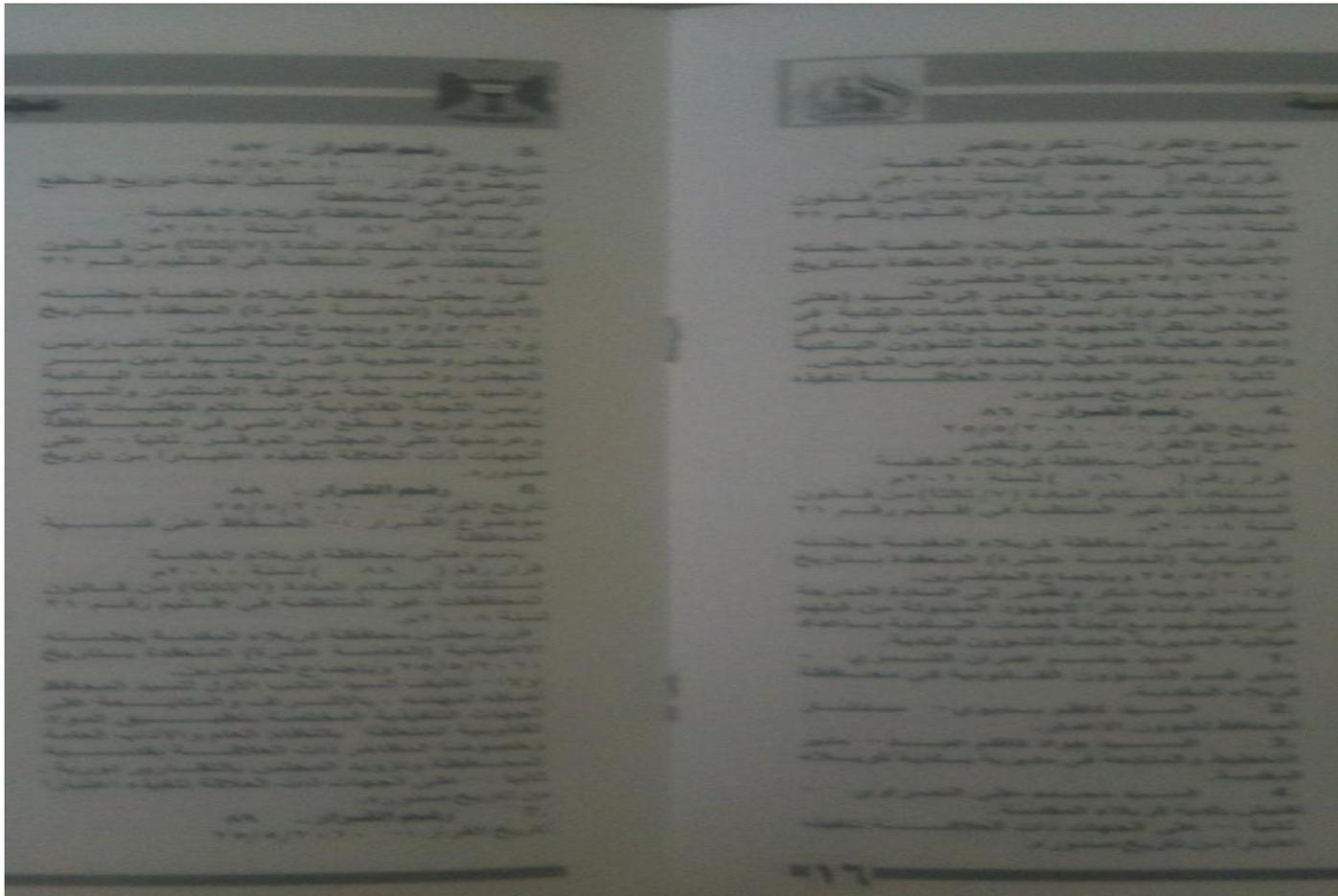


Karbala Gazette (cover)



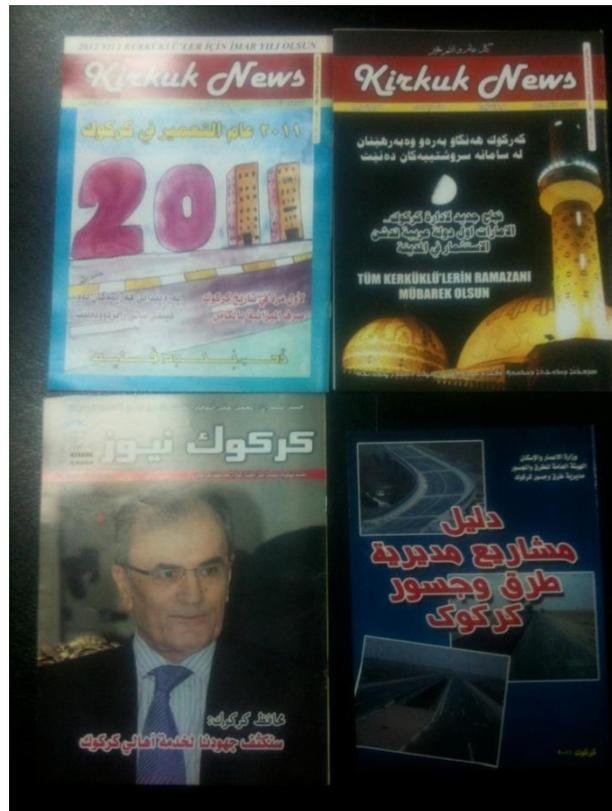


Karbala Gazette (inside pages)





Kirkuk GO Magazines





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IRAQ

Provincial Government Communications Audit

October, 2012

Iraq Governance Strengthening Project



Objectives

Objectives

The Iraq Governance Strengthening Program (GSP) set the following objectives for this short term assignment:

1. Assess effectiveness of the current communication tools and instruments utilized by provincial government actors.
1. Assess PC's and GO's communication and reporting needs, challenges and priorities.
1. Assess provincial governments' current messaging protocol



Methodology

Methodology

Research was carried out using methods that could be employed from the safety of GSP offices. Visits to GOs and PCs were not possible due to security.

1. Workshops

1. Interviews

1. Group discussions

1. Questionnaire



Change of Scope: Workshops

Workshops

Due to restrictions on travel and a request for immediate training, a series of workshops was conducted in three GSP hubs.

The workshops allowed for two objectives to be achieved:

- As focus groups for learning about communications activities
- As training sessions



Materials

Materials created

The workshops required a series of powerpoint presentations in English and Arabic to be created.

These were:

- Introduction to communications
- Participant experiences
- Messaging and the Story Grid
- How to run a Press Office
- Stakeholder mapping
- Creating a strategic plan



Geographical Scope

Participating provinces

Workshops were carried out in three GSP hubs, with participation from 15 provinces.

Babil Hub: Babil, Wasit, Karbala, Najaf, Diwaniyah

Erbil Hub: Erbil, Ninawa, Sulaymaniyah, Kirkuk, Salah ad Din

Baghdad Hub: Baghdad, Basra, Muthanna, Basrah, Dhi Qar, Maysan



Situational Analysis of GOs and PCS

- GOs run more effectively than PCs
- Provinces with effective Governors achieve the most
- Confusion around roles and responsibilities arising from Law 21
- Internal rivalries within PCs between members from competing political parties
- Tension with central government, in Baghdad and directorate offices



Messaging Protocol

- Very limited messaging activities taking place within GOs and PCs
- The term 'messaging' itself is foreign and not understood
- Preparation is mostly ad hoc in nature and not recorded through official documents
- Staff members (those who participated in workshops) had a poor level of messaging and were not skilled in prioritizing information



Challenges within PCs

- Internal communications run on an individual and not institutional level
- Internal rivalries between different political parties
- Poor internal coordination
- Many PC members seen as being of questionable talent level



Challenges within GOs

- In general GOs face lesser challenges when communicating than POs
- Lack of qualified personnel to implement projects
- Many offices lack strong management systems with KPIs and a vision



Needs

GOs and PCs require immediate support in five main areas:

- Messaging
- Planning
- Research
- Social Media
- Professionalism



Messaging

Significant messaging training is needed, and should be targeted at a senior level; Governors and Provincial Council members.

Training would include:

- Creating a story grid for messaging
- Interview training (for groups up to 6 persons)



Planning

Very little planning is currently carried out by GOs and PCs.

The best approach would be to work closely with one office to develop an in-depth plan, which could then be used as a template for other provinces.

Training would then involve:

- Creating an in-depth plan
- Issues management
- Creating a timetable



Research

Setting objectives and prioritizing action is made more difficult without the help of research data.

Workshop participants expressed a keen interest in acquiring research skills.

Training sessions could include:

- Focus Groups
- Polling
- Questionnaires



Social Media

PCs and GOs are utilizing social media, but not to a professional level.

Training courses can be offered to deliver:

- Research for social media
- How to develop a social media plan
- Latest techniques for Facebook (page and group administrators)
- How to leverage Twitter for community outreach



Professionalism

Communications officials in GOs and PCs lack a sense of professionalism. Most are former journalists who have crossed the fence, meaning that they view their roles mainly from a technical perspective and not functional one.

Building a sense of professionalism would involve:

- Creating a network, virtual and/or real, to connect officers and allow for exchange of information
- Hosting a yearly conference with major figures from within Iraq and outside invited to talk on issues relating to provincial government communications



Communications Effectiveness

This initial audit was not able to make an evaluation of PC and GO communications effectiveness.

Such an evaluation would provide insights and data that would increase the quality and the appropriateness of training, particularly the planning and strategy sessions.

An effectiveness model might include:

- Audit of GO / PC activities
- Analysis of media coverage
- Polling or focus groups
- Social media analysis



Communications Effectiveness

Any effectiveness model consists of four parts: Inputs, outputs, out-takes and out comes:

1. INPUTS (Formative research)

- Quality of message preparation
- Appropriateness of message content
- Appropriateness of medium selected
- How does target audience prefer to receive information?
- What does target audience know, think, feel? What do they need, want?

2. OUTPUTS (Process and program evaluation)

- Number of messages sent
- Number of received messages
- Number of messages in the media
- Number and type of messages reaching target



Communications Effectiveness

3. OUT-TAKES (Retention, comprehension and awareness)

- Number who consider messages
- Number who retain messages
- Number who understand messages

4. OUTCOMES (Functional and organization evaluation)

- Number who change attitudes
- Number who change behavior
- Number who change opinions



Effectiveness of channels

All traditional media outlets are aligned with political parties, often along sectarian lines

TV remains the channel with the greatest reach

Radio is a popular channel, especially for local issues

Newspapers are seen to have a high editorial bias

Social Media is growing and popular with the young. Electricity cuts and poor infrastructure hindering growth

Facebook is the most popular social media channel. Twitter has a limited following



Effectiveness of channels

Websites are generally up to date, although designs and ease of use could be improved. A lack of access to the internet restricts their use

Phone calls and texts represent the most popular tool for internal communication

Town hall, or open meetings, are used regularly. In cities such as Baghdad where there are security concerns these meetings take place less frequently, and are often behind closed doors

Emails are not commonly used, due to restrictions to internet access and a preference for phone calls

Advertising (mostly outdoor) is used by some GOs in provinces with petro budgets, mostly for campaigns. Its expensive renders it difficult for other provinces



Stakeholders

PCs and GOs are aware of their different stakeholders but few have tailored plans to address each group in the most effective manner.

Stakeholder Group	Influence rating
Tribal leaders	5
Religious leaders	5
Central Government	5
PC / GO members	5
Political parties	4-5
Teachers	4
Youth	4
Media	4
Businessmen and investors	3-4
NGOs	3
Intellectuals and artists	2
Celebrities (footballers and singers)	1-2
Women and women's groups	1-2
Poor and disadvantaged	1-2



General Messages

1. The provincial government in Iraq represents the will of citizens in their own provinces, giving them more control over many of the issues specific to their daily lives
2. Provincial government is working hard to overcome the many challenges in post-conflict Iraq to ensure citizens enjoy the best possible public services
3. Provincial government is only truly successful when citizens actively participate in decision making processes



Outline Communications Plan

Goal

To build trust and strengthen relationships with Iraqi citizens

Strategies

- Narrow the gap between Governor / PC members and the street
- Focus on our achievements and not what the central government / others are doing
- Make ourselves as user-friendly and available to all stakeholders as possible



Outline Communications Plan

Objectives

1. Encourage greater citizen participation by the general public by [10% increases over the next 12 months]
2. Increase awareness of the GO / PC activities and projects (successes) by the general public by [10% increase in media coverage and online chatter over the next 12 months]
3. Increase the participation of PC members / Governor in communications and outreach activities by [x% more meetings and creating new opportunities for engagement]



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Provincial Government Community Outreach and Communications

Hub Workshops

September, 2012

Iraq Governance Strengthening Project



Workshop Goals

- 1- The role of communications
- 2- Setting clear communications objectives
- 3- Communications planning
- 4- Creating a story grid for messaging
- 5- Discussing challenges and needs
- 6- Sharing success stories and best practice



Session 1

Community Outreach and Communications

WHY?



Community Outreach and Communications

But we also need to know

- **How**
- **With whom**
- **What**
- **When**



Communications planning

Goals = the broad outcomes

Strategies = the approaches you will take

Objectives = the measurable steps to achieve the strategies

Tactics = the tools you will use



Community Outreach and Communications

Goal

To build trust and strengthen relationships with Iraqi citizens



Community Outreach and Communications Objectives

“An objective is a milestone measuring progress toward a goal.”

A good objective:

- States a specific change in opinion or behavior that's supposed to result from communications activities outlined in the campaign;
- Pinpoints a level of accomplishment, typically in the form of a percentage decrease or increase;
- Identifies the specific public (or audience) targeted by the communications effort; and
- Establishes a time frame for realization of the objective.



Law 21 – Role of Governor Offices

1. Execute – certain projects
2. Budget – O&M, as well as ARDP
3. Monitor – Ministry work (not PCs)



Law 21 – Role of Provincial Councils

1. Legislate – provincial laws and regulations
2. Budget
3. Monitor – the GO



Communications objectives for GOs and PCs

Discussion



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Provincial Government Community Outreach and Communications

Hub Workshops

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Iraq Governance Strengthening Project



Messaging

The Story Grid



Messaging

The importance of messaging

People are more likely to listen to and understand information if it is structured like a story

If you don't create your own compelling story, some-one will tell it for you

To avoid embarrassing contradictions

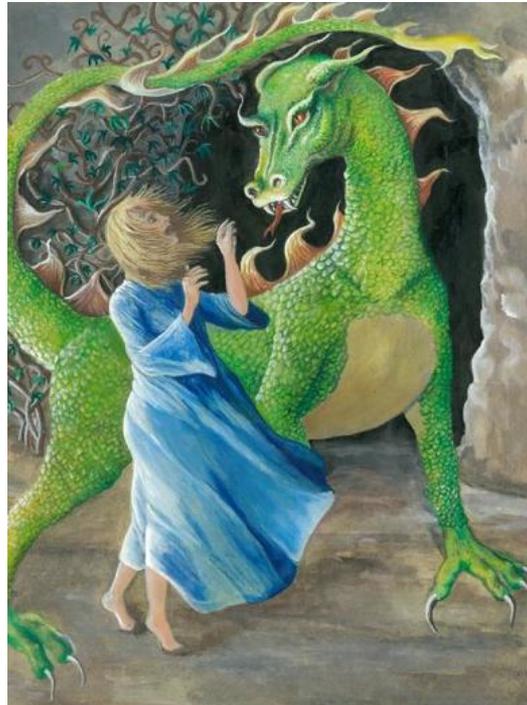
Constant repetition is needed for a message to stick

Internally it reinforces staff alignment with the organisation's vision and mission



Messaging

Part 1: The problem – our situation today





Messaging

Part 2: The solution – what we're doing



Iraq Governance Strengthening
Program



Messaging

Part 3: The result – how everyone benefits



Iraq Governance Strengthening
Program



Messaging

The problem – situation for Iraqis today

The country is being rebuilt after years of war and conflict

Many public services are still not fully functioning causing hardship and disruption to citizens

The security situation remains troubled

There is a functioning democratic process, with the next elections taking place in 2013

There is a federal system working, with each province having decision making powers over some legislation and execution

What else?



Messaging

The result – how GOs and PCs are improving the lives of Iraqi citizens

Discussion

Emphasis on ‘proof points’



Messaging

The solution – what GOs and PC are doing

Discussion

Emphasis on ‘proof points’



Messaging

Creating our own story grids

On one A4 sheet



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Provincial Government Community Outreach and Communications

Hub Workshops

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Iraq Governance Strengthening Project



Participant Experiences

Work sheets



Participant Experiences

Goals for this session

- Discuss the challenges facing us all
- Brainstorm solutions
- Share best practice
- Identify specific follow up support



Participant Experiences

Biggest challenges

Discussion



Participant Experiences

Success Stories

Discussion



Participant Experiences

Bottlenecks and Solutions

Discussion



Participant Experiences

What GSP support is wanted

Discussion



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Communications planning

Goals = the broad outcomes

Strategies = the approaches you will take

Objectives = the measurable steps to achieve the strategies

Tactics = the tools you will use

PLUS

Audiences/ Stakeholders

Messages



Community Outreach and Communications

Goal

To build trust and strengthen relationships with Iraqi citizens



Community Outreach and Communications Strategies

1. Narrow the gap between Governor / PC members and the street
2. Focus on our achievements and not what the central government / others are doing
3. Make ourselves as user-friendly and available to all stakeholders as possible



Community Outreach and Communications Objectives (A reminder!)

“An objective is a milestone measuring progress toward a goal.”

A good objective:

- States a specific change in opinion or behavior that's supposed to result from communications activities outlined in the campaign;
- Pinpoints a level of accomplishment, typically in the form of a percentage decrease or increase;
- Identifies the specific public (or audience) targeted by the communications effort; and
- Establishes a time frame for realization of the objective.



Community Outreach and Communications Objectives

1. Encourage greater citizen participation by the general public by [10% increases over the next 12 months]
2. Increase awareness of the GO / PC activities and projects (successes) by the general public by [10% increase in media coverage and online chatter over the next 12 months]
3. Increase the participation of PC members / Governor in communications and outreach activities by [x% more meetings and creating new opportunities for engagement]



Community Outreach and Communications Stakeholders / Audiences

Mapping Process Completed



Community Outreach and Communications Tactics

What tactics are available to us?

Discussion



Community Outreach and Communications

General Messages

1. The provincial government in Iraq represents the will of citizens in their own provinces, giving them more control over many of the issues specific to their daily lives
2. Provincial government is working hard to overcome the many challenges in post-conflict Iraq to ensure citizens enjoy the best possible public services
3. Provincial government is only truly successful when citizens actively participate in decision making processes



Community Outreach and Communications

Specific Audience Messages

Stakeholder Group	Messages
NGOs	
Business	
Central Government	
Media	
Students	
General citizens	



Community Outreach and Communications

Tactics for each objective

Initiative	Target audience	Message	Communications channel	Budget	Deadline	Status



Community Outreach and Communications Implementation

Press Office



Community Outreach and Communications Evaluation

How can we measure each initiative?



Community Outreach and Communications Evaluation

INPUTS	OUTPUTS	OUTCOMES
Press release	Newspaper article	Impact?



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The Press Office

The role of the Press Office is to maintain the daily flow of news

It helps explain GO and PC programs and policies to citizens, and informs them of the impact that they will have on their lives

It is the engine of the communications and community outreach function



Main functions

- **Online**
- **Media Relations**
- **Public Engagement**
- **Speech writing and content**
- **PC / GO newsletter (Publications)**



Media Relations

To identify and, where possible, create future opportunities including features and placement of articles

To have a forward-looking “radar system” for identifying future issues and problems

To have contingency plans for crisis management

To monitor the provincial Iraqi, and regional media

To manage photography and film footage, ensuring rapid delivery of photographs and footage to the media; and to maintain a good library of photographs and footage

To provide daily advice to Governor / Provincial Council Chair and their senior staff via the Head of the Press Office



Online

Design and implement an online strategy that targets GO / PC audiences with an online presence

Update the website with new content

Update social media accounts and respond to questions and complaints

Report complaints and issues to the PC Media Chair / Governor



Media Relations

To ensure that there is a pro-active programme of events and media activity in order to generate media publicity *with the right messages for the right audiences*

To manage day-to-day media enquiries

To draft press releases and distribute them to the media

To maintain and keep updated a list of all journalistic contacts with full contact details

To manage a dynamic journalist contact programme by strengthening existing relationships with the relevant people in the media and by establishing new relationships where there are gaps



Public Engagement

Organising all events undertaken by the Governor / PC Chair where the media are present or involved (including visits in advance; briefing material; press releases; liaison with television; distribution of the stories; distribution of photographs and film footage; with deadlines clarified in advance so they are met)

Drafting of the Governor's / PC Chair's speeches

Managing town hall meetings (with general public or civil society / interest groups)

Managing press conferences

Managing press familiarization visits

Constant and effective liaison with the Media Relations Team



Publications

*The critical factor is the quality of the **CONTENT** and how interesting it is to citizens*

The three processes of any publication are editorial (content), production and distribution

Discussion on content

What do citizens want to know about / from the GO and PCs?

Where and how do we get this information?

Discussion on production

Are current publications of a high enough standard? What lessons can be share?

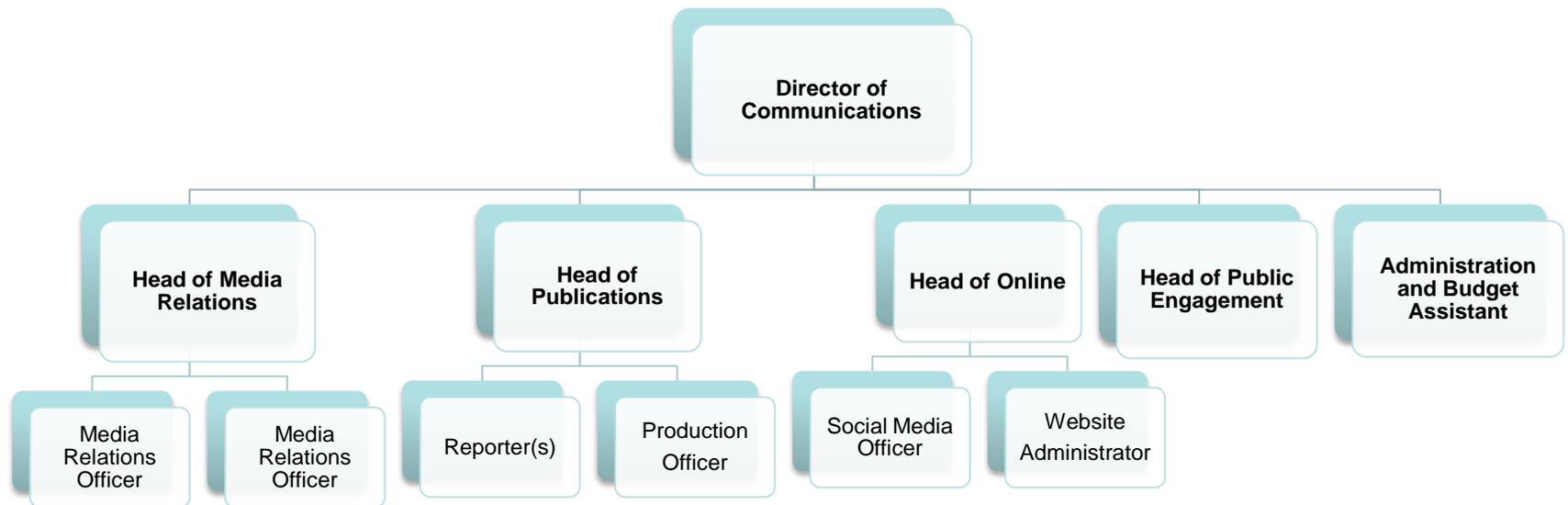
Discussion on distribution

How are we currently distributing the newspapers / magazines?

What other methods exist?



Organization chart





Process

Job descriptions

Accountability and measurement – Personal objectives set, quarterly review

6-12 month plan

Morning Meetings – To discuss daily tasks, identify challenges

Weekly Meetings – To discuss major events coming up, set priorities, evaluate recent activities

Monthly Meetings – To discuss major issues and progress in relation to the yearly plan



Process





Other Communications Activities

Also of importance, but not included in this press office framework, are:

- **Internal communications**
- **Reporting**
- **Graphic design**



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Stakeholder Mapping

The importance

Understanding your stakeholders is a key part of the communications process

Stakeholders must be identified and categorized so that we can target them according to their importance, and to their relationship with the PC or GO



Stakeholder Mapping

Definition

“any group or individual who is affected by or can affect the achievement of an organization’s objectives.”



Stakeholder Mapping – Thinking about Stakeholders

Those who need to be **involved** in your activities

Those who have **influence** over your activities

Those who need to be kept **informed** of your activities



Community Outreach and Communications

Categorizing Stakeholders

“

1. Supportive – low threat
2. Marginal (has a minimal stake) – low threat
3. Non-supportive - threat



Stakeholder Mapping

Categorizing stakeholders

Stakeholders can be categorized according (but not limited to):

- Their priorities
- Their business associations
- Their media associations
- Their political associations
- Their issues
- Their track record
- Their disposition towards you

Discussion

Are there any other criteria that might be added that are relevant to GO and PC work?



Community Outreach and Communications Mapping

“

Exercise



Stakeholder Mapping

Third Party Advocates

Third part advocates, or champions, are individuals or organizations that publicly support your work

They speak positively about you, and encourage others to support you

Their voices are more credible and given more weight because of their independence

Discussion

Does your PC / GO have any champions at present?

Who might fall into this category?



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الاتصال والتواصل مع مجتمع الحكومة الاقليمية

ورشة عمل

ايلول-2012

برنامج دعم الحوكمة



اهداف الورشة

- دور الاتصالات
- وضع اهداف واضحة للاتصالات
- التخطيط للاتصالات
- انشاء شبكة للمراسلات
- مناقشة التحديات والاحتياجات
- مشاركة قصص النجاح وافضل الممارسات



الجلسة 1

الاتصال والتواصل مع المجتمع

لماذا؟



التواصل والاتصال مع المجتمع

لكننا ايضا نحتاج ان نعلم شكل هذا التواصل

- كيف
- مع من
- ماذا
- متى



التخطيط للاتصال

الاهداف

الاهداف = نتائج واسعة

الاستراتيجيات = النهج الذي سوف تتبعه

الاهداف القريبة الامد = خطوات لتحقيق الاستراتيجيات

التكتيك = الادوات التي سوف تستخدمها



التواصل والاتصال مع المجتمع

الهدف

هو لبناء جسور الثقة وتعزيز العلاقة بين المواطنين العراقيين



التواصل والاتصال مع المجتمع

الاهداف القريبة الامد

الهدف القريب الامد هو اداة تستخدم لقياس التقدم نحو الهدف البعيد المدى
الهدف الجيد

يظهر الهدف الجيد تغير في الرأي والسلوك الذي من المفترض ان ينتج
من أنشطة الاتصالات المبينة في الحملة

يبرز مستوى الانجاز عادة على شكل نسبة مئوية تزداد وتنقص

• ويوضح الهدف الجيد مجموعة خاصة من العامة (الجمهور) المستهدف
بجهود الاتصال

• ينشأ اطار زمني لتحقيق الهدف البعيد المدى



قانون 21 ودور مكاتب المحافظ

1. تنفيذ مشاريع معينة
2. الموازنة العمليات والادارة والخ
3. المراقبة هي وظيفة الوزارة وليست مجالس المحافظات



قانون 21 ودور مكاتب المحافظ

1. التنفيذ
2. تشريع القوانين المحلية واصدار التعليمات
3. اعداد الموازنة
4. مراقبة مكتب المحافظ



اهداف الاتصال لمكتب المحافظ ومجالس المحافظات

النقاش



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Messaging

شبكة القصة



Messaging

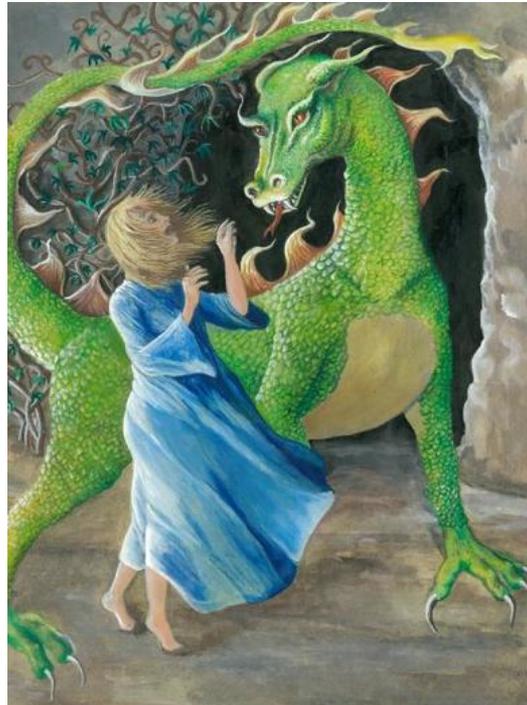
اهمية التراسل

غالبا ما يميل الناس الى سماع وفهم المعلومات خصوصا اذا كانت على شكل قصة
واذا لم تكن لديك قصتك الكاملة فسوف ياتي شخص ما ويروي هذه القصة بدلا منك
لتجنب التناقضات المخرجة
وهناك حاجة لاعادة الرسالة اكثر من مرة كي تبقى في اذهان المتلقين وهي تعزز التوافق مع رؤية
المنظمة ومهمتها



Messaging

الجزء الاول: المشكلة- الوضع اليوم





Messaging

الجزء الثاني: الحل مالذي نقوم به؟





التراسل

الجزء الثالث النتيجة كيف ينتفع الجميع





Messaging

المشكلة وضع العراقيين في الوقت الحاضر

ان البلد الان هو في عملية بناء بعد سنين من الحروب والنزاعات
العديد من الخدمات العامة لاتعمل بصورة كاملة مسببة المشقة واضطراب للمواطن
الوضع الامني غير مستقر بشكل تام

هنالك عملية ديموقراطية تجري في البلد وخصوصا الانتخابات التي سوف تحصل في عام 2013
هنالك نظام فدرالي للحكم حيث ان كل محافظة لديها جزء من الصلاحيات في اتخاذ بعض القرارات
ماذا هناك ايضا؟



Messaging

النتيجة كيف لمكاتب المحافظ ومجالس المحافظات ان تحسن حياة المواطنين
العراقيين

مناقشة مع التركيز على الادلة



Messaging

الحل مالذي تقوم به مكاتب المحافظ ومجالس المحافظات

'النقاش مع التركيز على الادلة'



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الاتصال والتواصل مع مجتمع الحكومة الاقليمية

ورشة عمل

ايلول-2012

Iraq Governance Strengthening Project



خبرات المشاركين

ورقة عمل



خبرات المشاركين

اهداف هذه الورشة

- مناقشة التحديات التي تواجهها جميعا
- التفكير بالحلول
- Share best practice مشاركة افضل الممارسات

توفير الدعم لعملية المتابعة



خبرات المشاركين أكبر التحديات

النقاش



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خبرات المشاركين قصص النجاح

النقاش



خبرات المشاركين

عنق الزجاجة والحلول

النقاش



خبرات المشاركين

مالدعم المطلوب من برنامج دعم الحوكمة

النقاش



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Hub Workshops

September, 2012

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التخطيط لعملية الاتصال

الاهداف البعيدة المدى = نتائج واسعة

الستراتيجيات = النهج الذي سوف تعتمده

الاهداف القريبة المدى = هي الخطوات القابلة للقياس التي نعتمدها لتنفيذ الستراتيجيات

التكتيكات = الوسائل التي سوف تستخدمها

اضافة الى الجمهور / اصحاب المصلحة

الرسائل



الاتصال والتواصل المجتمعي

الهدف (البعيد المدى)

هو بناء الثقة وتعزيز العلاقات مع المواطنين العراقيين



الاتصال والتواصل المجتمعي

الستراتيجيات

- 1- سد الفجوات المحافظ واعضاء مجلس المحافظة والمواطنين
- 2- التركيز على انجازاتنا نحن وليس على انجازات الحكومة المركزية او مايقوم به الاخرون
- 3- جعل انفسنا ودودين مع الجميع ومتواجدين للتواصل مع اصحاب المصلحة اكثر وقت ممكن



الاتصال والتواصل المجتمعي

الاهداف القريبة المدى (تذكير)

- الهدف القريب المدى هو اداة تستخدم لقياس التقدم نحو تحقيق الهدف البعيد المدى
- الهدف القريب المدى الجيد
- الهدف القريب المدى يظهر تغيير محدد في رأي او سلوك الذي من المفترض ان ينتج من نشاطات الاتصال المبينة في الحملة
- يظهر مراحل الانجاز والصورة النموذجية لاطهار هذا الانجاز هو ان يكون بشكل نسبة مئوية قد ترتفع او تنخفض
- تحديد مجموعة خاصة من المواطنين او قد نسميه جمهور معين الذي نستهدفه في عملية الاتصال
- وضع اطار زمني لتحقيق الاهداف القريبة المدى
-



الاتصال والتواصل المجتمعي الاهداف القريبة المدى

- 1-التشجيع على مشاركة جماهيرية اكبر من عامة الناس (تزداد بنسبة 10% خلال فترة 12 شهر)
- 2- زيادة معرفة العامة بنشاطات مكتب المحافظ و مجلس المحافظة حول (المشاريع الناجحة) يجب زيادة التغطية الاعلامية والتواصل عبر الانترنت بنسبة 10% خلال 12 شهر القادمة
- 3- زيادة مشاركة اعضاء مجلس المحافظة والمحافظ في نشاطات الاتصال والتواصل بنسبة (س% اجتماعات اكثر خلق فرص اكثر لتواصل)



الاتصال والتواصل المجتمعي اصحاب المصلحة الجمهور

اكتملت عملية رسم الخارطة



الاتصال والتواصل المجتمعي التكتيكات

ماهي التكتيكات المتاحة استخدامها

نقاش



الاتصال والتواصل المجتمعي

الرسائل العامة

- 1- تمثل الحكومة الاقليمية في العراق رغبات المواطنين في كل محافظة واصبح لديهم المزيد من السيطرة على العديد من القضايا المحددة في حياتهم اليومية.
- 2- تعمل الحكومة الاقليمية بجد لكي تتغلب على التحديات خصوصا في الفترة التي اعقبت الحرب وانها بذلك تفعل ماوسعها لتقديم افضل الخدمات للمواطنين.
- 3- سوف تنجح الحكومة الاقليمية فقط عندما تشرك المواطنين في عملية صنع القرار.



الاتصال والتواصل المجتمعي

رسائل جمهور محدد

الرسائل	مجموعة اصحاب المصلحة
	المنظمات الغير حكومية
	رجال الاعمال او القطاع العام
	الحكومة المركزية
	الاعلام
	الطلاب
	عامة الناس



الاتصال والتواصل المجتمعي التكتيكات لكل هدف

المبادرة	الجمهور المستهدف	الرسالة	قناة الاتصال	الموازنة	وقت محدد	الحالة



الاتصال والتواصل المجتمعي التفويض

المكتب الاعلامي



الاتصال والتواصل المجتمعي

التقييم

كيف يمكننا قياس كل مبادرة؟



الاتصال والتواصل الاجتماعي

التقييم

النتائج	المخرجات	المدخلات
الاثر	مقالة في جريدة	بيان صحفي



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الاتصال والتواصل المجتمعي مع الحكومة الاقليمية

ورشة عمل

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رسم خريطة للمستفيدين (اصحاب المصلحة)

الاهمية

ان فهم المستفيدين او اصحاب المصلحة من الناس هو المفتاح لعملية الاتصال

يجب ان نعرف اصحاب المصلحة وان نصنفهم كي يسهل علينا استهدافهم كل حسب اهميته وكذلك حسب ارتباطاته بنشاطات مجلس المحافظة ومكتب المحافظ



المصطلحات الصحيحة – رسم خريطة للمستفيدين (اصحاب المصلحة)

تعريف

اي مجموعة او افراد يمكن ان يتأثروا او يؤثروا بمنجزات اهداف المنظمة



- ارسم خريطة للمستفيدين (اصحاب المصلحة) - التفكير باصحاب المصلحة

هم اولئك الذين يجب ان تشركهم في نشاطاتك

هم اولئك الذين لهم تاثير على اعمالك

هم اولئك الذين يجب ان تبقيهم على اطلاع بنشاطاتك



تصنيف اصحاب المصلحة

- المساندين-تهديد قليل
- الهاميشين لهم مصلحة قليلة – تهديد قليل
- الغير مساندين-يمثلون تهديد



رسم خريطة للمستفيدين (اصحاب المصلحة) تصنيف اصحاب المصلحة

يمكن تصنيف اصحاب المصلحة وفقا للتالي ولكن لايمكن حصرهم بهذه النقاط فقط

اولوياتهم
• اولوياتها

• تجمعات الأعمال

• على المؤسسات الإعلامية

• على الجمعيات السياسية

• من القضايا

• سجل مسارها

• على التصرف نحوك

نقاش

هل هناك معيار اخر يمكن اضافته له علاقة بعمل مجلس المحافظة وكذلك مكتب المحافظ



رسم خريطة للمستفيدين (اصحاب المصلحة)

تمرين



رسم خريطة للمستفيدين (اصحاب المصلحة) انصار الحزب الثالث

انصار الحزب الثالث او كما يسمون بالابطال هم افراد او المنظمات التي تدعم عملك علنا حيث انهم يتحدثون عنك بكل ايجابية ويشجعون الاخرون لمساندتك اصواتهم لها مصداقية عالية ويعطونك ثقلا اكبر بسبب استقلاليتهم
نقاش

هل يملك مكتب المحافظ او مجلس المحافظة اي من هؤلاء الابطال من هم الذين يمكن وضعهم ضمن هذا التصنيف