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MASQA Rule of Law Project

Contractor: DPK Consulting

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COMMUNICATIONS STRATEGY RULE OF LAW PROJECT (MASQA)

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ACRONYMS

GOJ	Government of Jordan
JC	Judicial Council
JIJ	Judicial Institute of Jordan
JUST	Judicial Upgrading Strategy
MASAQ	USAID-funded Rule of Law Project
MOJ	Ministry of Justice

EXECUTIVE SUMMARY

The MASAQ Rule of Law Project, a \$10.2 million, three-year USAID-funded program, is working with Jordan's Ministry of Justice and justice sector institutions to improve transparency and efficiency in the courts, enhance judicial independence, strengthen judicial training, and boost the management capacity of the Ministry.

The report includes a communications strategy for the project. A second part of the assignment included transferring skills with project staff on communications planning and implementation. A summary of that work is included in the consultant's completion report.

The course of communications is never stagnant. It is a dynamic, creative process, relying on input to become more relevant, more powerful and more effective. As this plan is implemented, as skills develop, as new lessons are learned, as creative ideas emerge, their integration into future communications efforts will strengthen the role of communications in the project.

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SECTION I

Introduction

A. Project Context

The government of Jordan, led by His Majesty King Abdullah II, has committed to broad-based public sector reform and support for democratic reform initiatives.

In line with the government's plans, Jordan's Ministry of Justice (MOJ) articulated its own strategy for reform: the Judicial Upgrading Strategy (JUST) 2004-2006. Building on previous judicial reform efforts, the JUST plan aims to modernize the Jordanian justice sector. Its vision is "to improve the overall performance of the judicial system in Jordan, enhance its role as an enabler for civil society and national competitiveness while maintaining its independence."

The plan has seven major objectives:

- support and sustain an independent judiciary;
- build the capacity of the judiciary to support judicial independence efforts;
- increase court efficiency;
- enhance the capacity of the MOJ and transform it into a driver of reform;
- strengthen the performance of key functions of the judiciary;
- create enabling legislation that responds to civil society needs, best practice and national competitiveness;
- raise public awareness about JUST and provide an input mechanism for feedback and monitoring.

The Judicial Council (JC), Jordan's third branch of the government, is working with the MOJ to implement the JUST plan. While the Ministry manages the administration functions and budget of the courts, the JC's main duties include appointing judges and directing the work of the judiciary.

The Ministry has nearly 150 staff and manages the work of approximately 1,200 court employees in 53 locations. The JC has 11 members and manages nearly 700 judges throughout Jordan's 12 governorates.

B. MASAQ Rule of Law Project

The MASAQ Rule of Law Project (MASAQ) is a \$10.2 million, USAID-funded project designed to assist the Jordanian government, justice sector organizations, and civil society to upgrade the justice system, strengthen the rule of law, and increase public sector integrity within the context of ongoing democratic reforms in Jordan. Working with these institutions, MASAQ is implementing approximately 70 percent of the JUST plan.

The three-year project was launched in August 2004 and is slated to end in August 2007. At the time of this consultancy, USAID is considering an extension for the project.

Specific MASAQ's objectives include:

- Enhancing the capacity of the MOJ to operate as a driver for judicial reform;
- Improving judicial independence through internal/supply-oriented enhancement measures;
- Strengthening the inspection and monitoring capacity of the MOJ so that it may better oversee the quality and consistency of judgments, as required by law;
- Increasing capacity and effectiveness of civil society organizations, think tanks and the media to advocate and monitor judicial independence, improve judicial performance to reduce corruption through its small grants program and media strengthening work.

The project's technical proposal also identified gender equality as a cross-cutting theme.

The project executes its work through four components:

1. Enhance the Capacity of the Ministry of Justice
2. Improve the Effectiveness and Efficiency of the Courts
3. Strengthen the Capacity of Judicial Inspections
4. Civil Society Grants, Networking and Communications

The project has made impressive strides in its nearly two years. Major accomplishments include: strengthening the capacity of the MOJ to manage the reform efforts; improving the efficiency of Jordanian courts by creating models for national replication; launching a case management system to improve court processes; improving the judicial inspection system by establishing standard evaluation criteria, training inspectors and automating processes; and enhancing the systems, programs, and operational abilities of the Ministry's training institute to strengthen judicial training. In addition, it launched its grants program, conducted the first-ever study on the perceptions of Jordanians on the judiciary and developed the first-ever communications strategy for the MOJ to increase the public's and stakeholders awareness of the reform efforts and Ministry and judiciary activities in general.

MASAQ has 22 employees and three subcontractors. The project has hired and seconded to the MOJ four advisors to build the internal capacity of the Ministry to drive reform efforts in the areas of public relations and communications, information technology, and administration and staff development.

C. MOJ Communications Strategy

Concurrently with the development of the MASAQ communications strategy, a communications strategy for the MOJ was also created by a team of three: the consultant who developed the MASAQ strategy, another communications consultant, and a MASAQ-hired communications advisor who was seconded to the MOJ.

This document outlines four broad communications goals for the Ministry:

1. Enhance communication within the MOJ, including court staff and judges;
2. Establish mechanisms to support communications;
3. Increase public understanding of the role of the judicial sector and reform efforts;
4. Establish mechanisms for stakeholders to access information from and about the judiciary.

The MOJ's communications advisor will manage the implementation of the Ministry's strategy and build a new communications directorate. The implementation of the MASAQ strategy relies on coordination between the project and the directorate.

D. Other Projects

Various donors are working with institutions throughout Jordan's judicial sector.

USAID is funding two other projects in democracy and governance: a legislative strengthening project and a rule of law project. The State University of New York (SUNY) Legislative Strengthening Project is assisting the Jordanian parliament to increase transparency and accountability in parliamentary practices and procedures; strengthen the parliament's ability to draft and review legislation and monitor expenditures, and to increase public participation in the legislative process. The American Bar Association (ABA) Jordan rule of law project, in its second year, is working on judicial independence and integrity, upgrading legal education, alternative dispute resolution, and commercial law reform.

The European Union (EU) recently kicked off a comprehensive institutional development project at the MOJ and will launch later in 2006 a project to strengthen the relationship between civil society and government, and develop training curriculum for judges focusing on human rights.

The United Nations (UN) Office on Drugs and Crimes Juvenile Justice Program is working on case flow management with the Ministry and the UN Development Program is working on a project to modernize the prosecutors' offices.

The Judicial Institute of Jordan (JIJ), one of the MOJ's seven directorates, is the Kingdom's leading training institute for judges that also provides training for civil servants joining the Ministry. Many partners work with the institute to provide legal training on human rights, commercial law, financial and banking, intellectual property rights and language training. In addition, these partners fund study tours abroad.

D. Consultancy Objective

The objective of the consultancy was to develop a communications strategy for MASAQ with the following key outcomes:

- Identified communication objectives, messages, audiences, approaches and activities, resource requirements (staff, skills, and financial), and plan of action;
- Improved capacity of MASAQ to identify how communications can help the project achieve its goals and how to plan and implement communications activities;
- Increased stakeholder, partner and donor information sharing.

A key part of the assignment included transferring skills with project staff on communications planning and implementation. A summary of that work is included in the consultant's completion report.

The analysis and recommendations in this document are based on a communications needs assessment that included a review of a survey on public perceptions of the judiciary in Jordan, background documents, press clippings, and interviews with a range of people including MASAQ, MOJ and JC staff, government officials, NGOs, the media, and donor-funded projects.

SECTION II

Communications Principles

This strategy is based on the following communications principles that guided its development and will direct its implementation.

1. **Open** vs. Closed

In an open communications system information is shared throughout the organization, as well as with stakeholders; it is not kept away from the others, as is the case in the closed communications systems. Openness creates a sense of belonging, teamwork, and enables the exchange of ideas, progress and development. Closed systems breed suspicion, paranoia and poor solutions.

2. **Two-way** vs. One-way

Two-way communications is a dialogue where target audiences are not treated merely as passive recipients of the messages. They are communicating their own messages and providing feedback, therefore enhancing understanding and building trust in the system and processes, which ultimately leads to better results. This strategy requires that MASAQ staff listen for feedback, share it, and respond.

3. **Proactive** vs. Reactive

Strategic planning enables the work to be proactive, rather than reactive. In this planning process, the existing resources and environment are analyzed and priorities are established. The resulting strategic communications program enables the organization to set the agenda, lead, and plan for crisis. In short, it helps the organization more successfully achieve its goals. In reactive communications, organizations respond to inquiries and crises, and communications do not fully contribute to realizing organizational goals.

SECTION III

Situational Analysis

This section outlines the existing capacities within the project to plan and implement communications activities, as well as a range of issues in the broader environment that drives the communications strategy.

A. Project Situation

The staff member who performs the most communications-related activities is the project's technical writer. Her work focuses on editing the monthly and quarterly reports for USAID. She also writes articles for the DKP Consulting home office newsletter (the project's primary contractor), assists in project-wide editing and writing projects, and has developed the project brochure and managed photo documentation of project results. She has also collected ideas on a potential outreach program. She has no formal training and limited experience in communications. The project released one press release on the grant's program that was run in the English language daily newspaper.

The project's translator/interpreter has expressed interest in becoming involved with communications efforts and worked with the consultant to draft a press release on the grant awards. She has experience in website and newsletter development.

The monthly and quarterly reports are the primary means of communicating project achievements, aside from articles in the DKP home office newsletter. During the consultancy, reporting guidelines and structure were improved to shift reporting from project processes to project outcomes and results. There have been no systematic means developed to use information beyond reporting,

There are limited protocols guiding communications efforts, including an inconsistent use of the visual identity, no procedures for dealing with the media or coordinating with USAID, no communications guidelines for grantees, ad hoc collection of press releases, and project photographs that are archived on personal computers.

Although public outreach was part of the initial project design and investigative work was completed, there was no strategic direction to guide it.

Staff is focused on its technical work generally unaware how communications can support the technical work better achieve its goals, as well as its role in supporting the communications work of the project.

Internal communications about the project's activities is limited. Often, the technical writer is alerted about events or workshops on very short notice, limiting her ability to report on the activities. There are regular weekly meetings of senior staff.

During this consultancy, the consultant reviewed and provided feedback on seven grant proposals, assisting the grants team. While the grants team has good knowledge of communications and outreach issues, it can benefit from additional communications expertise when working with grantees during development and implementation of their outreach plans. Moreover, there is no in-house capacity to support the Ministry and other judicial sector institutions as they implement their communications activities.

B. Project Partners Situation

B1. MOJ and JC

The MOJ has had three different ministers during the project's lifetime, requiring re-education of leadership and re-direction of priorities. In addition, some leadership at the MOJ is unclear about the activities and successes of the project, as well as the responsibilities of individual project staff. This has led to enrolling partner buy-in and support challenging for MASAQ initiatives. This confusion is exacerbated by the fact that multiple donors are working with the MOJ and its staff is confused about what partner is doing what. MASAQ recent hired a new deputy chief of party, filling a vacant slot that has improved ministerial communications and awareness of the project.

Communications within the Ministry is weak. Directorates are isolated from each other and the flow of information between them is poor. Staff also suffers from a lack of information about the Ministry. One donor interviewed stated that she met with someone in the IT Directorate who had no knowledge of MASAQ's automation work.

In the absence of formal communication channels, information spreads through unofficial ways with both the MOJ and court staff. And because there is no formal internal communications program, it is difficult if not impossible to share project achievements and successes to broader internal and external audiences through ministerial channels.

During this consultancy, the Communications Directorate was formed at the Ministry with enthusiastic support from the Minister and Secretary General, as well as the Chief Justice of the JC. Now that the directorate is under development and has a strategy of its own, information sharing between the project and Ministry, as well as between the Ministry and its target audiences, will improve significantly.

Judges, in general, are better informed about the project. Interviews indicated that those who know the project and its work are supportive. Those who don't are cynical about reform and see computerization as problematic.

Especially in the courts but throughout the Ministry as well, MASAQ is viewed almost exclusively as an automation project. This can make buy-in for the project's work from court staff difficult due to staff concerns about the security of information, concerns about loss of influence (wasta), and concerns of being held accountable for work as information is accessible for all. Job security is also a concern with automation.

MOJ employees and court staff know very little about the JUST initiative: there have been no meetings or awareness workshops explaining JUST and its achievements. One interviewee in the MOJ was dismayed to learn about the JUST from the newspapers, a year after the initiative had been launched. A minority of the interviewees could explain what JUST is and among them there was little consensus on their understanding. They believe that reform initiatives are dedicated to the judiciary and judges, disregarding the technical and administrative aspects. In addition, discussions with staff revealed high levels of frustration who feel overwhelmed by the reform process.

Most high-level employees are convinced the reform is the path to follow. They want to see it succeed. There are also beliefs that the plan is a good start, but overambitious: there's too much to do within the two-year timeframe.

Official letter and faxes are the most common means of communicating within the MOJ. Directors and the Secretary General have email, although it is not used as an official means of communication. Only these individuals have Internet access.

About 75 percent of MOJ employees have computers and have taken International Computer Drivers License (ICDL) training. While they have basic computer knowledge, they have little practice using the computer, and if they use it at all it is almost exclusively for word processing.

The Ministry is moving slowly towards providing email for nearly all staff—this process will happen gradually, as will the adoption of an “e” culture for communicating. Indications are that it will take more than a year for cross-ministry adoption of email as a means to conduct work and Internet access will more than likely be limited to higher level staff.

B2. Grantees

During the consultancy, MASAQ awarded its first three grants and four more are in the pipeline. This group will most likely face issues regarding how to adhere to the project and USAID guidelines when using USAID funding for producing communications materials, identifying how to integrate project messages into their materials, and how to link with other grantees to secure future funding and share ideas and resources.

B3. Donor-funded projects

There are two groups of donor-funded projects that the project must coordinate with: project wide and those working specifically with the JIJ. In the former, MASAQ has been designated by USAID to institute a donor coordination group. While donors are generally aware of each other’s activities, information sharing is ad hoc without the initiation of this donor coordination group. One donor interviewee said that she found out about MASAQ by accident while working at the Ministry.

MASAQ staff is working with the JIJ to coordinate the efforts of the institution’s many donors. The training calendar that was recently created is assisting in these efforts, as are meetings with partners interested in working with the JIJ.

B4. USAID/Jordan

At the beginning of this consultancy, USAID requested a change in reporting format and content to provide “bullet pointed” information that focused on outcomes and results, rather than processes. During the consultancy, the consultant worked with the project’s technical writer to create new template and guidelines for project reporting, making the process easier for staff and improving the report’s content.

USAID also expressed interest in receiving media recognition for the agency’s work, along with information it can share with USAID/Washington.

B5. DKP Consulting home office

The same issue of reporting applies to the DPK home office. The lack of “results reporting” meant that the home office lacked success stories, partner and beneficiary quotes and other information to tell successes and impact of project’s work. The home office also requested photographs from the project.

B6. General public

General public acknowledgment and name recognition of the project isn’t necessary—more important is the public’s knowledge about the reform issues happening within the MOJ. However, there are key issues affecting the public that are important to the communications work of the project.

Somewhere between 10 and 20 percent of the Jordanian population have heard in some way about JUST with very few having a deeper understanding, according to the interviews. As with other

audiences, reform is seen as purely the automation project and one that increases number of judges (although the latter is not part of JUST.) The government of Jordan (GOJ) has initiated numerous reform programs and initiatives, and the public is overwhelmed with understanding all of them. People have little faith that change will actually happen, often because they are not aware of the time needed for the reform to show results. The impression is that implementation has been slow. In addition, most reform efforts are seen as foreign-sponsored, “imposed” programs and that sentiment spills over to JUST.

C. Media Environment in Jordan

The Jordanian media scene has experienced a great deal of change in the last five years.

Most Jordanian media companies are still partially owned by the GOJ and therefore the government maintains some editorial control over content. In addition, the media censors itself in its reporting, staying away from taboo subjects. However, the media has become more daring in recent years tackling sensitive issues including abuse and corruption. Moreover, private sector ownership and increased Internet news outlets have increased the availability of additional sources of news, opinions and comment.

During the last two years, three new daily newspapers joined the four existing, new radio stations have been licensed, and two private television channels are scheduled for operation in 2006.

A survey conducted in 2005 in Jordan’s three largest cities¹ (Amman, Irbid and Zarqa) reveals that 82 percent of the respondents read newspapers and 61 percent listen to the radio. The situation in rural areas is different: radio is more popular due to the relatively high price of newspapers. Ninety-one percent of the households in these three cities have satellite TV. The advent of the satellite technology has hurt the terrestrial TV channels, as only 49 percent continue to watch terrestrial TV channels.

The urban population, including decision makers and influential groups read newspapers and the Internet. Internet access across the Kingdom currently stands at 12 percent and the GOJ is implementing a range of initiatives to increase access.

The media have to stand up to the new challenges: competition is increasing and for them to survive, timely and accurate information and credibility are needed. Journalists need training in investigative reporting, in separating news from views, and in staying free from influence and manipulation. Training is needed to understand the new market economy rules and changing legislation that brings greater public freedoms and rights. Journalists do not fully understand the legal system and are not fully aware of the scope of the judicial reform.

¹ The “Jordan Household Media Survey 2005” by the Arab Advisors.
<http://www.arabadvisors.com/Pressers/presser-300105.htm>

SECTION IV

Communications Goals

Considering the project's overall objectives and the environment in which it operates, the following communications goals were identified for project communications:

1. Develop systems to support communications;
2. Present a consistent image (visual identity and messaging);
3. Increase awareness of MASAQ's activities, achievements, and linkages;
4. Support efforts to increase public understanding of the role of the judicial sector and reform efforts.

1. Develop systems to support communications

The project will have systems, standards and procedures for implementing communications-related activities. It will share information internally so staff is aware of them. Staff will also be educated on its role in the supporting the communications efforts. This will facilitate and improve the implementation of communications-related activities and give staff access to resources.

2. Present a consistent image (visual identity and messaging)

The project will put forth a consistent image through a professional, rigorously applied visual identity and messaging. A consistently applied professional image and messaging will help position MASAQ as a key partner working with Jordan's judicial sector on modernization.

3. Increase awareness of MASAQ's activities, achievements, and linkages

This goal applies to all target audiences—internal and external. The project's activities, achievements and linkages are communicated not merely to give the project a pat on its own back, but rather to support the realization of project goals by getting buy-in and leveraging knowledge and information from project partners. If partners understand clearly and concisely how the project's work will benefit them, they are more likely to participate actively in project activities. If they know about successes, they are more apt to continue positive participation. If donor projects are aware, they can eliminate duplication and overlap, and coordinate and leverage funding. If MASAQ staff is aware of the activities and success, it just makes the project all the stronger. Finally, it provides recognition to USAID.

4. Support efforts to increase public understanding of the role of the judicial sector and reform efforts

The focus of MASAQ's work is technical: to support the upgrade of Jordan's judicial system. However, there are various ways the project will support the general public increase its understanding of the role of the judicial sector and reform.

First and foremost, Component Four of the project is supporting civil society organizations to deliver outreach programs to educate citizens on Jordan's judicial sector and legal system. Through technical assistance, the project will support grantees to increase their institutional capacities as they develop and implement their outreach programs. The project will also support the newly established MOJ Communications Directorate as it is formed through technical support. For both grantees and the MOJ, the project will facilitate the coordination of messaging and identify linkages to bolster the individual efforts.

This component is also supporting training for journalists to report more effectively on the judiciary, which will improve reporting on the courts and reform, advocate for and monitor judicial independence, and improve judicial performance.

Finally, as the project communicates to audiences through specific tools, and as it conducts its targeted media work, it will reinforce positive messages of reform.

SECTION V

Strategic Approach

The strategic approach describes in broad strokes how MASAQ will achieve its communications goals.

A. MASAQ's Low Profile

Donor involvement in reform efforts is a sensitive subject. On the one hand, there are potential drawbacks with highlighting donor efforts to support reform as some see it as an intrusion into Jordanian affairs. On the other hand, for partner staff to coordinate with donor projects and participate in the support being offered, it needs to know what support donors are providing. In addition, the funder needs recognition for supporting these efforts. Recognizing donor involvement must be tempered with maintaining the integrity and autonomy of judicial institutions.

When working with the media, media outreach will promote the reform efforts and partner participation first, while securing recognition for the project and USAID second.

Following this approach synchronizes with MASAQ's overall project approach to keep a low profile and position the reform efforts as coming from the inside.

Within judicial partner institutions, MASAQ itself is promoted to enlist support from partners.

B. Adapt and Re-use "Stories"

One project success can go a long way. That is, the same story can be adapted for different audiences. For example, a notable success in the USAID monthly report can be edited and turned into a success story, submitted to USAID's Telling Our Story Initiative and formatted and hung on the MASAQ's office walls. That same story can be adapted for DPK's newsletter or the MOJ's newsletter. If the success is media worthy, it can also be used in a press release or feature article.

C. Staff as Trusted Messengers

Enlisting partner support in project activities is critical to project success. While brochures and newsletters can inform leadership, nothing is more important, or effective, than one-on-one communications between MASAQ staff and partners. Interpersonal relationships can directly communicate messages and successes, demonstrating that successes can be ours, together, and that partnership works for the best of all. This applies to all project staff, and in particular seconded staff. Their daily presence at the Ministry puts them in a unique position to communicate messages and successes and gather feedback.

D. Coordination with the MOJ Communications Directorate

All the seconded advisors and project staff will play an important role in sharing information about the project with the partners, but the MOJ Communications Directorate is the most important link of all. This directorate is managing the Ministry-wide communications and information sharing, and will convey on a broader level the plans, successes and benefits of reform. Therefore, synchronizing efforts with the directorate is critical. Coordinating project and donor recognition through Ministry-generated communication-activities will also be managed through this relationship.

Working with the directorate must be managed very carefully and with realistic expectations. As long as the Ministry controls the distribution of information, it has the power to omit project information and USAID recognition.

E. Communications Channels within the MOJ

Since judicial sector institutions are moving slowly towards using email and securing Internet connections for staff and courts, communications with these groups will happen in traditional print means. As the adoption of an “e” culture expands, so will the channels of communications change to include email and Internet-based communications.

F. Media

Media outreach will focus on print media. AmmanNet, an Internet-based radio station that hosts a regular legal program, should also be targeted.

G. Outreach Program

MASAQ’s initial project design included a public awareness/outreach component. At the time of the consultancy, ideas had been generated about possible activities; however no strategic approach directed this work.

The consultant held numerous discussions with staff and USAID regarding the outreach program. The outcome of these discussions identified that the project is focused on delivering technical work. The grant component focuses on outreach activities with grantees, therefore satisfying the public awareness/outreach component while providing opportunities to grantees. In addition, it was recognized that there are numerous projects, NGOs and others working on civil education in Jordan.

Therefore, it is recommended not include any public outreach in the project’s work plan.

Again, following discussions with USAID and project leadership, it was agreed that developing an outreach plan may be considered if the project is granted an extension. At that time, budget, staffing, grantee’s work, and other issues will be taken into consideration when deciding whether or not to develop a public awareness/outreach plan.

H. Messaging

Messages are what are left behind with people once the communication is finished. Core messages/themes are developed that will appear across the board. As specific communications tools and activities are developed for specific target audiences, additional messages are developed to meet those communications needs. Every communications vehicle will carry these messages; sometimes explicitly, sometimes implicitly. Clarity and appropriate repetition of messages is the key to a successful communications campaign.

C1. MASAQ messaging

The following messaging will be used for the project.

- **MASAQ is a partner to judicial sector institutions.** “Working with the MOJ and JC,” “partnering with Jordanian judicial institutions,” are important words to use when referring to MASAQ’s role in the judicial reform. This is to show that reform is an internally driven initiative, rather than one managed by the “outside.”
- **MASAQ’s broad role in judicial reform efforts.** Automation and computerization are only a portion of the project’s work. The other components and efforts need to be communicated.

C2. General approaches

The following messaging approach will be used across all communications vehicles.

- **Tell achievements and successes, not process.** Focusing on the former gives power to what the project has to say; they show benefit.
- **Success stories.** Shows how the project is positively affecting the lives of Jordanians—judicial sector employees and citizens. These stories can be used in various communications tools. Story angles include: women in the judiciary, court automation, developments at the JIJ, and court renovations.
- **Women’s role.** The positive role that women play in the judiciary will be emphasized.
- **Survey results.** Where appropriate, results from “The Judicial System in Jordan: A Perception Study” will be integrated into communications products.

C3. Reform themes

The following messages were developed for the MOJ Communications Strategy and will also be used in MASAQ’s communications.

Messaging about reform will be positive; reflecting the benefits to improving the performance of the judiciary.

- Reform is increasing fairness, transparency, accountability and equality in the justice system for all Jordanians.
- Reform is bringing swifter justice.
- Reform is homegrown: developed by Jordanians for the Jordanian judicial sector implemented by Jordanians.
- Reform doesn’t happen overnight: sustainable change takes time.
- Reform is building a strong judiciary: it is improving judicial training and benefits to judges, encouraging the best of the best to join the judiciary.
- By successfully implementing JUST, judicial sector institutions are supporting the government of Jordan’s overall reform efforts and other initiatives.
- Judicial reform is a part of the National Agenda.

SECTION VI

Target Audiences

The following have been identified as the key audiences.

1. MASAQ staff

The project staff is the more important audience. When they are informed, aware of the project's activities and successes and the project communications resources that are available to support them, they can communicate about the project more effectively and therefore be more effective in enlisting partner support. Staff also needs to know how communications can make their technical work more effective. Subcontractors are also part of this contingency.

2. MOJ, JC, judges and court staff

These partners are key to project success. The more they know about the project, its activities and successes, the less likely they are to be surprised and the more likely they will buy in and participate in project activities. They need to see benefits of participation and enrollment—not only from a project perspective, but from an overall reform effort perspective. The strategy focuses on getting information to directly to leadership and those working directly with the project on specific activities, while working through trainings and workshops, project staff and the MOJ Communications Directorate to communicate with other staff.

3. Donor-funded projects

The MOJ and the JIJ are working with many partners to improve judicial performance and implement the JUST plan. These projects are interested in the work of the MOJ and judiciary to coordinate work within these institutions, as well as to help them coordinate with other projects with other GOJ institutions on the policy level. Coordination is paramount to eliminate overlap and duplication, and leverage resources.

4. Grantees

While the absolute number of grantees is small, their outreach programs will touch thousands of citizens. Sharing information with grantees about the other grantees' work, as well as the project's work and reform efforts in general, will make the grants exponentially more effective.

5. USAID/Jordan

As the project's funding source, USAID needs to be updated in a timely manner about project activities and achievements. It also requires information to share with USAID/Washington about the Mission's work. Finally, it needs to be recognized for its support of judicial reform in Jordan.

6. DPK Consulting home office

To provide the best service and support to the project and to show impact of the project, MASAQ needs to keep the home office apprised of its accomplishments and successes.

7. General public

As indicated, there is a low level of understanding among the public about the judicial reform efforts. Although the MOJ and JC are taking the lead role in educating the public about the progress and benefits of reform, the project can do its part by supporting grantees' outreach work, providing

technical assistance to the MOJ Communications Directorate, and integrating coordinated messages into its media outreach.

8. Media

Media are channels to reach target audiences, in particular the general public. To effectively carry the reform messages, they need to understand the judiciary and have easy access to information about and from it. MASAQ will play a supportive role by training the journalists and by providing information about the project and reform efforts through its media outreach.

SECTION VII

Overall Communications Approach

The following table summarizes the approach for communicating to these target audiences.

Target Audience	Actions They Should Take	Basic Messages	Proposed Channels
MASAQ staff	<ul style="list-style-type: none"> Be aware of and share project activities and successes Present a consistent image (visual identity and messaging) Identify and share success stories and communications opportunities Collect feedback from target audiences and direct it into communications processes 	<ul style="list-style-type: none"> Project plans and achievements Benefits to MOJ, staff, judges, JC, citizens and Jordan What communications resources are available (templates, media outreach, photography, etc) MASAQ staff plays an important role in executing the communications strategy 	<ul style="list-style-type: none"> Staff meetings Monthly and quarterly reports Project and MOJ press releases and clippings Success stories Project calendar Presentation and handout on communications strategy
MOJ, JC, judges and court staff	<ul style="list-style-type: none"> Get buy-in and support of project activities Become knowledgeable about the benefits of reform to create sustainability in these efforts 	<ul style="list-style-type: none"> Project plans and achievements Benefits to MOJ, staff, judges, JC, citizens and Jordan The increasing fairness and transparency in Jordan's judicial system and ensuring equality in the justice system for all Jordanians through reform efforts MASAQ is the sector's partner in successfully implementing JUST By successfully implementing JUST, judicial sector institutions are supporting the government of Jordan's overall reform efforts and other initiatives 	<ul style="list-style-type: none"> Meetings Presentations, handouts and other tools Monthly report Brochure Success stories Promotional items Seconded MOJ staff Workshops and trainings MOJ Communications Directorate Media outreach
Donor-funded projects	<ul style="list-style-type: none"> Learn about MASAQ activities and achievements and share theirs 	<ul style="list-style-type: none"> Project plans and achievements By coordinating efforts, donors can leverage information and resources to more effectively achieve project goals in the area of judicial reform 	<ul style="list-style-type: none"> Donor coordination meetings Brochure Success stories Media outreach Project press releases and clippings, as well as reform press clippings in general

Target Audience	Actions They Should Take	Basic Messages	Proposed Channels
Grantees	<ul style="list-style-type: none"> • Coordinate and leverage efforts, eliminate duplication and capitalize on synergies • Become knowledgeable about the benefits of reform to create sustainability in these efforts • Integrate standard reform messages into activities • Adhere to grantee communications guidelines 	<ul style="list-style-type: none"> • Project and grantee plans and achievements • Benefits of reform 	<ul style="list-style-type: none"> • Meetings • Brochure • Success stories • Media outreach • Project press releases and clippings, as well as reform press clippings in general • MASAQ grantee communications guidelines
USAID/Jordan	<ul style="list-style-type: none"> • Enlist support for implementation of project activities and achievement of project goals • Share information to assist MASAQ coordinate with other projects • Share MASAQ achievements with USAID/Washington and the U.S. public 	<ul style="list-style-type: none"> • Project plans and achievements 	<ul style="list-style-type: none"> • Monthly and quarterly reports • Meetings • Submittals to CTO's weekly report • Success stories • Project press releases and clippings, as well as reform press clippings in general
General Public	<ul style="list-style-type: none"> • Understand the importance of judicial reform; what it means to them and Jordan 	<ul style="list-style-type: none"> • Project achievements • Benefits of reform • MASAQ/USAID is the sector's partner in successfully implementing JUST 	<ul style="list-style-type: none"> • Media outreach • Technical support to grantees and MOJ Communications Directorate
DKP Consulting home office	<ul style="list-style-type: none"> • Provide excellent administrative project support • Show project impact and share lessons learned 	<ul style="list-style-type: none"> • Project plans and achievements 	<ul style="list-style-type: none"> • Monthly and quarterly reports • Success stories • Project press releases and clippings, as well as reform press clippings in general
Media	<ul style="list-style-type: none"> • Report about reform achievements • Promote reform 	<ul style="list-style-type: none"> • Project achievements • Benefits of reform 	<ul style="list-style-type: none"> • Media relations • Success stories • Journalist training

SECTION VIII

Implementation Details and Tasks

The section is divided into four main areas: Internal Communications, Publications/Documents, Media, and Other.

A. Internal Communications

1. Staff meetings

Currently, the project's "senior" staff and seconded advisors meet weekly. Other staff, as appropriate, should be encouraged to attend periodically to get more updated on the project's activities. Senior staff should also take the time to update its staff on the relevant project issues discussed at these meetings.

2. Monthly and quarterly reports

These reports are prepared by the component leaders, edited by the technical writer and the DKP home office for USAID. When each report is completed, the technical writer should send an email to all staff with the location of the file on the system. Staff is responsible for reading these.

3. Project press releases and clippings

When the project sends out a press release, the release and subsequent coverage will be sent to all staff, as well as relevant partners including USAID. Additionally, when articles appear about the judicial reform efforts, they will be shared with staff. Staff will also receive press releases and clippings from the MOJ Communications Directorate.

4. Project calendar

The project will develop a calendar of events, including trainings, workshops and other significant items. It will be posted on central files and an alert will be sent to staff as it's updated.

5. Presentation and handout on communications strategy

The consultant who developed this strategy will present to staff the communications strategy, explaining its role in implementation. A handout will emphasize the key points of involvement.

B. Publications/Documents

1. Brochure

This is used as a general information piece, in Arabic and English, providing an overview about the project and achievements to date. The brochure text will be formatted into a Word document so that it staff can send it as an attachment with emails and/or use portions of the text in new documents.

Distribution: project partners, donors, consultants, meetings, trainings, events, workshops, JIJ

2. Success stories

Success stories are very effective promotional tools. Stories will be told about project achievements from the perspective of MOJ staff, judges, citizens and lawyers who are seeing the results of the

project and reform efforts. Story ideas include automation, court renovations, JIJ developments, and grantee successes. Showing tangible results will help enlist support and reassure people about their concerns about reform

These one-page stories will follow one of the five USAID Telling our Initiative formats:

- **Success Story:** provides a detailed overview of a program, illustrated by a powerful photograph.
- **Case Study:** describes a challenge, initiative, and results with a photograph.
- **First Person:** focuses on one person who benefited from a USAID program or worked with USAID to create change in the community.
- **Before and After:** uses two photographs to vividly illustrate how a USAID program made an impact.
- **Photo and Caption:** uses a photo and succinct caption to illustrate how USAID is making a difference.

In addition to the success, the sheets will contain one paragraph description about the project. For partner distribution, logos from the MOJ, project and USAID will be included.

Success stories developed by the MOJ that highlight project activities can also be edited as necessary and applied in this format.

These stories can be integrated into MASAQ's final report.

Distribution channels: Trainings, meetings, workshops, JIJ, donor coordination meetings, media, submitted to USAID Telling our Story Initiative, posted in MASAQ offices and partner institutions as "art"

3. Monthly report

After the project submits its monthly report to USAID, it will be edited and distilled into a one-page document for MOJ and JC leadership. This will let them know on a regular basis the achievements of the project.

4. MASAQ grantee communications guidelines

This document outlines the basics in handling the USAID identity and MASAQ logo, as well as dealing with the media and material approvals.

C. Media

1. Media list

The current media list will be assessed and expanded, if necessary. The list should be updated regularly.

2. Media outreach

A comprehensive media outreach plan will be developed. The plan will focus on promoting the initiative and partners first, while giving recognition to the project and USAID second. It will take advantage of grantee awards and news, events, trainings, Coordination with the MOJ Communications Directorate will be important to ensure there is no redundancy.

3. Media monitoring

Systems for media monitoring and archiving press releases and clippings will be developed.

4. Journalist Training

MASAQ will be working with a local partner to train journalists on how to report on the judiciary. MASAQ will consult with the partners on selecting journalists, identifying guest speakers from the judiciary, and determining appropriate content and design of the training program.

D. Other

1. New project identity and standards

During the consultancy, re-design of the project logo began. When the new logo is finalized, it will be applied to project materials, including stationary, event signage, and PowerPoint template. Other project materials with the logo will be identified and produced.

The project will develop and institute a standard email signature across the project.

Standard text about the project, its achievements and components will be developed and shared with staff.

Guidelines on using partner logos in coordination with MASAQ and USAID logos will be developed.

2. Presentations, handouts and other tools

As needed, the project will prepare presentations on activities and accomplishments. The template will be used and data will be identified that needs to be collected on a regular basis for these standard presentations. A review of the project work plan will identify additional tools that can be developed to support the technical work of the project.

3. Seconded MOJ staff

Working with their MASAQ manager, the advisors will devise strategies for communicating with key MOJ and JC staff to share project successes to encourage project support.

4. Donor coordination meetings

As requested by USAID, MASAQ will hold regular donor coordination meetings. Project staff working with the JIJ will provide updates about its donor coordination to this group.

5. Grantee meetings

During these meetings conducted by the grants manager, project and general reform messages will be shared to ensure consistency in messaging. MASAQ's "low profile" approach, as well as the work with the MOJ Communications Directorate will also be communicated. Finally, grantees will be encouraged to share results with both MASAQ and the directorate to identify ways to leverage the outreach efforts. For example, if the grantee is working in a community, it could assist the Ministry in distributing the brochures from the planned public education campaign.

6. Workshops and trainings

These events, as directed by the technical work, involve partners in the project's work. As appropriate, they should contain project success and plans, as well as project and reform messages,

and are an ideal venue for distributing success stories and the brochure. Standard templates, including PowerPoint and event planning documents, will be used.

7. Promotional items

Distributed at project training events, promotional items, including notepads and pens, will build project name recognition with attendees. The notepads will present the MASAQ, MOJ and USAID logos.

8. Press releases and clippings

Project staff will receive these, along with general judicial reform articles. The chief of party (COP) will be designated to share as he deems appropriate with relevant partners, including USAID and DPK. As relevant, the grants manager will forward them to grantees.

SECTION IX

Training

The following training was identified and conducted for MASAQ staff.

Topic	Participants	Trainer
MASAQ Communications Strategy This will include an overview of the strategy and the staff's role in implementation.	MASAQ Staff	Communications consultant
Basics of Business Writing and Presentations Topics include the basics of good writing, DPK's style manual, the basics in creating a PowerPoint presentation, In addition to MASAQ graphical styles.	MASAQ Staff	Communications consultant, technical writer and translator/literpreter
General Communications On-the-job knowledge transfer in communications planning and implementation, tool development, and media relations. In addition, handouts will be presented on the basics of communications material development and media outreach implementation.	Technical writer and/or translator	Communications consultant
Event Management This training includes instructions on how to properly plan and manage events.	Training staff	AMIR Program

The following training should be arrange and conducted.

Presentation Skills How to present effectively to an audience.	Selected MASAQ staff	TBD
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SECTION X

Feedback and Evaluation

Listening to audiences' responses to the communications messages and activities will come informally and formally. The results can inform messages and create success stories.

A. Collecting Feedback

Informally, MASAQ staff needs to keep eyes and ears open to feedback and direct it to project leadership, who in turn will use it to adapt messages and tools.

Formal mechanisms have also been identified to collect opinions from audiences.

1. Survey partners about the materials.
2. Monitor and evaluate press coverage in relation to materials provided to the media.
3. The MOJ communications advisor will funnel information collected from the MOJ website and other MOJ feedback gathering mechanisms (awareness workshops, suggestion box, etc) to project staff.

B. Operational Performance Indicators

The following performance indicators were identified for June 2006-2007.

1. Monthly report is read by staff.
2. Press clippings and releases are shared with staff.
3. Project calendar is developed.
4. Brochure is produced.
5. Ten success stories are written and distributed through various channels.
6. Monthly report is sent to MOJ and JC leadership.
7. Notepads are produced and distributed at trainings and workshops.
8. Grantees receive and adhere to guidelines on creating communications products.
9. Media outreach plan is developed and implemented.
10. Media monitoring system is developed.
11. Journalist training is conducted.
12. Seconded staff develops and implements plan for sharing achievements with Ministry.
13. Project templates are produced and used by staff.
14. Donor coordination meetings are held.
15. Grantees receive information on messaging, role of MOJ Communications Directorate and linkage opportunities.
16. Press clippings and releases are shared with partners.